

SOUTHERN AFRICAN DEVELOPMENT COMMUNITY

Regional Indicative Strategic Development Plan





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Foreword

The Southern African Development Community (SADC) started the process of reviewing the operations of its institutions in 1999. This process comprised the alignment of regional priorities, review of policies and strategies, and the restructuring of the supporting institutional framework. Such reviews are necessary if we are to adapt our developing strategies to the needs and realities of an ever-changing world, with its new challenges, opportunities and complexities.

The challenges facing the Regional Indicative Strategic Development Plan (RISDP) and the Strategic Indicative Plan for the Organ (SIPO) have to be seen against the background of a region that has gained a lot of experience in promoting regional co-operation and integration. We have to build on this experience as we implement the RISDP and SIPO.

Poverty reduction, in all its dimensions – including malnutrition, high levels of infant and child mortality, illiteracy, unclean water and poor sanitation – must receive the priority it deserves. The HIV/AIDS pandemic, and other communicable diseases, undermine our development efforts by robbing us of the most productive citizens of our regional community. Peace, security and democracy must be upheld and promoted, and many gains attained must be appreciated and consolidated.

The RISDP and SIPO are meant to realign our priorities and refocus our policies and strategies to address these and other challenges facing SADC. They are also intended to make effective use of the opportunities for development that globalisation presents, while containing the adverse effects of global trends.

In this context, the RISDP points out the region's priority intervention areas, and maps out general goals and targets for the next fifteen years. The goals include trade, economic liberalisation and development, infrastructure support for regional integration, sustainable food security, and human and social development.

In addition, the RISDP identifies cross-sectoral intervention areas, including combating the HIV/AIDS pandemic, and promoting gender equality and development, science and technology, information and communication technologies, environment and sustainable development, as well as private sector development.

With regard to politics, defence and security co-operation, priorities include preventing, managing and resolving conflicts so as to strengthen and sustain national and regional stability, peace and security. Success in these areas will greatly facilitate the attainment of our regions' development goals.

In formulating the RISDP and SIPO, and setting out the region's agenda and targets, SADC fully took into consideration the Millennium Development Goals (MDGs) adopted by the United Nations General Assembly, the Constitutive Act of the African Union, the Treaty establishing the African Economic Community, the New Partnership for Africa's Development (NEPAD) as well as other initiatives on international development cooperation. In this way, we underline the fact that SADC is open to partnerships in her development efforts. Indeed, we perceive SADC as a building block to the overall African integration agenda as well as a cardinal contributor to the effective and competitive integration of her Member-States into the global economy.

We believe that the RISDP and SIPO will assist the region to create a promising future and stability, peace, security, democracy, prosperity and equity. Member-States, through SADC National Committees, will be key implementers of these plans. It is, therefore, to Member-States, collectively and individually, that I place the hope for the effective and timely realisation of the goals that we

have set for ourselves. Through them, with the Secretariat facilitating policy harmonisation, we stand to realise SADC's vision of a common future.

But time is of the essence. And time is not on our side. The Founding President of my country, Mwalimu Julius K. Nyerere, used to urge us: "We must run while others walk". Having promulgated RISDP and SIPO, let us now run in order to narrow the gap between our region and the developed world.

God bless SADC.

God bless Africa.



Benjamin William Mkapa

*President of the United Republic of Tanzania and
Chairperson of the Southern African Development
Community.*

Acknowledgments

The decision to develop the Regional Indicative Strategic Development Plan (RISDP), was taken by SADC Heads of State and Government in their meeting of 1999, in Maputo, Mozambique. The purpose of the exercise was to review the operations of SADC Institutions in order to enhance their efficiency and effectiveness in delivering the Organization's overarching goals of social and economic development and poverty eradication.

The process of formulating the RISDP was guided by a participatory approach through which extensive consultations took place in all SADC Member States. Government agencies, the private sector, non-governmental organizations (NGOs) and civil society, academic and research institutions, International Cooperating Partners (ICPs) and many other stakeholders contributed to this process. The exercise was overseen by SADC Council of Ministers through the Integrated Committee of Ministers.

While SADC Secretariat was the coordinating agency, the RISDP has been prepared by a team of experts both from SADC Secretariat and Member States. Membership of this team included Angelo Mondlane (as project coordinator), Mandla Madonsela, Athalia Molokomme, Rosalind Thomas, Chinyamata Chipeta, Rahiririra Mbetjiha, Antony Mawaya, Fudzai Pamacheche, Stephen

Sianga, Margaret Nyirenda, Nicolau Sululo, Guideon Phiri, Raymond Kujeke, Eduardo Sendelwako, Nonkululeko Sibanze, Petrina Tobias, Sibusiso Manzini, Victor Lungu, and Mthobi Matila. The work was carried out under general direction of Themba Mhlongo, Chief Director – SADC Secretariat.

Two regional workshops were held for member states in order to provide them with an opportunity to comment on the different drafts of the RISDP. ICPs provided valuable contributions and comments on the different drafts.

International Cooperating Partners, in particular NORAD and DFID, provided the necessary financial resources required to finance the development of the RISDP, including the consultation process throughout the Member States, and the publishing of the final draft.

Mmalledi Sithole served as Secretary and coordinated most logistical arrangements.

Abbreviations

AAIF	AIG Africa Infrastructure Fund
ACP	African, Caribbean and Pacific
AFDB	African Development Bank
AGOA	Africa Growth Opportunity Act
ALCOM	Aquaculture for Local Community Programme
ASCAS	Accumulating Savings and Credit Associations
ASCCI	Association of SADC Chambers of Commerce and Industry
ASEAN	Association of South East Asian Nations
AU	African Union
BENEFIT	Benguela Environmental and Fisheries Interaction and Training Programme
BIS	Bank for International Settlements
BLNS	Botswana, Lesotho, Namibia and Swaziland
BOD	Biochemical Oxygen Demand
BOT	Build-Operate-Transfer or Build-Own-Transfer
CARICOM	Caribbean Common Market
CBD	Convention on Biological Diversity
CBI	Cross Border Initiative
CCBG	Committee of Central Bank Governors
CEPGL	Economic Community of the Great Lakes Countries
CIS	Culture, Information and Sport
CISNA	Committee on Insurance, Securities and Non-banking Financial Authorities
CITES	International Convention on Trade in Endangered Species
CMT	Committee of Ministers of Trade
COMESA	Common Market for Eastern and Southern Africa
CPPPs	Community-Public-Private Partnerships

CSAS	Co-operative Savings Associations
CSOs	Civil Society Organisations
CUs	Customs Unions
DAC	Development Assistance Committee
DBSA	Development Bank of Southern Africa
DFIs	Development Finance Institutions
DFID	Department for International Development
DFRC	Development Finance Resource Centre
DRC	Democratic Republic of Congo
EAC	East African Community
EAIF	Emerging Africa Infrastructure Fund
ECOWAS	Economic Community of West African States
ECSAFA	Eastern, Central and Southern African Federation of Accountants
ELM	Environment and Land Management
ELS	Environment and Land Sector
ELS-SCU	Environment and Land Sector-Sector Co-ordinating Unit
EPAs	Economic Partnership Agreements
EU	European Union
FAO	Food and Agricultural Organisation
FANR	Food, Agriculture and Natural Resources
FDI	Foreign Direct Investment
FISCU	Finance and Investment Sector Co-ordinating Unit
FPI	Foreign Portfolio Investment
FTA	Free Trade Area
GAD	Gender and Development
GATT	General Agreement on Tariffs and Trade
G8	Group of Eight
GDI	Gross Domestic Investment
GDP	Gross Domestic Product
GDS	Gross Domestic Savings
GMOs	Genetically Modified Organisms
GNP	Gross National Product
GNS	Gross National Savings
GPA	Global Programme on HIV and AIDS
HDI	Human Development Index
HIPC	Heavily Indebted Poor Countries
HIV and AIDS	Human Immune-Deficiency Virus/Acquired Immune Deficiency Syndrome
HPI	Human Poverty Index
HSPFD	Health Sector Policy Framework Document
IA	Implementing Agents
ICM	Integrated Committee of Ministers
ICPs	International Co-operating Partners
ICT	Information and Communications Technology
IDC	Industrial Development Corporation
IEC	Information, Education and Communication

IFPRI	International Food Policy Research Institute
IMF	International Monetary Fund
IMR	Infant Mortality Rate
IOC	Indian Ocean Council
IPAs	Investment Promotion Agencies
IPOs	Initial Public Offering
IR & D	Industrial Research and Development
IS	Infrastructure and Services
IT	Info-communication Technology
LDCs	Least Developed Countries
MBI	Management By-In
MBO	Management By-Out
M & E	Monitoring and Evaluation
MERCOSUR	Southern Cone Common Market
MMA	Multilateral Monetary Area
MMTZ	Malawi, Mozambique, Tanzania and Zambia
MOU	Memorandum of Understanding
MVA	Manufacturing Value Added
NAFTA	North American Free Trade Area
NARS	National Agricultural Research Systems
NCPs	National Contact Points
NEPAD	New Partnership for Africa's Development
NGOs	Non-governmental Organisations
NPV	Net Present Value
NSOs	National Statistical Offices
NTBs	Non-Tariff Barriers
OAU	Organisation of African Unity
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
POPs	Persistent Organic Pollutants
PPP	Purchasing Parity Power
PPPs	Public-Private Sector Partnerships
PSC	Project Steering Committee
PRSP	Poverty Reduction Strategy Paper
PTA	Preferential Trade Area
RBO	River Basin Management Organisations
R & D	Research and Developmen
RECs	Regional Economic Communities
RERA	Regional Regulatory Association
RETOSA	Regional Tourism Organisation of Southern Africa
RIFF	Regional Integration Facilitation Forum
RISDP	Regional Indicative Strategic Development Plan
RPA	Regional Programme of Action
RSA	Republic of South Africa
RSAP	Regional Strategic Action Plan for Integrated Water Resources Management and Development in the SADC Region

RTTC	Regional Tsetse and Trypanosomias Control Centre
SABA	Southern African Broadcasting Association
SACU	Southern African Customs Union
SADC	Southern African Development Community
SADC-FTA	SADC Free Trade Agreement
SADCC	Southern African Development Co-ordination Conference
SAPs	Structural Adjustment Programmes
SAPP	Southern African Power Pool
SCAs	Savings and Credit Associations
SCUs	Sector Co-ordinating Units
S & D	Special and Differential
SDIs	Spatial Development Initiatives
SEPAC	Small Enterprise Promotion Advisory Council
SHDSP	Social and Human Development and Special Programmes
SITCD	SADC Industry and Trade Co-ordination Division
SMEs	Small and Medium Scale Enterprises
SNC	SADC National Committee
SPA	SADC Programme of Action
SPS	Sanitary and Phytosanitary
SRDCP	SADC Regional Drug Control Programme
SSA	Sub-Saharan Africa
S & T	Science and Technology
STDs	Sexually Transmitted Diseases
STOs	Senior Treasury Officials
STP	SADC Trade Protocol
SWOT	Strengths, Weaknesses, Opportunities and Threats
T	Tuberculosis
TCM	Transport, Communications and Meteorology
TFCAs	Transfrontier Conservation Areas
TIFI	Trade, Industry, Finance and Investment
TNF	Trade Negotiating Forum
UN	United Nations
UNAIDS	United Nations Program on HIV and AIDS
UNCTAD	United Nations Conference on Trade and Development
UNESCO	United Nations Educational Scientific and Cultural Organisation
UNIVISA	Universal Visa
USD	United States Dollar
WB	World Bank
WTO	World Trade Organisation
ZAR	South African Rand

Executive Summary

1. Background and Context

In March 2001, SADC Heads of State and Government met at an Extra-ordinary Summit in Windhoek, Namibia and approved the restructuring of SADC institutions. Key features of this restructuring include the grouping of the 21 sectors into clusters under four directorates at the Secretariat, and the establishment of SADC national committees to coordinate their respective individual Member State interests relating to SADC. The restructuring exercise aim at facilitating the implementation of a more coherent and better co-ordinated strategy, with a view to improving the efficiency and effectiveness of SADC policies and programmes. The Extra-ordinary Summit also approved the preparation of this Regional Indicative Strategic Development Plan (RISDP) by the Secretariat to complement restructuring and to provide a clear direction for SADC policies and programmes over the long term.

The RISDP re-affirms the commitment of SADC Member States to good political, economic and corporate governance entrenched in a culture of democracy, full participation by civil society, transparency and respect for the rule of law. In this context, the African Union's NEPAD Programme is embraced as a credible and relevant continental framework, and the RISDP as SADC's regional expression and vehicle for achieving the ideals contained

therein. The RISDP emphasises that good political, economic and corporate governance are prerequisites for sustainable socio-economic development, and that SADC's quest for poverty eradication and deeper levels of integration will not be realised if these are not in place.

2. Scope and Purpose of the RISDP

The focal of the RISDP is thus to provide strategic direction with respect to SADC programmes and activities, and to align the strategic objectives and priorities of SADC with the policies and strategies for achieving its long-term goals. The RISDP is indicative in nature, merely outlining the necessary conditions that should be realised towards achieving those goals. In order to facilitate monitoring and measurement of progress, it sets targets and timeframes for goals in the various fields of co-operation.

The purpose of the RISDP is to deepen regional integration in SADC. It provides SADC Member States with a consistent and comprehensive programme of long-term economic and social policies. It also provides the Secretariat and other SADC institutions with a clear view of SADC's approved economic and social policies and priorities.

3. Methodology

As a first step in the formulation of the RISDP, the

Secretariat prepared a background study. This study was based on a review of literature, policy and strategy documents such as protocols and plans. It took into consideration regional and international parameters, such as NEPAD, AU, WTO, Cotonou Agreement and the Millennium Summit Declaration. The RISDP is based on this study, and takes into account the views of various stakeholders.

The following highlights summarise the RISDP:

4. Chapter Two analyses recent economic, human and social trends. It notes that the economic situation in SADC improved in the 1990s, but is still unsatisfactory, with several countries experiencing low and decreasing levels of per capita gross national product, low growth rates of gross domestic product, relatively high budget deficits and interest rates, relatively low savings and investment rates and high external debts burdens, all of which have contributed to high levels of poverty. The challenge for the region is to create an environment that is conducive to the attainment of high and sustained rates of equitable economic growth and poverty reduction by overcoming the constraints of under-development and dependence on primary sectors of production, improving macroeconomic conditions and maintaining a conducive climate for increasing savings and investment.

With respect to human and social trends, the level of human development improved in some SADC Member States between the middle and the late 1990s. However, on account of a widespread decline in life expectancy at birth, decreases in real per capita incomes and due to setbacks in school enrolment rates, the level of human development declined in the majority of Member States over the same time period. The region is thus haunted by relatively high levels of income poverty, high and in some cases rising levels of HIV and AIDS infection rates, rising levels of illiteracy in some countries, and shortages of critical human skills in key areas, among other challenges.

5. Chapter Three analyses and evaluates current policies and strategies in the various areas of regional co-operation and integration. The thrust of these sectoral policies and strategies has been found to be broadly consistent with SADC's strategic priorities. However, these policies and strategies have not been very effective in addressing the strategic priorities, and their impact on

regional integration and development has been limited. The RISDP has identified gaps and challenges in the current policies and strategies, and used them to reorient those policies and strategies.

6. In light of the identified gaps and challenges, **Chapter Four** focuses on a number of priority intervention areas, of both cross-sectoral and sectoral natures, that are critical for the achievement of SADC's objectives, in particular in promoting deeper regional integration; integrating SADC into the world economy; promoting balanced, equitable and balanced development; eradicating poverty; and promoting gender equality. The selected priority intervention areas, their goals, specific areas of focus and strategies are briefly summarised below. The targets and time frames can be found in Chapter 4 of the RISDP and in the Annex.

The RISDP accords top priority to **poverty eradication** with the aim to promote sustainable and equitable economic growth and socio-economic development that will ensure poverty alleviation with the ultimate objective of its eradication. The focus areas, strategies and targets for poverty eradication are covered in all the other priority intervention areas because it is a cross-cutting issue.

For the **HIV and AIDS** priority intervention area, the goal is to decrease the number of HIV and AIDS infected and affected individuals and families in the SADC region so that HIV and AIDS is no longer a threat to public health and to the socio-economic development of Member States. The intervention area focuses on the incidence of HIV and AIDS infection, the socio-economic impact of HIV and AIDS, the policy and legislative frameworks and resources for the HIV and AIDS multi-sectoral response in SADC. The main strategy is to promote the re-allocation of responsibilities for planning, coordination, implementation, monitoring and evaluation of the SADC response across all its sectors.

The goal of the **gender equality and development** priority intervention area is to facilitate the achievement of substantive equality between women and men in the SADC region through mainstreaming gender into all national and regional policies, programmes and activities, and the adoption of positive measures to accelerate progress in this regard. Specific interventions focus on gender policy and institutional frameworks, women's human and legal rights, gender mainstreaming, access to and control of resources, and access to key political and

decision-making positions. Strategies include accelerating the development of explicit gender policies; mainstreaming gender into all SADC policies, programmes and activities; and adopting women's empowerment policies and strategies.

The RISDP recognises the importance of **science and technology** in economic development and increasing competitiveness. The goal of this priority intervention area is to develop and strengthen national systems of innovation in order to provide scientific and technological solutions to/for sustainable socio-economic development, regional integration and poverty eradication. The strategies for achieving this goal focus on strengthening regional co-operation in S&T; developing legal and policy frameworks and programmes to promote regional co-operation in S&T; and developing instruments to promote collaboration in S&T between SADC and other organisations.

The RISDP also recognises the importance of information as a resource and a tool for development. The modern information and communications technology revolution, characterised by the high level of development and use computers in all aspects life, is recognised as a key factor for regional integration and development, globalisation and modernization.

The RISDP considers **Environment and Sustainable development** as a vehicle to ensure equitable and sustainable use of the environment and natural resources for the benefit of present and future generations. As an cross-sectoral intervention area Environment and sustainable development will present opportunities for the region to advance its programme of action in environment and natural resources management and forge harmonisation of and compliance to environmental policies, standards and guidelines by pursuing the strategic objectives outlined in the RISDP.

In the **private sector development** priority intervention area, the goal is to integrate the private sector in policy and strategy formulation and programme implementation in SADC in order to accelerate and achieve sustainable regional economic integration and poverty eradication. The relevant strategies focus on institutionalisation of public-private sector dialogue; adequate representation of the private sector at all relevant decision-making levels in SADC structures; adoption by SADC of the Association of SADC Chambers of Commerce and Industry (ASCCI) White Paper as a current regional agenda for dialogue between Member States and the

private sector; establishment of a Private Sector Unit at the Secretariat; reviewing the capacities of national chambers and business associations; and biannual surveys of regional competitiveness and business climate.

As a priority intervention area, **statistics** aims at providing relevant, timely, accurate and comparable statistical information for planning, policy formulation, implementation, monitoring and evaluation of SADC integration activities. The strategies for achieving this goal focus on developing a legal framework for regional co-operation in statistics; harmonization of statistical information; collating, processing and disseminating official statistics; developing indicators for monitoring and evaluating regional integration; and building capacity for national and regional statistical systems.

The RISDP focuses on promoting **trade, economic liberalisation and development** as a means of facilitating trade and financial liberalization, competitive and diversified industrial development and increased investment through the establishment of a SADC Common Market. In order to attain this goal, SADC will need to accelerate and complete the formation of a free trade area; begin negotiations for the establishment of a customs union, which will be followed by a common market; enhance competitiveness through industrial development and increased productivity in all sectors; harmonize policies, legal and regulatory frameworks for the free movement of factors of production; and implement policies to attain macroeconomic stability and build policy credibility.

The RISDP emphasises co-operation in **infrastructure development** in order to ensure the availability of a sufficient, integrated, efficient and cost-effective infrastructure that will support and sustain regional economic development, trade, investment, agriculture and contribute towards poverty eradication. The strategies for achieving this goal include: for the Electricity Sub-sector, promoting power pooling through the extension of grid interconnections; and consolidating the transformation of the Southern African Power Pool (SAPP) from a co-operative to a competitive power pool; for the Petroleum and Gas Sub-sector, promoting joint exploration and development of resources; and co-operation in joint procurement of petroleum products; for Tourism, co-operation in marketing and promotion; and attracting investment; for Transport and Communications, reducing capital, maintenance and operating costs; and

policy harmonisation and liberalisation of markets in all forms of transport; and, lastly, for Water, establishing and strengthening shared watercourse systems; and promoting the development of water infrastructure.

The RISDP also emphasises co-operation in **sustainable food security** in order to achieve lasting access to safe and adequate food at all times by all people in SADC for an active and healthy life. The focus of the RISDP is on improving food availability, access to food, and nutritional value of food, while minimizing food losses; improving forecasting, prevention, mitigation and recovery from adverse effects of natural disasters; and improving the institutional framework. The RISDP has formulated strategies for attaining the above sustainable food security goal and objectives, which include: increasing crop and livestock production, productivity and profitability; promoting irrigation and appropriate agricultural production technologies; promoting trade in food and non-food agricultural products; promoting rural non-farm income generating activities, entrepreneurship development, and effective food storage and preservation technologies; improving the quality of processing, packaging, labelling and preparation of food; broadening and strengthening the early warning system; and developing Protocols for Food Security and Agriculture, and the Environment.

In the **human and social development** priority intervention area, the goal is to contribute to the reduction of human poverty and to improve the availability of educated, skilled, healthy, flexible, culturally responsive, productive and efficient human resources for the promotion of SADC's equitable growth, deeper integration and its competitiveness in the global economy. In pursuit of this goal, the RISDP focuses on the development and sustenance of human capabilities; the development of positive values, attitudes, and practices; and on increasing the utilization of human capabilities. The proposed strategies include the coordination, harmonization and engendering of education, training, health, nutrition, employment and labour policies; the harmonization of policies for employment creation and income generation; and establishment of exchange programmes and mechanisms for key stakeholders.

7. Chapter Five concentrates on **resource mobilisation**. It argues that successful implementation of the RISDP requires a major commitment of sustainable

financial resources. These resources will be an important determinant of the success of the RISDP in achieving its integration and development objectives. In terms of financing its coordination function, SADC relies on contributions from Member States and grants from International Co-operating Partners. Increases in both sources of funding are essential. Until now, Member States have been making equal contributions to SADC institutions. From April 2003, their contributions will take into account the relative level of their gross domestic product, which is a more equitable and sustainable basis. In order to improve the financial capacity of SADC further, Member States are exploring the potential for developing self-financing mechanisms for the organisation. In order to increase the resources for financing developments, governments will also need to improve the management of their revenue and expenditure to generate savings, improve the functional use and effective application of foreign aid, and pursue effective debt relief strategies with creditors to release more resources. They will also need to change and improve the policy environment to stimulate private capital inflows, local savings, and private sector participation through public-private partnerships, debt, equity funds, venture capital, and credit guarantee insurance facilities.

8. Chapter Six asserts that successful implementation of the RISDP will also require an appropriate **institutional framework**. The RISDP envisages that at the political level the Council of Ministers through the Integrated Committee of Ministers (ICM) will provide policy direction and oversight to implementation. At the operational level, management and coordination of the RISDP will primarily be the responsibility of the Secretariat. The implementation of particular programmes will involve some or all of the following structures: the Secretariat, Technical Advisory Committees and Sub-committees, Programme Steering Committees, participating Member States and SADC National Committees. The challenge will be to ensure that these structures have the requisite human and financial capacity. International Co-operating Partners, Implementing Agents and Contractors will also be involved. Since implementation will be participatory, there will be participation by women to facilitate gender mainstreaming, the private sector and civil society as well. The RISDP makes proposals for strengthening the role of

these key stakeholders and enhancing their participation in implementing it.

9. Chapter Seven identifies the mechanism for **monitoring** the implementation of the RISDP, whereby the Summit will exercise continuous oversight using progress reports from the Secretariat. At the technical level, the Secretariat will coordinate and monitor implementation through an integrated monitoring system; and SADC National Committees will coordinate and monitor

implementation at the national level with regular feedback from the Secretariat. In addition, a Stakeholders Forum will review and contribute to annual progress and evaluation reports before they are considered by the ICM, the Council and the Summit. The Summit, the Council, the Secretariat, SADC National Committees and the Stakeholders Forum will all be involved in **evaluation** on a regular basis. As and when necessary, an in-depth, independent evaluation of the RISDP will be conducted.

CHAPTER 1

The SADC framework for integration

This chapter analyses the Southern African Development Community's (SADC) framework for integration including its vision and mission. It introduces SADC in its historical context, highlighting the reasons for its formation, how it has evolved over time and the rationale for formulating the Regional Indicative Strategic Development Plan (RISDP).

1.1

HISTORICAL BACKGROUND AND CONTEXT

1.1.1

The Southern African Development Co-ordination Conference (SADCC)

Regional co-operation and integration in Southern Africa owes its origin to historical, economic, political, social and cultural factors that have created strong bonds of solidarity and unity among the peoples of Southern Africa. These factors have contributed to the formation of a distinct Southern African personality and identity that underpins political and economic co-operation.

The formal establishment of structures to promote regional co-operation and integration started as an initiative of the Frontline States, the original members of which were Angola, Botswana, Mozambique, Tanzania and Zambia. This initiative was directed initially towards

the political liberation of the region. From 1975 when they were formally constituted, the Frontline States met regularly to co-ordinate efforts, resources and strategies, with regard to the National Liberation Movements of Southern Africa that were fighting against colonialism, racism and white minority-rule. Later, this initiative was extended to address military attacks and destabilization of majority-ruled states by apartheid South Africa. The intensification of the struggle on both fronts strengthened bonds of solidarity and the need for collective action.

Most of the countries of Southern Africa ultimately achieved political independence, but against a background of mass poverty, economic backwardness and the threat of powerful and hostile white minority-ruled neighbours. Thus, the leaders saw the promotion of economic and social development through co-operation and integration as the next logical step after political independence.

Accordingly, based on the outcome of the July 1979 Arusha Conference which agreed on a strategy to launch the Southern African Development Co-ordination Conference (SADCC), the then nine majority-ruled states of Southern Africa – Angola, Botswana, Lesotho, Malawi, Mozambique, Swaziland, Tanzania, Zambia and Zimbabwe – met at Summit level in April 1980 in Lusaka, Zambia and declared their commitment to pursue policies aimed at economic liberation on the basis of a sustainable inte-

grated development of their economies.

The Summit adopted the Lusaka Declaration entitled 'Southern Africa: Toward Economic Liberation' as well as a Programme of Action covering areas of Transport and Communications, Food and Agriculture, Industry, Manpower Development and Energy. The aims of SADCC were to reduce economic dependence particularly, but not only, on South Africa; to forge links to create genuine and equitable regional integration; to mobilize resources for implementing national and interstate policies; and to take concerted action to secure international co-operation within the framework of the strategy of economic liberation. In pursuance of these objectives, the organization focused on functional co-operation in key sectors through a Programme of Action known as the SADCC Programme of Action (SPA). Above all, SADCC reflected the spirit of Pan Africanism and the latter's preoccupation with the need for regional integration as the means towards African continental unity and the recovery of African dignity and status in global affairs. These principles were enshrined in both the OAU Treaty of 1963 and the Lagos Plan of Action of 1980 and the Final Act of Lagos.

At the regional level, the main SADCC institutions were the Summit of Heads of State or Government which had responsibility for overall policy direction and control of the functions of the Conference; the Council of Ministers, which reported to the Summit, oversaw the work and development of SADCC and approved SADCC policies; the Standing Committee of Officials which was a technical advisory committee and advised the Council; and the Secretariat which was responsible for the coordination and management of SADCC programmes.

For the purpose of coordinating the SPA and enhancing ownership, a decentralized structure was adopted under which different sectors were allocated to each Member State. This approach underscored the need to build collective self-reliance, mutual trust and confidence and it was on this basis that the Organisation evolved over the years. The number of areas of co-operation increased, as the number of Member States rose, since each was allocated at least one sector to coordinate, but also in response to new challenges like HIV and AIDS. As the areas of co-operation increased, the SPA expanded.

1.1.2

From SADCC to SADC

By the late 1980s, it became apparent that SADCC needed strengthening. The attainment of independence and sovereign nationhood by Namibia in 1990 formally ended the struggle against colonialism in the region. In some of the other countries, concerted efforts to end internal conflicts and civil strife were bearing positive results. In South Africa, the process was underway to end the inhuman system of apartheid, and to bring about a constitutional dispensation acceptable to all the people of South Africa. These developments took the region out of an era of conflict and confrontation, to one of peace, security and stability, which remain prerequisites for cooperation and development.

On the African continent, efforts continued, mainly under the auspices of the Organisation of African Unity (OAU) to promote closer economic relations. In 1991, some of the OAU Heads of State and Government signed the Abuja Treaty establishing the African Economic Community. Like the 1980 Lagos Plan of Action, the Treaty made Regional Economic Communities (RECs) the building blocks for the continental community. In light of this development, the SADC Heads of State or Government viewed their efforts at regional integration in Southern Africa as part of this continental effort. More recently, the African Union, the successor to the OAU, has reaffirmed its commitment to the African Economic Community. The New Partnership for Africa's Development (NEPAD) has designated RECs as implementing agencies for its programme.

On the global scene, fundamental and far-reaching political and economic changes were taking place. The cold war had ended, and world affairs were increasingly being managed on the basis of consultation and consensus, rather than confrontation and competition. Integration was fast becoming a global trend. Countries in different regions of the globe were organising themselves into closer economic and political entities. This movement towards stronger regional blocs was expected to transform the world, both economically and politically, as firms within these economic blocs would benefit from economies of scale provided by large markets, to become competitive both internally and internationally. For firms in Southern Africa not to remain behind, it became

imperative for a large regional market to be established so that they too could benefit from economies of scale.

At their meeting in Windhoek in August 1992, the Heads of State and Government signed a Treaty transforming the "SADCC" from a coordination conference into SADC, the Community -- and redefined the basis of cooperation among Member States from a loose association into a legally binding arrangement. The purpose of transforming SADCC into SADC was to promote deeper economic cooperation and integration to help address many of the factors that make it difficult to sustain economic growth and socio-economic development, such as continued dependence on the exports of a few primary commodities. It had become an urgent necessity for SADC governments to urgently transform and restructure their economies. The small size of their individual markets, the inadequate socio-economic infrastructure and the high per capita cost of providing this infrastructure as well as their low-income base made it difficult for them individually to attract or maintain the necessary investments for their sustained development.

Accordingly, SADC opted for a development integration approach which recognises the political and economic diversities of regional integrating countries including their diverse production structures, trade patterns, resource endowments, development priorities, institutional affiliations and resource allocation mechanisms. It addresses many of the production, infrastructure and efficiency barriers arising from the under-development of the region. This approach also has the advantage of complementing trade liberalisation with sustainable corrective measures, designed to cushion the least developed member countries against shocks arising from the removal of trade barriers. It further allows Member States to define the scope and sectors of cooperation and to identify appropriate strategies and mechanisms to overcome impediments to integration and to address regional imbalances between Member States.

In the 1990s, the membership of the organization increased to 14 with the accession of Namibia in 1990, South Africa in 1994, Mauritius in 1995, and Seychelles and the Democratic Republic of Congo in 1997.

Since its inception, SADC has inculcated a sense of regional belonging as well as a tradition of consultation among the peoples and governments of Southern Africa, which, among other things, has improved regional security. It has also formulated the SPA, which covers cooperation in several economic and social sectors; and implemented several infrastructure and other projects. Furthermore, SADC has developed protocols in a number of areas of co-operation, which provide the legal framework for co-operation among Member States.

While SADC has recorded some remarkable achievements, difficulties and constraints have also been encountered. These include lack of institutional reforms for effective transformation from SADCC into SADC; lack of synergy between the objectives of the Treaty on the one hand and the existing SADC SPA and institutional framework on the other, and finally lack of appropriate mechanisms capable of translating the high degree of political commitment into concrete programmes of community building and integration.

In order to address these and other institutional problems, the Heads of State and Government approved the restructuring of SADC institutions at their Extraordinary Summit held in March 2001, in Windhoek. Under restructuring, the twenty-one sectors have been grouped into clusters under four Directorates at the SADC Secretariat. At the national level, SADC National Committees will co-ordinate their respective individual Member State interests relating to SADC. At the regional level, an Integrated Committee of Ministers (ICM) has been created to co-ordinate the work of different clusters. The new structure also includes the Troika system and the Organ on Politics, Defence and Security.

The objective of the restructuring was to increase the efficiency and effectiveness of SADC policies and programmes and to implement a more coherent and better coordinated strategy to eliminate poverty in the Region. To underpin the restructuring of SADC institutions and provide a clear orientation for the policies and programmes of the organisation over the medium to long-term, the Extraordinary Summit also approved that the Secretariat prepare a Regional Indicative Strategic Development Plan (RISDP) guided by the vision of SADC.

1.2

THE SADC VISION AND MISSION

1.2.1

Vision

The Regional Indicative Strategic Development Plan (RISDP) is underpinned by the SADC vision, which charts the direction for the development of the region. The Declaration "Towards the Southern African Development Community", adopted in Windhoek, Namibia, on 17 August 1992, by Heads of State or Government of Southern African States, calls upon all countries and people of Southern Africa to develop a vision of a shared future, a future within a regional community.

The SADC vision is one of a common future, a future in a regional community that will ensure economic well-being, improvement of the standards of living and quality of life, freedom and social justice and peace and security for the peoples of Southern Africa. This shared vision is anchored on the common values and principles and the historical and cultural affinities that exist between the peoples of Southern Africa.

1.2.2

Mission

The RISDP is also underpinned by the SADC mission statement. From the 1992 Declaration and the Report on the Review of the Operations of SADC Institutions, particularly from the objectives and strategies spelt out in Article 5 of the Treaty, the SADC Mission Statement is: **"To promote sustainable and equitable economic growth and socio-economic development through efficient productive systems, deeper co-operation and integration, good governance, and durable peace and security, so that the region emerges as a competitive and effective player in international relations and the world economy".**

The pursuit of this mission is guided by the following **principles**, which are stated in Article 4 of the SADC Treaty:

- a) **sovereign equality of all Member States;**
- b) **solidarity, peace and security;**
- c) **human rights, democracy, and the rule of law;**
- d) **equity, balance and mutual benefit;**
- e) **peaceful settlement of disputes.**

1.3

THE SADC COMMON AGENDA

The SADC Common Agenda is spelt out in Article 5 of the Treaty as amended, as well as in the Report on The Review of Operations of SADC Institutions and consists of the policies and strategies of the organisation. The policies of SADC are to:

- **promote sustainable and equitable economic growth and socio-economic development that will ensure poverty alleviation with the ultimate objective of its eradication, enhance the standard and quality of life of the people of Southern Africa and support the socially disadvantaged through regional integration;**
- **promote common political values, systems and other shared values which are transmitted through institutions which are democratic, legitimate, and effective;**
- **consolidate, defend and maintain democracy, peace, security and stability;**
- **promote self-sustaining development on the basis of collective self-reliance, and the interdependence of Member States;**
- **achieve complementarity between national and regional strategies and programmes;**
- **promote and maximise productive employment and utilisation of the resources of the Region;**
- **achieve sustainable utilisation of natural resources and effective protection of the environment;**
- **strengthen and consolidate the long-standing historical, social and cultural affinities and links among the people of the Region;**
- **combat HIV and AIDS and other deadly or communicable diseases;**
- **ensure that poverty eradication is addressed in all SADC activities and programmes; and**
- **mainstream gender in the process of community building.**

The broad **strategies** of the SADC as contained in the Treaty are to:

- **harmonise political and socio-economic policies and plans of Member States;**
- **encourage the peoples of the Region and their institutions to take initiatives to develop economic, social and cultural ties across the region, and to**

participate fully in the implementation of the programmes and projects of SADC;

- create appropriate institutions and mechanisms for the mobilisation of requisite resources for the implementation of programmes and operations of SADC and its institutions;
- develop policies aimed at the progressive elimination of obstacles to the free movement of capital and labour, goods and services, and of the peoples of the region generally, among Member States;
- promote the development, transfer and mastery of technology;
- improve economic management and performance through regional cooperation;
- promote the coordination and harmonisation of the international relations of Member States; and
- secure international understanding, cooperation and support, and mobilise the inflow of public and private resources into the region.

1.4

REGIONAL AND GLOBAL CONTEXTS

The restructuring of SADC Institutions occurs at a time when important transformations are also taking place both at the continental and global levels. In the African context the most significant steps affecting SADC, relate to the transformation of the Organization of African States (OAU) into the African Union (AU) and the launching of the New Partnership for African Development (PAD).

The AU intends to build on and accelerate the aims of the OAU and the Abuja Treaty. The NEPAD as a programme of the AU is a holistic and multidimensional development framework undertaken by African Leaders, which encompasses economic, political, security social and cultural dimensions of development. As with African Economic Integration under the Abuja Treaty, the Regional Economic Communities such as SADC are expected to act as building blocks in the implementation of the African Agenda under the frameworks of the AU and NEPAD.

At the global level, economic challenges facing SADC include the process and effects of globalisation, which encompasses, among others, financial, trade and technological forces. The agenda of the World Trade

Organization (WTO), The Cotonou Agreement between the EU and ACPs as well as the USA's Africa Opportunity Act (AGOA) are all key challenges and opportunities for SADC.

A global development agenda of crucial importance for SADC is currently being championed by the United Nations (UN) and is expressed in the Millennium Declaration and other United Nations led International Conventions through the Millennium Development Goals. SADC will need to align its agenda with such initiatives.

1.5

KEY INTEGRATION AND DEVELOPMENT ENABLERS

1.5.1

Peace, Security, Democracy and Good Political Governance

SADC Member States are committed to "promote common political values, systems and other shared values which are transmitted through institutions that are democratic, legitimate, and effective" (SADC Treaty Article 5). In line with this, SADC firmly acknowledges that economic growth and development will not be realised in conditions of political intolerance, the absence of the rule of law, corruption, civil strife and war. SADC Member States are cognisant of the fact that poverty thrives under such conditions, nurturing further political instability and conflict, creating a destructive repetitive cycle, which perpetuates under-development and extreme deprivation.

SADC Member States are also committed to the ideals of the AU and the NEPAD programme which identifies democracy and political governance, including peace and security, conflict management, post-conflict reconciliation, rehabilitation and reconstruction, and the combating of illicit trafficking in arms and related materials, as essential prerequisites for achieving sustainable development. This is consistent with the approach in the RISDP, which has, however, added trafficking in drugs and human beings to this list.

In the SADC context, NEPAD is embraced as a credible and relevant continental framework, and this RISDP as a regional expression and vehicle towards the ideals contained therein. Therefore, in view of the fact that NEPAD has already set out the required actions, and that

SADC is in the process of elaborating strategies and programmes through the Strategic Indicative Plan for the Organ on Politics, Defense and Security, these will not be repeated in this RISDP.

1.5.2

Economic and Corporate Governance

Good economic and corporate governance is another set of enablers that are essential for the realisation of deeper integration and poverty eradication in the SADC Region. There is some shared understanding that the unification of the Region's economies through the SADC FTA and the quest to achieve deeper levels of integration will not be realised in the absence of good economic and corporate governance.

In the context of this RISDP, good economic and corporate governance should be understood to include: sound macroeconomic management; transparent public financial management and accountability; first-class banking supervision and financial regulation; and rigorous, best practice corporate governance. SADC identifies closely with the NEPAD programme which lays emphasis on inclusive participatory national economic policy process, good corporate ethics underpinned by the principles of openness, integrity and accountability, as well as enforcement of internationally accepted relevant codes and standards. In line with the 1992 Windhoek Declaration, SADC is also committed to promoting the participation of civil society, including local government structures, in community building at both regional and national levels. In this context, efforts are underway towards developing a framework for enhancing civil society participation in SADC.

1.5.3

Other Prerequisites for Deeper Integration and Poverty Eradication

Good political and economic governance, entrenched in a culture of democracy, transparency and respect for the rule of law, represent the bedrock upon which this RISDP is premised. These kernels are, as indicated in previous sections, embodied in the Windhoek Declaration and the Treaty establishing SADC (both the original and amended versions).

There are several other prerequisites that will facil-

itate the move towards deeper integration and poverty eradication. These are discussed in more detail in the following chapters and include:

- Intensifying the fight against HIV and AIDS;
- Gender mainstreaming and the empowerment of women;
- Rapid adoption and internalisation of Information Communication Technologies;
- Diversification of regional economies through, inter alia, industrial development and value addition;
- Trade liberalisation and development;
- Liberalisation in the movement of factors of production;
- Research, science and technology innovation, development and diffusion;
- The creation of an enabling institutional environment;
- Productivity and competitiveness improvements;
- Private sector development and involvement; and
- Development of a balanced and socially equitable information and knowledge based society.

All the above are interrelated and supportive of each other and none can meaningfully impact on the integration and poverty eradication agenda if implemented in isolation. All are crucial for moving towards sustainable development and require careful sequencing and timing if they are to be effective as catalysts for deeper integration and poverty eradication.

1.6

SCOPE AND PURPOSE OF THE REGIONAL INDICATIVE STRATEGIC DEVELOPMENT PLAN (RISDP)

According to the Agreement Amending the SADC Treaty, **based on the strategic priorities of SADC and its Common Agenda, the RISDP aligns the strategic objectives and priorities with the policies and strategies to be pursued towards a diversity of those goals over a period of fifteen years. It is designed to provide strategic direction with respect to SADC programmes, projects and activities.**

The RISDP is indicative in nature and outlines the necessary conditions that should be realised towards the attainment of SADC's regional integration and development goals. In other words, it is not a prescriptive or a command type of plan. In view of the need to monitor and measure progress, the RISDP sets targets that indicate major milestones towards the attainment of agreed goals. In this connection, the RISDP sets up a logical and

coherent implementation programme of the main activities necessary for the achievement of the region's broader goals with a reasonable, feasible and agreeable time frame that takes into account resource constraints.

While maintaining a "development integration" strategy, the RISDP, in view of the significant discrepancies existing among SADC Member States, recognises the need for a flexible approach towards deeper integration and the implementation of various policy reforms and recommendations.

Most of the policies, strategies and programmes of SADC were designed independently by individual Sector Coordinating Units before they were grouped into clusters managed through Directorates. For this reason, the various policies, strategies and programmes were not properly co-ordinated leading to weak intersectoral linkages. The RISDP identifies and strengthens the linkages, programmes and the policies of the various sectors with a view to improving efficiency and delivery of the SADC Programme of Action.

The RISDP provides SADC Member States, with a coherent and comprehensive development agenda on social and economic policies over the next fifteen years. It also provides the Secretariat and other SADC institutions with clear guidelines on SADC's approved social and economic priorities and policies, and, therefore, enhances their effectiveness in discharging their facilitating and coordinating role.

In the light of the SADC vision of a common future within a regional community and its mission to promote sustainable and equitable economic growth and socio-economic development, **the ultimate objective of the RISDP 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.** To attain this objective, the RISDP takes stock of the current political, social and economic situation in the region with a view to providing a way forward for SADC to attain its objectives.

CHAPTER 2

Socio-Economic Situation in SADC

This chapter describes and analyses the recent economic, human development and social trends in SADC based on selected socio-economic indicators. It brings out key issues and main economic and human development challenges facing the region that will be addressed through the RISDP. The chapter, however, starts by making a brief reference to the political environment underlying the socio-economic situation in the last decade.

2.1 POLITICAL SITUATION

After several decades of political and military confrontation and unrest, marked by economic decline and social instability, Southern Africa is now experiencing a great deal of political stability, which can lead to economic recovery. The achievement of political independence by SADC Member States, which started in the early 1960s, was finally completed with the attainment of independence of Namibia in 1990 and the end of the South African apartheid regime in 1994. The recent achievement of peace in Angola is another positive step towards greater political stability in the region. The positive developments in DRC are also encouraging and increase the prospects for more effective cooperation and integration of the SADC region.

During the 1990s, most SADC Member States adopted multi-party systems of government. Accordingly,

the region witnessed the holding of regular elections. This trend has been sustained. These developments are attributable to improvements in political and economic governance, democracy and an atmosphere of peace and security that has prevailed since the beginning of the 1990s. Such an environment is crucial for poverty reduction through cooperation and integration.

2.2 MAIN ECONOMIC CHARACTERISTICS AND CURRENT ECONOMIC DEVELOPMENTS

2.2.1 Overall Economic Characteristics

SADC is made up of fourteen Member States at different stages of development, but predominantly underdeveloped. As a result, social and economic growth and development across the region are heterogeneous, with some countries attaining high growth rates and others achieving very low growth rates.

In spite of the economic imbalances amongst its Member States and the relatively small size of the market (eg., comparable to Belgium or Norway), in the African context SADC's aggregate GDP of USD 226.1 billion is more than double that of ECOWAS, and equivalent to more than half the aggregate GDP of Sub Saharan Africa

(SSA). It also has the highest GNI per capita in the whole of SSA. Thus, despite a relatively small market size, the SADC region can still reap significant static and dynamic gains from regional integration, provided supply side constraints are adequately addressed.

Driven by the need to rapidly reduce poverty, like other SSA regions, SADC has embarked on the implementation of a number of reform measures aimed at promoting macroeconomic stability and higher growth combined with the improvement in the delivery of social services.

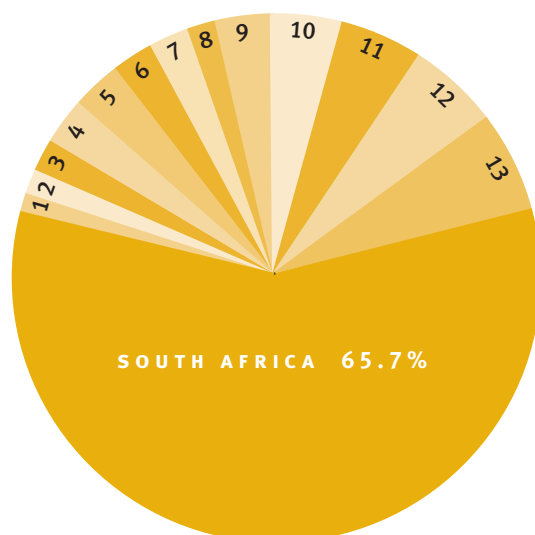
The section below analyses the economic developments of SADC on the basis of the following selected macroeconomic indicators:

2.2.2

Selected Macroeconomic Indicators

Fig 1: SHARE OF SADC GDP, 2002

1	SEYCHELLES	0.4 %
2	LESOTHO	0.5 %
3	SWAZILAND	0.7 %
4	MALAWI	1.2 %
5	NAMIBIA	1.9 %
6	MOZAMBIQUE	2.2 %
7	ZAMBIA	2.4 %
8	MAURITIUS	2.9 %
9	BOTSWANA	3.1 %
10	DRC	3.3 %
11	ZIMBABWE	3.6 %
12	TANZANIA	6.1 %
13	ANGOLA	6.1 %



Source: SADC Statistics Database, 2003

2.2.2.1

Population and Gross Domestic Product (GDP)

In the year 2002, SADC had a combined population of approximately 210 million people with a total GDP of US\$ 226.1 billion. During the same year GDP grew by about 3.2 per cent, which was above the population growth rate of approximately 2.1 per cent.

As shown in Figure 1, 2002 output in SADC was extremely uneven, reflecting mainly differences in resource endowment and economic size of the different Member States. South Africa is the largest economy in the region in terms of GDP.

The average regional GDP growth rate during the 1990s and beginning of the 2000s was significantly positive despite a slow start in 1990-1992. Strong signs of economic recovery in the region started showing in 1993 and gained momentum in 1996 with a SADC average GDP growth rate of 5 per cent. However, in the following years, the growth pattern fluctuated considerably from year to year and reached 3.2 in 2002 (see Figure 2 overleaf).

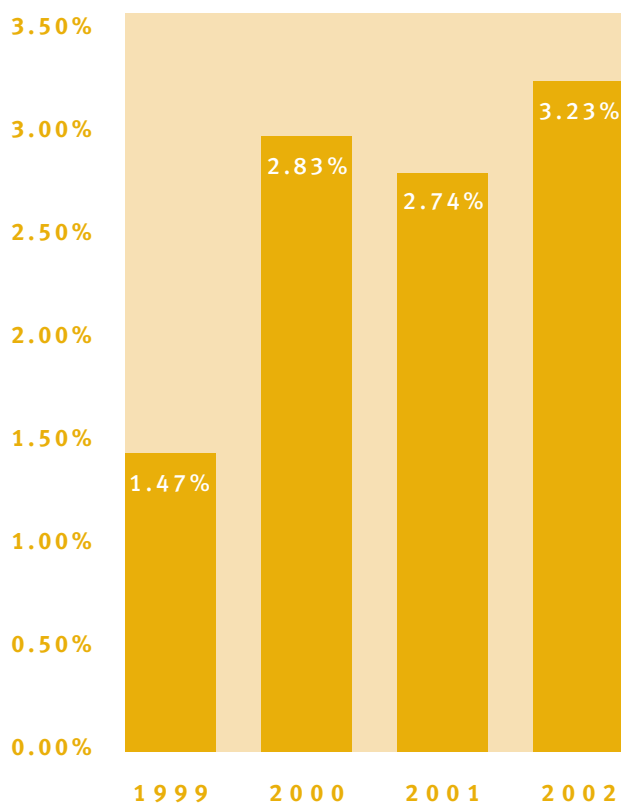
Improvement in economic performance is largely attributed to positive political developments in the region as well as to introduction of macroeconomic reforms in most Member States, which occurred at the end of the 1980s and beginning of the 1990s. However, economic performance on the whole has remained fragile and most SADC countries continue to be exposed to natural disasters and adverse external shocks.

2.2.2.2

SADC Structure of Production

The structure of production of SADC countries is characteristic of a developing region where large shares of GDP originate in primary sectors of production viz: agriculture and mining, whose total contribution is, on average over 50% of total GDP.

Statistics on SADC show that only Mauritius and South Africa have sizeable manufacturing sectors at approximately 25% of GDP. The formerly sizeable manufacturing sector of Zimbabwe was not sustained due to several factors, including the influx of cheaper foreign goods, higher input costs and shortages of foreign exchange for importing inputs. This country has gradually become more reliant on services than before. The rest of the Member States have relatively small manufacturing sectors. They depend on services, agriculture or mining.

**Fig 2: GROWTH RATES IN SADC
1999-2002**

Source: SADC Statistics, 2003

In addition to having a small manufacturing sector, SADC economies do not produce a diversified range of manufactured products. They produce a similar range of products such as foodstuffs, beverages, tobacco, textiles, clothing and footwear, which are agricultural-resource based. South Africa and Zimbabwe have significant mineral-resource based manufacturing industries also. But vertical integration in the different structures of production are lacking.

Manufactured goods contribute substantial proportions to total formal merchandise exports in South Africa, Mauritius and Zimbabwe. Some of these countries exports' levels are higher than the 16 percent average ratio for Middle East and North Africa. But they were all below the world average ratio of 78 percent and the average ratios for all low and all high-income countries of 75 percent and 81 percent, respectively, in 1997.

In mid 1990s, the average percentage of the labour force in industry in SADC was only slightly higher than 15%. The following countries had above average percentages: Mauritius, South Africa, Botswana, and Namibia.

In the period 1991 to 1999, there was positive growth of manufacturing value added (MVA) in many SADC Member States. During this period, the un-weighted average rate of growth of MVA in the SADC was 5.2 percent. The un-weighted average rate of growth declined during the first five years of the decade as a few countries in the region experienced negative rates of growth of MVA.

2.2.2.3

Per Capita Income

SADC's average level of per capita income, as measured by Gross National Income (GNI), is very low and has been declining in most countries over the last three decades. In the year 2002, SADC average GNI per capita stood at US\$1,563. Seychelles, a SADC Member-State with approximately only 82,000 inhabitants, has the highest GNI per capita at US\$6,530. Other high-income countries in the region include Mauritius (US\$3,830), Botswana (US\$3,100) and South Africa (US\$2,820). The low per capita income countries in the SADC region, with income levels below US\$500, are DRC (US\$80), Malawi US\$160), Mozambique (US\$210), Tanzania (US\$270), Zambia (US\$320), and Zimbabwe (US\$480).

If the region is to achieve the Millennium Development goal (MDG) of halving the poverty level by 2015, GNI per capita must grow consistently over the next few years at rates of approximately 10 per cent. This is of particular relevance to the less developed countries in the region. GNI per capita growth should also be accompanied by appropriate policies of wealth distribution to achieve poverty reduction.

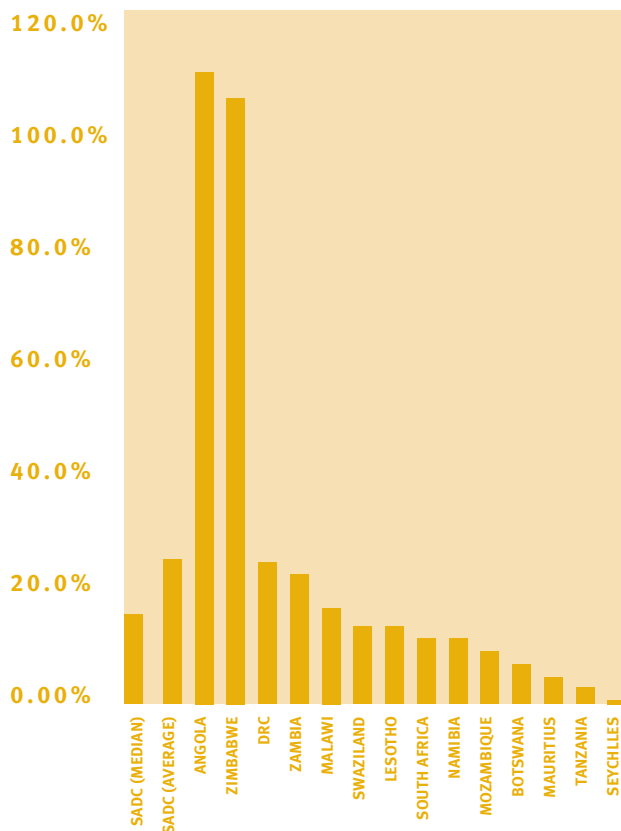
Main contributing factors to the current level of per capita income include distorted and underdeveloped structures of production, poor economic performance, problems in macro-economic management and unfavourable international economic environment.

2.2.2.4

Inflation and Interest Rates

As compared to the 1980s, most SADC Member-States have performed relatively well in stabilizing inflation rates, particularly since the early 1990s. In 2002 the average inflation rate in SADC was approximately 25%. Sound macroeconomic policies and inflation targeting pursued by most Member States are the underlying

Fig 3: INFLATION IN SADC 2002



Source: SADC Statistics, 2003

factors contributing to the lowering of inflation within the region. In analysing the overall SADC trend in inflation in the 1990's, it is important to observe that the average inflation rate was negatively influenced by high inflation rates experienced in those countries that were involved in prolonged political turmoil and/or civil wars and, therefore, running essentially war economies.

Despite improvements in overall macroeconomic management, which impacted positively on inflation in the last decade, as reflected in a significant decline in inflation rates, inflation remains one of the major challenges to national efforts for economic recovery and for regional cooperation and integration and poverty reduction.

Interest rates remain high in all SADC Member States. There are wide variations between countries with single-digit inflation and interest rates mostly below 20 percent, and high inflation countries with interest rates ranging from about 40 percent to as high as over 100 per cent. One of the main reasons that accounts for high interest rates in the region is the tight monetary policy intended to reduce inflation.

2.2.2.5

Savings and Investment

Savings and investments are central determinant of the rate and pattern of economic growth in SADC economies. By increasing domestic savings and using the resources in productive domestic investment, SADC economies will strengthen the region's prospects for accelerated economic growth, poverty eradication and sustainable development.

Between 1980 and 2001, regional Gross National Savings (GNS) fell short of regional Gross Domestic Capital Formation (GDCF). In 2001, the average SADC GDCF was 16.75 percent of GDP against a regional GNS of 15.85 percent of GDP, leaving a resource gap of -0.9. Among individual countries, there were wide disparities between saving and investment rates, with most countries recording negative resource balances.

As far as FDI is concerned, SADC as a Community attracted on average only US\$ 691 million in the early 1990s, but FDI to the region quadrupled in the second half of the 1990s standing on average at US\$ 3061 million during 1995-98. This figure accounts for more than half (55 percent) of all FDI flows directed to the SSA region. Individual SADC countries appear to have performed relatively well compared with other Sub-Saharan countries. Six SADC Member-States (South Africa, Angola, Zambia, Lesotho, Tanzania and Namibia) were among the top 10 recipients of FDI in Sub-Saharan Africa during the second half of the 1990s. Southern Africa has emerged as a strong pole for attracting foreign investment to SSA. From 1995 to date, more than 25 percent of FDI to Sub-Saharan Africa region was directed to Southern Africa.

The outlook for investment in SADC would not be complete without bringing the cross-border regional dimension into the picture. South Africa, Mauritius and Zimbabwe are the main sources of cross-border investment into other SADC countries. Currently, intra-regional investments in the SADC-region are concentrated in the following sectors: Mining, Tourism, Transport, Finance, Manufacturing, Retail, Telecommunications, Agriculture and Fisheries.

The main avenues for FDI in SADC are privatisation and public-private provision of infrastructural services. Most countries are also attracting resource-seeking foreign investment flows. In general, efficiency and market-seeking investment flows remain proportionately small.

2.2.2.6

Fiscal Balances

Despite efforts made during 1990-2000 to bring negative fiscal balances to sustainable levels, most SADC Member-States continued to experience relatively high budget deficits. However, with only a few exceptions, all SADC Member States improved their fiscal positions during the 1990s. On average, budget deficits have been reduced in a significant number of SADC Member-States.

The control of current and capital expenditures, tax reforms (including the improvement of tax collection and the broadening of the tax base) and privatisation of state-owned enterprises have been the underlying reasons for these improvements.

Further reductions in budget deficits have proved difficult to achieve, given SADC Member-States commitment to eradicate poverty through increased public provision of health and education facilities and services.

2.2.2.7

External Trade and the Terms of Trade

Foreign trade plays an important role in the economies of SADC Member States. Trade data on SADC Member-States reveal a number of features.

Firstly, trade is relatively a more important component of GDP in small countries like Lesotho and Swaziland than in large countries like South Africa. Total merchandise trade of the SADC increased between 1991 and 1998.

The export trade for Angola, Botswana, Democratic Republic of Congo (DRC), Namibia South Africa and Zambia is dominated by oil or mineral exports. The oil and mining industry play significant roles as major foreign exchange earners and are sources of inputs for industrial development. While oil and mining ventures are capital intensive, they still generate substantial employment opportunities directly and indirectly through linkages with other supply and input sectors. In other countries, agriculture commodities dominate export trade. The bulk of imports of SADC Member-States are intermediate and capital goods. Only South Africa and Zimbabwe have significant capacity to produce such goods.

Available data on the terms of trade show that most SADC Member States alongside with the majority of other African States have been experiencing a long-term decline in their terms of trade. This trend has been particularly persistent between 1980 and 2000.

Within Southern Africa, South Africa's intra-regional trade is concentrated in the SACU countries due to the existence of a customs union and a common monetary area. Of South Africa's exports to the Southern African region, which amount to 19 percent of total exports, 13 percent go to other SACU member countries. Five out of 7 percent of South Africa's imports from Southern Africa come from other SACU member countries.

Among other Southern African countries, Lesotho is overwhelmingly dependent on South Africa for its export market. A significant proportion of Zimbabwe's and to some extent Malawi's exports also find markets in Southern Africa, mainly in South Africa. Otherwise, for the majority of the countries in Southern Africa, the OECD is the major export market. Asian export destinations are significant for Angola, Mauritius, Mozambique, South Africa, Tanzania and Zambia. The bulk of imports of SADC Member States originate in the OECD. For the DRC, Mauritius, Seychelles and Tanzania, Asian sources account for significant proportions of their imports; while for Angola and South Africa NAFTA is a significant source of their imports.

Intra-regional trade in SADC is influenced by both the SADC Trade Protocol and bilateral trade agreements, which Member States have negotiated prior to entry into force of the Trade Protocol. The Trade protocol provides for the continuation of existing bilateral arrangements as long as they do not contradict the protocol. Intra-SADC trade is estimated at 24%, which means that the major share of trade is still with the rest of the world.

2.2.2.8

Current Account Balance

The SADC overall annual average current account balance for the period 1990-2000 is - 7.0%. However, an analysis of the underlying country trends during this period reveals three categories of countries. The first category represented by Botswana, Namibia, and to a certain extent Mauritius, enjoyed rising current account surpluses throughout the period of analysis.

The second category includes South Africa, Swaziland, Seychelles, and Zimbabwe. These countries have experienced a modest level of current account deficits, which do not exceed, on average, 5 percent of GDP during the period of analysis.

The third category of countries, with high and deteriorating current account deficits include Angola, Lesotho, Malawi, Mozambique, Tanzania, and Zambia.

2.2.2.9

External Debt and Aid

Most SADC countries have experienced an increasing external debt burden over the last two decades. In several countries, the debt burden has become extremely onerous. The stock of external debt in SADC stood at \$69.12 billion in 2001. External debt in relation to GDP has more than doubled in Angola, the DRC, Mozambique and Zimbabwe. On average, over the period 1992-2000, it represented 173 percent of GDP in Angola, 175 percent in DRC, 124 percent in Malawi, 116 percent in Tanzania, 202 percent in Zambia and 238 percent in Mozambique. It is important to note, however, that in a few SADC Member States, notably in Botswana, Namibia and South Africa, external debt remained stable at relatively low levels in relation to GDP.

Due to their debt positions, access to external sources of funds, other than official sources on highly concessional terms, remains limited. Resource-seeking FDI and project finance, associated with privatisation and public-private provision of infrastructural services, have been the main means for filling the savings-investment gap in these countries. But they remain highly dependent on ODA for this purpose.

Consistent with that outcome, aid dependence in SADC remains high at almost the same level in 1999 as in 1980 as measured in net ODA per capita. Given some of the countries' aid-dependence and high debt-burdens, maintenance of sound macro-economic policies in these countries may, for the foreseeable future, depend heavily on massive debt write-downs and very large continued aid flows.

Five of SADC Member States are eligible to the Highly Indebted Poor Countries Initiative (HIPC). To date two of them, namely Mozambique and Tanzania have reached the completion points, another two, Malawi and Zambia, have reached the decision points and the DRC is under consideration. The HIPC initiative is expected to relieve considerable levels of resources which may be applied directly in poverty reduction areas of development in the concerned SADC Member States.

2.3

ECONOMIC CHALLENGES

2.3.1

Overview

From the foregoing discussion it is possible to identify the

main problems and challenges posed by the prevailing economic development framework to SADC cooperation and integration agenda. The main challenge is clearly to overcome the underdeveloped structure of the regional economy, improve macroeconomic performance, political and corporate governance and thus, unlock the untapped potential that lies in both the region's human and natural resources. In sum, the main economic challenge facing the region is the development of an environment conducive to regional integration, economic growth, poverty eradication and to the establishment of a sustainable path of development. More specific challenges on the overall regional development framework for cooperation and integration in the SADC region include the following:

2.3.2

Adjustments in the Economic Structures and Convergence of Member States

The proportion at which different sectors contribute to total output is a major indicator of the level of development of different economies. The standard pattern of development of modern economies is one where higher proportions of output originate from the most dynamic sectors of the economy, viz. manufacturing and services.

Available indicators show that in the last two decades, there has been a great deal of de-industrialisation in the SADC region, notably in Zimbabwe and Zambia. If the region is to develop faster and take advantage of regional integration and globalisation, Member States will need to address the constraints facing the supply side of their economies, including those related to inadequate regional infrastructural linkages.

A structural restructuring of SADC Member States should be orientated to more diversified economies and to significant reduction in the Member States over dependence on primary commodities. This would also contribute to increases in the volume of intra-regional trade.

Equitable and balanced development of Member States is one of the objectives of SADC. If this objective is to be achieved the widening in the gap between Member States incomes discussed above needs to be reversed in a reasonable time frame. Indeed deeper integration of the regional economy should lead to economic convergence and not divergence amongst Member States.

2.3.3

Accelerated Economic Growth and Improvements in Macroeconomic Performance and Policy Management

Despite that significant improvements have been achieved in the area of macroeconomic management and performance, a lot still remains to be done if SADC is to make a dent on poverty in the next decades. Clearly **SADC GDP growth rate has to accelerate to a level above 7 percent if the region is to achieve the MDG of halving poverty by the year 2015 as recommended by the United Nations**. The foregoing discussion has also shown that other macroeconomic indicators such as, inflation, fiscal deficits, current account deficits, resource gaps in savings and investment and the burdens of external debt remain far from the desired and sustainable levels which could set the appropriate stage for a successful cooperation and integration process.

To accelerate economic growth, SADC Member States individually should intensify their efforts to implement comprehensive economic and social reforms within the NEPAD development framework, pursuing poverty reduction oriented policies, addressing good governance issues, infrastructure and production capacity constrains.

At the regional level, guided by the RISDP, SADC should strive to implement the priority activities in the main intervention areas of regional cooperation and integration. **SADC should also improve linkages with regional and global marketing networks and maximise in the opportunities brought about by international economic partnership agreements (such as AGOA, and Cotonou Agreement), as well as developments in the area of ICT.**

2.4

SOCIAL AND HUMAN DEVELOPMENT SITUATION AND INDICATORS

2.4.1

Overall Situation and Indicators

The levels and rates of growth of human development, as measured through the Human Development Index (HDI), which incorporates life expectancy at birth, combined gross enrolment ratios at all levels of education, adult literacy, and real per capita income, vary and fluctuate among SADC

Member States. According to the 2000 SADC Regional Human Development Report, the average HDI for the SADC region in 1998 was 0.538 in comparison to 0.568 in 1995. The majority of SADC Member States fall within two broad categories of human development. Seven Member States fall in the medium human development category, with an index value of 0.500 - 0.799, whilst six are in the low human development category with an index value below 0.500.

The Report further revealed that on average, the SADC region experienced a decline of about 5 percent in its HDI between 1995 and 1998. The decline was attributed to a fall in all the key variables of the human development index, with real per capita income and life expectancy at birth accounting for the largest decline of 7.8 percent and 5.6 percent respectively. The reduction in life expectancy is largely due to the impact of the HIV and AIDS pandemic, whilst the low economic growth was the major contributory factor to the drop in the real per capita income.

Notwithstanding the above-mentioned overall declining trend, positive changes were registered in the three key variables other than life expectancy by some Member States. Seychelles and South Africa recorded about 25 percent and 17 percent growth in gross enrolment respectively. Adult literacy increased by between 6 and 15 percent in Namibia, Mozambique, Botswana, Tanzania and Lesotho. Real per capita income grew by about between 6 to 14 percent in Botswana, Zimbabwe, Mauritius and Lesotho.

The SADC HDI is much lower when gender disparities are factored into the three key components of human development through the Gender-related Development Index (GDI). This gender disaggregated index stood at 0.536 in the late 1990s and declined by 0.87 percent from the mid-1990s. This was mainly due to a fall in life expectancy, adult literacy rate and combined education enrolment ratios.

2.4.2

Poverty Situation

Poverty in all its dimensions is one of the major development challenges facing the SADC region. The poverty situation in the region is largely reflected in the low levels of income and high levels of human deprivation. Available statistics indicate that about 70% of the

population in the region lives below the international poverty line of US\$2 per day while 40 percent of the region's population or 76 million people live below the intentional poverty line of US\$1 per day. Recent figures from the ADB and the World Bank show that about 80 percent of the population in some Member States such as Mozambique and Zambia is estimated to be living in extreme poverty.

With regard to human poverty, this varies among Member States and has shown some fluctuations in the last decade. The levels range from the highest figure of about 54.7 percent of the population affected by human poverty to the lowest index of 11.6 percent. A few Member States such as Mozambique, Malawi, and Zambia are worst affected as they have a human poverty index of above the regional figure of 31.5 percent. About half of Member States have an index just slightly below the regional average. Although a declining trend was observed during the late 90s, human poverty is on the increase in some Member States.

The greatest deprivation is mainly in the area of low access to safe drinking water and child malnutrition. Almost half of Member States' indicators on these two components of human poverty are below the regional average. In terms of access to safe water, the most affected countries are Angola, Mozambique, Lesotho, Malawi, Zambia and Swaziland. With regard to child malnutrition, nearly all the afore-mentioned countries (except for Lesotho and Swaziland), including Tanzania and Namibia have more than 26 percent of under five children affected by malnutrition.

The problem of poverty as reflected in poor access to water and malnutrition has been further aggravated by the drought situation that has hit the region as manifested in the current food crisis. In 2002, about 14 million people were threatened with starvation in the region.

Poverty in the SADC region is particularly acute among various vulnerable groups such as households headed by old people and child-headed households, that are now on the increase due to the impact of HIV and AIDS pandemic. Poverty in Southern Africa is a consequence of economic, technical, environmental, social, political and exogenous factors. Low and unsustainable rates of economic growth in the wake of higher rates of population growth result in low incomes. Often, the poor lack adequate capital assets – physical, financial, human,

natural and social. Among other things, lack of adequate physical and financial capital is caused by unwillingness or inability to postpone consumption and lack of access to financial markets. Lack of adequate human capital may be the result of absence of educational facilities, high opportunity cost of being in school, high cost of education and the impact of the brain drain. Lack of adequate natural capital may be the consequence of environmental degradation, unequal distribution of land or pressure on the land caused by growth of population or marriage systems that lead to settlement in areas that are already overpopulated. And lack of adequate social capital may be the result of absence of relatives, neighbours, friends or other people with whom the poor can interact.

Apart from lack of adequate capital assets, the rates of return on the physical, human and social capital of the poor are generally low due to low physical productivity and low prices for their goods and services, which are the by-products of:

- Inefficient use and management of scarce capital assets as defined above;
 - Unequal economic power between the rich and the poor within their countries and between their countries and rich states, both of which work to the disadvantage of the poor who have little control over the determination of the prices of their goods and services;
 - Limited economic opportunities characterised by small domestic markets for goods and services and lack of avenues for productive paid-and self-employment; and
 - Climate change and desertification, soil erosion and degradation, water pollution and scarcity, and depletion of forests and other natural resources caused by inappropriate agricultural practices, urban development and growth of population.
- Low physical productivity is also the result of the use of unimproved technology the reasons for which include:
- Inadequate promotion of appropriate indigenous technology;
 - Lack of access to modern technology due to high cost and restrictions on the use of patented technology; and
 - Inability to make effective use of modern technology because of lack of knowledge and due to illiteracy.

The rates of return on deposits placed by the poor at formal financial institutions tend to be relatively low. At semi-formal or microfinance institutions the rates of return are also low, if not lower.

Over the past two decades, in several countries the poor have been particularly adversely affected by the effects of structural adjustment measures such as:

- Removal of agricultural input subsidies which has resulted in an increase in the cost of production;
- Privatisation of state marketing corporations which has led to the closure of some of the markets that serve the poor;
- Retrenchments which have led to unemployment;
- Currency devaluations which have led to a marked increase in domestic prices of inputs and final products;
- Liberalisation of interest rate determination which has led to a marked increase in the interest rates at which the poor borrow money from financial institutions; and
- Decontrol of maximum product prices, which has led to a sharp increase in prices.

The poor are also vulnerable to economic shocks and instability arising from other factors; droughts, floods and other natural disasters; illness and violence; and the high rate of crime in the region, which makes life and property insecure and discourages economic activity.

Socially, the poor are subject to norms, values and customary practices that disadvantage women and other groups economically, socially and politically or lead to their exclusion and powerlessness. These norms and values include:

- Socio-economic stratifications where women are not valued as much as men;
- Inequitable and oppressive social relations concerning gender; and
- Large families, which overburden women.

Politically, the poor are the victims of bad governance reflected in:

- Unequal distribution of political power which has left the poor voiceless and powerless;
- Corruption which wastes and diverts resources from activities that promote the interests of the poor;
- Lack of transparency and accountability which has the same effects as corruption; and

- Inefficient bureaucracies which do not promote the interests of the poor.

SADC Member States are addressing their poverty problems either through Poverty Reduction Strategy Papers (PRSPs) or through other initiatives. Lesotho, Malawi, Mozambique, Tanzania and Zambia have each prepared a PRSP (Swaziland is preparing one now) in broad consultation with stakeholders who will participate in monitoring poverty reduction and growth strategies. While PRSPs are not tailor-made, they all support policies that aim at helping the poor so that they can benefit from growth by expanding their opportunities, with focus on safety nets, pro-poor economic growth emphasizing productive sectors and employment creation, building human, physical and other capital assets of and for the poor, good governance and a conducive macroeconomic environment.

2.4.3

Selected health, education and labour indicators

A further disaggregation and deeper examination of the social and human development indicators reveals wide variations and gaps in terms of levels of human capabilities among Member States.

i) Infant and Maternal Mortality Rates

The health status of the region's population is characterised by large discrepancies among Member States on basic indicators such as infant, child and maternal mortality rates. Available statistics from the SADC Health Sector Policy Document show that the average Infant Mortality Rate (IMR) for the SADC region is 80 per 1,000 live births. It ranges from 9 in the Seychelles to 166 in Angola. Malawi, Mozambique and Zambia also have IMRs above 100.

Although the SADC region has a lower IMR (80) than the rest of the African continent (105), it lags far behind other regions of the world such as North America (6), EU (30) and ASEAN (45). The levels of IMR have serious implications for the survival, well-being and development of children in the region.

With regard to maternal mortality rate, the level for the SADC region at 486 deaths per 100,000 live births compares favourably with that for the African continent at 832. However, the SADC level in general is still far above that of other regions of the world such as the EU (12), North America (43) and ASEAN (273).

The relatively poor health indicators for SADC are largely a reflection of the continued burden of diseases in the region, particularly communicable diseases such as the HIV and AIDS pandemic, tuberculosis, malaria, polio, hepatitis B, cholera and dysentery. The HIV and AIDS pandemic, by virtue of its magnitude, is the single greatest developmental and public health concern. These diseases are aggravated by high levels of malnutrition, particularly among women and children.

ii) HIV and AIDS Pandemic

The SADC region faces a severe HIV and AIDS epidemic. The current extent of the pandemic has affected virtually every aspect of the lives of the people in the SADC region and has now reached crisis proportions. Since the mid-80s when HIV and AIDS were identified in most countries of the region, there has been a rapid increase in the numbers of adult and children infected with, and dying from HIV and AIDS, with corresponding adverse impact on the socio-economic development of the region. The HIV and AIDS pandemic, by virtue of its magnitude, is the single greatest developmental and public health concern. UNAIDS has estimated that over one million people died of AIDS in the SADC region in 2001. Cumulatively, this brings the total number of deaths since the start of the epidemic to over 20 million.

The levels of infection in the individual countries have placed SADC on the top list of the most affected region in the world. Even though the 14 countries are at different levels of the maturity of the epidemic, all indicators point towards a severe state of the epidemic. Estimates of the severity of the epidemic using adult prevalence rates show that about 20 percent of the entire adult population aged 15 - 49 is currently infected in nine Southern African countries. These are Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia, and Zimbabwe. Some worst countries have adult prevalence rates of over 40 percent. Several factors have been noted to be contributing to the spread of the epidemic. These include poverty, gender inequality, intergenerational sex, illiteracy, stigma and discrimination, alcohol abuse and lack of communication about HIV and AIDS due to cultural barriers.

The devastating impact of the pandemic continues to be felt at all levels of society within the region. The overall effect also continues to be reflected in the demographic structure of the population, with life expectancy dropping

significantly to around 40 - 50 years, child and adult mortality rising and the number of orphans continuing to increase at an unprecedented rate. Apart from a significant decline in the labour force, there will be a younger, ill-qualified and inexperienced pool of human resources in the labour market.

This is due to the fact that most HIV and AIDS victims are educated, skilled and enterprising and require long periods of training and skill acquisition. Since this category of population provides the technical, professional and managerial backbone of the economies of Member States, there is an imminent threat that the epidemic will undermine the socio-economic development efforts in Member States and the integration process in the region in general.

The negative impact of the HIV and AIDS pandemic is also being manifested in the following ways:

- It is decreasing the productive capacity of all the sectors due to the loss of key personnel. This in turn is reducing the levels of tax revenues and thereby lowering the capacity of the public sector to effectively provide social services such as health, social welfare and education.
- The decline in the productive capacity of the economy also leads to a decline in savings and investment rates and eventually the GDP growth rate.
- It is reducing the productive capacity of agriculture, especially the subsistence agriculture sub-sector due to the loss of the economically active population.
- The education sector is also affected due to lower rates of educational attainment and falling enrolment of children affected by HIV and AIDS, together with losses of education personnel.
- Health care systems are overwhelmed with HIV and AIDS patients with the result that health workers are overburdened, health care costs are escalating and acute conditions are being "crowded out". Conditions such as tuberculosis (TB), which were almost being brought under control in the 1970s, have re-emerged as a result of the HIV and AIDS epidemic, further straining the overstretched health care systems.
- The epidemic has also led to an increase in the number of orphans, street children and child-headed households.

In response to the HIV and AIDS epidemic in the Southern African Development Community (SADC), Member States in the SADC region have been implementing HIV and AIDS programmes since the mid-80s in order to:

- i) prevent or reduce the transmission of HIV and other STDs and
- ii) reduce the socio-economic impact of HIV and AIDS among individuals, families and communities.

In the early stages of the epidemic, many countries were guided in the implementation of HIV and AIDS Programmes by the WHO's Global Programme on HIV and AIDS (GPA) which was later supplanted by UNAIDS in 1996. The early HIV and AIDS response was mainly centred around raising awareness on HIV and AIDS through IEC and communication for behaviour change (abstinence, mutual faithfulness), condom promotion and treatment of STDs as well as clinical and home-based care. These early approaches were predominantly medical and health-focussed in nature and largely neglected the participation of other sectors in the response. In addition, it emerged that there was (and there still is) the challenge of narrowing the gap between knowledge and behaviour.

As the epidemic continued to evolve in the 1990s and effects became increasingly cross-cutting, there was a realization that the health sector alone could not respond to, and cope with the wide-ranging socio-economic consequences and manifestations brought about in its wake. Therefore, there was shift in the programming paradigm from a medical to a more multi-sectoral, participatory and inclusive approach.

In recognition of the serious threat that HIV and AIDS continues to pose to sustainable development of the region and its integration agenda, SADC has revised and strengthened its Multi-sectoral HIV and AIDS Strategic Framework and Programme of Action 2003-2007. This Strategic Framework is a multi-dimensional response to the HIV and AIDS pandemic by the region. It is aimed at intensifying measures and actions to address the devastating and pervasive impact of the HIV and AIDS pandemic in a comprehensive and complementary way. The focus of the response is both on the prevention of HIV and AIDS and on the mitigation of its impact in order to ensure sustainable human development of Member States.

The Framework takes into account and reflects the priorities of the new organisational arrangements of the restructured SADC, which clusters related issues into core areas of regional cooperation and integration. It also builds on the experience of the previous Plan for HIV and AIDS, the SADC HIV and AIDS Strategic Framework and Programme of Action, 2000-2004.

In addition, a Special Summit on HIV and AIDS was held in July, 2003 in Maseru Lesotho for Heads of State and Government in SADC to map out a common vision for the region and also to prioritise areas of urgent attention. The Summit reviewed the past responses at both the regional and national levels. Furthermore, special attention was given to the issues of resource allocation, best practices and scaling up of programmes. The Summit made four critical conclusions that will guide and support the regional and national responses in SADC. First, the Summit adopted the Framework as a working document. Second, it was agreed that the HIV and AIDS Unit be established within the Department of Strategic Planning, Gender and Policy Harmonization to ensure an effective institutional framework at regional level. Third, it was agreed that the SADC Secretariat should establish a Regional Fund to Combat HIV and AIDS for both regional activities and national needs. Lastly, the Summit mapped out a common vision and prioritised areas of response through the Maseru Declaration on HIV and AIDS.

The Maseru Declaration prioritised 5 areas that need urgent attention at both regional and national levels, which are as follows:

- Prevention and Social Mobilization;
- Improving care access to testing and counselling services, treatment and support;
- Accelerating development and mitigation the impact of HIV and AIDS;
- Intensifying resource mobilization; and
- Strengthening institutional monitoring and evaluation mechanisms.

Both the revised framework and the Maseru Declaration emphasize the importance of strengthening partnerships with Civil Society Organizations, Faith-based Organizations, Business, Labour, and International Cooperating Partners. The need to mainstream HIV and AIDS at both policy and program levels is also underscored.

iii) Adult Literacy Rate

Indicators of educational status such as adult literacy rate, and enrolment ratios at various levels are also characterised by wide variations among Member States. Although SADC recorded the lowest adult illiteracy rate of 27 percent as compared to other regions in Africa, some Member States such as Angola and Mozambique, still have rates above 50 percent. In addition, only six Member States have adult literacy rates in the range of 80 percent. The region is still faced with a challenge of eradicating one of the basic components of human poverty; namely, adult illiteracy.

iv) Primary and Secondary Enrolment Rates

The majority of Member States have net enrolment rates at the primary level below the range of 80 - 100 percent. This situation has implications for the attainment of universal access to education in the region. At the secondary level, only four Member States have net enrolment rates in the range of 80 - 90 percent.

v) Tertiary Enrolment Rates

In spite of significant investments made by the region in tertiary education, it has not fully exploited this potential in respect of the provision of high level education. Currently, tertiary enrolment rates are below 50 percent in most Member States. This state of affairs has serious implications for the region in terms of its competitiveness given the critical role that high level skills play in the knowledge-based global economy.

vi) Unit Costs of Education (Efficiency Levels)

Although it is not possible to provide a comprehensive picture on the unit costs of education in the SADC due to lack of up-to date data, available information show that the region is characterised by low levels of efficiency in the provision of education. The unit costs of education relative to GDP per capita are higher in SADC compared to other regions in the developing world. This is a consequence of high repetition/dropout rates and higher overhead expenses. There is, therefore, need for improving the efficiency in education spending in the region so that scarce public resources are allocated where the returns are higher and for the benefit of the majority of the population

vii) Employment and Productivity Indicators

Employment levels and labour productivity trends in the region are generally low. Although it is difficult to quantify the employment levels due to lack of data, available information indicates that there has been a general decline in formal sector employment in the majority of Member States.

The low employment levels in the region are largely due to a combination of factors leading to low levels of economic growth. These include distortions in factor prices and the short-term negative effects of structural adjustment programmes. The use of capital-intensive techniques of production in some sectors of the economy that have the potential for employment generation has further aggravated the unemployment problem. As a consequence, a large proportion of the growing labour force is absorbed in the informal sector, which currently is characterised by low levels of incomes and underemployment. The youth and women are the most affected by unemployment and underemployment.

With regard to productivity, available figures show that labour productivity during the mid 90s increased by an average of 1.3 percent per annum in the SADC region. The net effect of high levels of unemployment and low levels of productivity is an increase in levels of poverty. These above-mentioned employment and productivity trends have serious implications for the efficient utilisation of the region's human resources and the overall competitiveness in the global economy and market. There is urgent need for SADC to promote productivity as a strategy for sustainable regional competitiveness and for socio-economic development.

2.5**CHALLENGES AND OPPORTUNITIES FOR SOCIAL AND HUMAN DEVELOPMENT**

Although the SADC region has generally improved its human capabilities over the last decade, there are a number of major challenges that should be addressed, including those in the following key areas:

2.5.1**Education and Training**

- The negative impact of the HIV and AIDS pandemic on the education and training sector;

- Inequitable access especially by disadvantaged groups such as women and disabled people and people from rural areas;
- Limited access to high level training and mismatch between supply and demand for skilled labour;
- Lack of comparable standards and qualifications across all training institutions and countries;
- Shortage of critical skills in key areas, which are vital for higher productivity and competitiveness;
- High cost of education or training especially in more specialised fields such as medicine and of providing the required infrastructure;
- Loss of educated and skilled personnel arising from the brain drain and the devastating impact of the HIV and AIDS pandemic;
- The need for the education system to prepare students for employment opportunities in both rural and urban areas through the provision of relevant technical, vocational, entrepreneurial and indigenous skills.

2.5.2

Health and Nutrition

The main challenges in the area of health include:

- Reducing the heavy burden of major diseases particularly HIV and AIDS, TB, malaria, cholera and cancer as well as the need to develop and strengthen mechanisms for addressing emerging communicable diseases such as SARS, EBOLA.
- Affordability, access to essential drugs, including antiretroviral drugs (ARVs), and quality of health care and the need for the mobilisation of adequate resources and strengthening of key stakeholder for the provision of health care infrastructure, health services and the training of health personnel.
- Addressing the problem of lack of understanding or appreciation of the gender dimensions and their mainstreaming in all the health interventions.
- Reversing the loss of health professionals arising from the impact of the HIV and AIDS pandemic and brain drain.
- Increasing access to services that improve health such as water and sanitation as well as combating of high levels of malnutrition particularly among vulnerable groups such as children, youth, women and the elderly.

- The need for documentation and exploitation of indigenous knowledge systems.
- The need for support and strengthening existing networks of People Living With AIDS (PLWA) to promote and improve positive living in the region.

2.5.3

Employment and Labour

- Removing structural distortions in the economies of Member States and combating of high levels of unemployment and underemployment, especially among women and youth.
- Gender inequalities in the labour markets and inadequate mainstreaming of gender concerns in the policy formulation and programme implementation.
- Inadequate integration of employment and labour issues in overall economic and social development.
- Weak institutional and human capacity for the collection, analysis, harmonisation, utilisation and dissemination of labour market information and data.
- Lack of a policy framework for promoting social dialogue and social protection.
- Lack of a comprehensive framework to facilitate smooth movement of labour as a factor of production.
- Lack of a comprehensive regulatory mechanism to promote the informal sector.
- HIV and AIDS affecting the most productive labour force.
- Lack of positive cultural attitudes towards productivity, entrepreneurship and innovation.

However, there are opportunities for improving human capabilities and well-being in the region. The major factors include the creation of appropriate policy and legal frameworks through the adoption of Protocols in nearly all the afore-mentioned areas. In addition, some key programmes have been designed to address the existing constraints. The region has also been able to forge strategic links and partnerships with key stakeholders within the region and with specialised inter-governmental agencies to share expertise, information and experiences on best practices in dealing with the identified challenges.

CHAPTER 3

Review of the Existing Social and Economic Policies and Strategies

3.1

INTRODUCTION

Since its inception in 1980 (as SADCC), SADC has constantly engaged in developing policies and strategies in the different areas of regional cooperation and integration, aimed at achieving its objectives. These strategies and policies were consolidated into sectoral strategy papers, Memoranda of Understanding (MOUs) and Protocols, which are key to the process of Community building.

During its 24 years of existence SADC has made significant progress in the areas of regional cooperation and regional market integration, as well as in regional infrastructure and services.

This chapter briefly analyses and evaluates current economic and social policies and strategies of the different areas of regional cooperation and integration in SADC. This evaluation is intended to identify the gaps and challenges facing SADC at present, in order to rationalise the SADC Programme of Action (SPA) and strategic priorities over the next 15 years, in line with SADC's main objectives.

The review of current policies and strategies will be done according to the following new clusters:

- Trade, Industry, Finance and Investment (TIFI);
- Infrastructure and Service (IS);
- Food, Agriculture and natural resources (FANR);

- Social and Human Development and Special Programmes (SHDSP)

3.2

TRADE, INDUSTRY, FINANCE AND INVESTMENT

3.2.1

OVERVIEW

The Trade, Industry, Finance and Investment (TIFI) cluster comprises of trade and industry, mining and finance and investment. These sectors are intrinsically interrelated and can easily influence development and poverty reduction in the region.

Trade is viewed as catalytic to deeper regional cooperation and integration and can foster growth and poverty reduction. It is therefore an important instrument for sustainable economic development. As in the case of MERCOSUR, ASEAN and CARICOM, those countries that have integrated themselves into the world economy through trade and investment have enjoyed higher economic growth, an improvement in many key social indicators and the standard of living of their peoples.

SADC exports are mainly primary and unfinished goods (about 90% of SADC exports comprise of mineral and agricultural goods), and its imports are mainly capital

and intermediate goods. Only the Republic of South Africa (RSA) and to some limited extent Zimbabwe have the capacity to produce capital and intermediate goods. This impacts negatively on the development of the Region and leads to imbalances in economic levels. Furthermore, the Region produces similar primary goods, which are mainly agro and mineral based.

The SADC region produces significant quantities of major metals and minerals. It contributes about 53% of vanadium, 49% of platinum, 40% of chromite, 36% of gold, 50.1% of diamonds and 20% of cobalt to the world production. A number of SADC countries rely on this sector for their foreign exchange earnings and there is potential for investment and wealth creation in it. However, the region has been experiencing incidences of illegal mining and trade in diamonds and gemstones. With respect to diamonds, the Kimberly process that certifies the source of diamonds has already started making an impact in dissuading illegal mining and trade in diamonds. With respect to gemstones, SADC is working on improving the legal and regulatory framework that governs production and sale of gemstones in order to do away with illegal mining and sale of gemstones.

Gross Domestic Savings (GDS) fell short of regional Gross Domestic Investment by 2.7% during the period 1980-99. SADC is undertaking major financial sector reforms in order to increase gross domestic savings.

In the early 1990s SADC as a group attracted an average of US\$ 691 million FDI, which quadrupled during the period 1995-98 to US\$3061 million and of this investment, South Africa accounted for two-thirds. RSA also accounts for 50% of FDI inflows to other SADC countries and 25% of FDI in Sub-Saharan Africa was directed to the RSA between 1995-2000. The level of investment for the rest of SADC averaged 23 % of GDP.

In general, inflation rates showed a declining trend for the more stable countries of SADC during the first half of 2000. However interest rates have remained high for the whole of SADC with very wide variations from rates below 20% to rates ranging between 40 and over 100%. In addition to this, most Member States have experienced an increasing external debt burden in the last two decades. This calls for sound regional debt management policies in SADC.

The policies that have so far been developed in all the above sectors will be evaluated on the basis of their relevance to overall objectives of the SADC region as well as the progress so far made by Member States in effecting them for the development of trade, industry, mining, finance and investment in the region. This will also be looked at in context of constraints arising from lack of capacity of Member States to implement regional policies.

3.2.2

TRADE

3.2.2.1

Review of Current Policies and Strategies

The SADC Protocol on Trade, as amended, envisages the establishment of a Free Trade Area in the region by 2008 and its objectives are to further liberalise intra-regional trade in goods and services; ensure efficient production; contribute towards the improvement of the climate for domestic, cross-border and foreign investment; and enhance economic development, diversification and industrialisation of the region. The specific strategies adopted to achieve these objectives are:

- The gradual elimination of tariffs;
- Adoption of common rules of origin;
- Harmonization of customs rules and procedures;
- Attainment of internationally acceptable standards, quality, accreditation and metrology;
- Harmonization of sanitary and phyto-sanitary measures;
- Elimination of non-tariff barriers; and
- Liberalization of trade in services.

3.2.2.2

Evaluation of Trade Policies and Strategies

The overall objective of the SADC Trade Protocol is to attain a Free Trade Area as a step towards achieving a Customs Union and subsequently a Common Market. On the whole, the SADC trade policies and strategies are consistent with the objectives of eliminating obstacles to the free movement of capital, labour and goods and services and the improvement of the region's economic management and performance through regional cooperation with the ultimate goal of eradicating poverty.

The success of this depends on the effective implementation of the trade protocol by all Member States especially with regard to elimination of tariff and non-tariff barriers that takes into consideration the specificities of different Member States. These are to be accompanied by appropriate rules of origin, which will encourage the optimum utilisation of regional resources and allow forward and backward linkages in the various production chains.

Measures have also been taken to harmonise customs rules and procedures. These coupled with internationally acceptable standards, quality, accreditation and metrology as well as harmonisation of sanitary and phytosanitary measures are expected to enhance intra-SADC trade. As far as services are concerned, a legal framework will be adopted to ensure compliance with international commitments made by SADC Member States.

3.2.2.3

Challenges for Trade Policies and Strategies

The key challenge for SADC is to establish a Common Market within a reasonable time frame in order to increase the percentage share of SADC trade in the world market. This will only be possible, when Member States comply with the decisions agreed within the framework of the SADC Trade Protocol and to speed up implementation bearing in mind the underlying principles and objectives of the protocol. This also entails compliance with and implementation of WTO obligations as well as taking advantage of preferences provided under the Cotonou Agreement and the Africa Growth Opportunity Act.

It would be essential therefore to address the supply side constraints as well as competitiveness of industry with regard to production and to cushion the impact of the international tariff reduction on the development of the smaller, landlocked and less developed members of SADC.

As SADC moves into higher levels of integration such as the customs union, the issue of overlapping membership of SADC countries in a number of other regional bodies and the conflicting obligations arising thereof should be addressed urgently. A resolution on this issue would strengthen SADC's position as a building block of the African Union. The challenges posed by globalisation especially within the framework

of the WTO, the AGOA and the Cotonou Agreements should be taken into account.

The other challenge is in developing new policies and strategies that would target vulnerable groups such as the rural and urban poor, small businesses, informal operators and women to ensure that they take advantage of the policies.

3.2.3

INDUSTRY

3.2.3.1

Review of Current Policies and Strategies

Current policies and strategies being pursued in the region focus on export promotion, promotion of industrial linkages, efficient import substitution, improvement of the investment climate, facilitation of imports of essential goods, regional human development, enhancing industrial support services, equitable distribution of industrial activity and adopting flexible market oriented exchange rates.

3.2.3.2

Evaluation of Current Policies and Strategies

These policies are in line with the strategic objectives of harmonising sound macroeconomic policies and maintaining a conducive environment for both local and foreign investment; development of deliberate policies for industrialisation; and the development of economic and social infrastructure. SADC industrial policies and strategies have to a limited extent contributed to the development of industry in the region. There is need therefore to ensure a balanced and mutually beneficial industrialization in the region with focus on the promotion of industrial linkages and efficient utilisation of regional resources for the creation of productive employment opportunities across the region.

3.2.3.3

Challenges in Current Policies and Strategies

The industrial sector needs to withstand the challenges of globalisation, which range from competitiveness to industrial and product diversification, productivity, technology transfer and research and development. This can only be achieved with an overall improvement in

productivity and competitiveness combined with a diversified and balanced industrial growth in a wider, well-linked economic space that allows for the efficient and effective use of factors of production on the basis of increased value addition. The new industrial strategies and policies need to encourage the participation of women in the development of small and medium scale enterprises and promote the use of information and communications technology. SADC should pay particular attention to investment promotion, entrepreneurship development and ensuring that the manufactured products meet internationally recognised standards and quality in order to compete favourably in the global economy.

3.2.4 MINING

3.2.4.1

Review of Current Policies and Strategies

The main focus is on the development of a regional mining sector that is economically, socially and environmentally sustainable, capable of meeting the regional mining challenges as well as ensuring long-term competitive growth for the sector. To this end, policies are being harmonised with a view to improving investment climate, information flows and development of a commercially viable small-scale mining industry with greater participation of women.

3.2.4.2

Evaluation of Current Strategies and Policies

The mining sector policies and strategies are in line with the SADC's strategic priority of promoting and maximizing productive employment and the utilization of resources of the region. Since the Protocol on mining came into force in 2000, mining legislation has almost been harmonised in all SADC Member States with the exception of the D.R.Congo. However, there is still need for harmonization of policies targeted at developing the sector. The sector has also achieved enhanced mineral prospectivity and all Member States have accessible databases. Public and private mining and training institutions have been effectively networked. The sector is, however, still constrained in terms of dealing with barriers to the flow of factors of production in order to facilitate more investment in it. In an endeavour to improve export earnings and derive more benefit from minerals, SADC is developing strategies for value addition.

3.2.4.3

Challenges in Current Policies and Strategies

The challenges in the mining sector include the acquisition of technology and know how to facilitate value addition, facilitating more investment in the sector and ensuring environmentally sustainable development. Another challenge is that of increasing the participation of small-scale operators and vulnerable groups including women.

3.2.5

FINANCE AND INVESTMENT

3.2.5.1

Review of Current Policies and Strategies

The policy objectives for the finance and investment sector include encouraging movement towards regional macroeconomic stability and convergence through prudent fiscal and monetary policies; providing a framework for co-operation in the area of finance; promoting the development of sound investment policies and encouraging savings; facilitating and stimulating investment flows and technology transfer and innovation in the region.

The strategies for achieving these policy objectives for finance and investment include pursuit of macroeconomic convergence, co-ordination of direct and indirect taxes, liberalization of current and capital account transactions, reform of payments systems, resource mobilization through development finance institutions and other financial entities and improving incentives for investment. In addition, it is important that national investment acts, codes or guidelines facilitate investment in the region and that policies promote free movement of capital in SADC as well as encouraging Member States to accede to international conventions on the protection and guarantee of investments.

For a number of themes, Memoranda of Understanding (MOUs) have been prepared. The MOUs on Macroeconomic Convergence and Cooperation in Taxation and Related Matters have been signed while those on Investment promotion, Exchange Control Policies, Payment, Clearing and Settlement Systems, and Harmonization of Legal Operational Frameworks of Central Banks of SADC and Development Finance Institutions (DFI) are still being processed. Other forms of cooperation exist amongst stock exchanges, commercial banks and non-banking financial institutions.

Under the Macroeconomic Convergence MOU, Member States have agreed that to achieve and maintain macroeconomic stability, all countries should converge on stability-oriented economic policies, which include, restricting inflation to low and stable levels, maintaining prudent fiscal stance that eschews large fiscal deficits, and high debt servicing ratios, and minimize market distortions. A macroeconomic surveillance mechanism will be established to monitor the move towards convergence on selected indicators.

The MOU on Cooperation in Taxation and Related Matters underscores the need for cooperation on capacity building in the area of taxation with the aim of harmonising tax regimes, the application and treatment of tax incentives, direct and indirect taxes and treaties to avoid double taxation.

3.2.5.2

Evaluation of Current Policies and Strategies

The policies and strategies are generally consistent with the SADC Common Agenda and they conform to the overall strategic priorities of the region as they relate to achieving complementarity between national and regional strategies and programmes, creating appropriate institutions and mechanisms for mobilization of requisite resources and progressive elimination of obstacles to the free movement of capital.

There has been substantial liberalization of the banking, finance and capital markets as well as investment services in SADC unilaterally and through a number of agreements and memoranda of understanding. Apart from the ongoing initiative of developing the Finance and Investment Protocol, the sector has already implemented a number of activities to promote investment, such as the investment forums in the region and outside and the annual Southern African Economic Summit. The SADC Committee of Central Bank Governors has developed a monetary and financial statistical database, developed an information bank on the policies and structures of SADC Central Banks, improved the national clearance, payments and settlement systems and facilitated repatriation of bank notes and coin among SADC countries, among others.

Financial reforms in Southern Africa have largely focused on the banking sector with a view to making them

more competitive. The main features of these reforms have been liberalization of entry into the banking industry, removal of official controls on deposit and lending interest rates, and strengthening of central bank regulatory and supervisory functions to improve prudence. The adoption of these financial reforms has permitted new financial institutions to enter the banking industry and facilitated the introduction of new financial products. These reforms have however not been sufficient to increase competition or stimulate increased savings mobilization and intermediation services in all countries. Access to credit and capital remains an area of concern for small to medium enterprises and the vulnerable groups such as the disabled and women. Most SADC members are operating effective stock exchanges, which have an important role in mobilizing savings, facilitating privatisation and attracting foreign capital.

However, except for the Multilateral Monetary Area (MMA) countries (Lesotho, Namibia, South Africa and Swaziland) there is no substantial integration in the monetary sector within SADC. As SADC approaches the Common Market, there will be need to coordinate and to some extent harmonize monetary policies in order to achieve balanced development of the region.

Seven SADC Member States have investment acts whose main aim is to attract foreign investment by offering low corporate and personal income tax rates; tax holidays and exemptions on profits, dividends, interest and royalties; exemptions from import duties and sales tax on inputs and capital equipment; tax rebates and drawbacks; and other allowances. In many respects these investment laws are similar and hence very competitive. Therefore, there is need for coordination of policies and activities for promoting investment in the region including acceptance by Member States to credit rating, which would give investors confidence in the region.

3.2.5.3

Challenges in Current Policies and Strategies

The main challenge for SADC is to intensify the pace of integration and harmonisation in this sector and to increase domestic savings and investment in the region. SADC also has to implement sound macroeconomic and prudent fiscal and monetary policies that will facilitate the reduction of inflation and interest rates, deficits,

debts and the free flow of capital through liberalisation of exchange controls. Another challenge is that despite substantial liberalisation in the financial sector, small and medium enterprises continue to face difficulties in accessing credit from the banking system. There is also a need for financial reforms for the non-bank finance institutions. Such reforms should address the case for women entrepreneurs, who are constrained by laws and procedures, which deny them full capacity to access credit.

The other serious challenge facing the region is how to stamp out money laundering, which is assuming great proportions not only in the region, but also at the continental level.

3.3

INFRASTRUCTURE AND SERVICES

3.3.1

OVERVIEW

The development of infrastructure and services is critical for promoting and sustaining regional economic development, trade and investment. The potential for deepening integration through the sharing of the production, management and operations of infrastructure facilities, hubs, development corridors or poles is considerable.

While the overall picture is one of inadequate coverage, poor maintenance, weak financing and inefficient management systems, differences do exist across the countries in the Region. Many countries have been able to upgrade and expand their infrastructure assets and improve services through a combination of policy changes, institutional reforms and conducive investment climate. These policy reforms have paved the way for increased private sector involvement in the provision of infrastructure resulting in commercialisation and cost recovery measures being put in place. The major challenge now facing Governments is to establish regulatory frameworks to foster fair competition, support the emergence of a regional market and ensure that end users obtain the expected benefits.

In order to enable the region to meet the challenges of infrastructure development, SADC has put in place

legal and policy frameworks through the formulation and adoption of appropriate instruments such as protocols and policy and strategy guidelines. These are examined in the subsequent sections.

3.3.2

ENERGY

3.3.2.1

Review of Current Energy Policies and Strategies

The overall goal of the Energy Sector is to ensure the availability of sufficient, reliable, least-cost energy services that will assist in the attainment of economic efficiency and the eradication of poverty whilst ensuring the environmentally sustainable use of energy resources. The sub-sectors for cooperation include woodfuel, petroleum and natural gas, electricity, coal, new and renewable sources, and energy efficiency and conservation.

The SADC Protocol on Energy was signed in August 1996 and came into force in April 1997 after receiving the required number of ratifications. The Protocol aims at the harmonisation of national and regional energy policies; cooperation in the development of energy and energy pooling; ensuring the provision of reliable, continued and sustainable energy services in the most efficient and cost-effective manner; promoting joint development of human resources and organisational capacity building; and co-operation in research, development, adaptation, dissemination and transfer of low-cost energy technologies.

The Protocol provides the broad legal and policy framework for cooperation in the energy sector and is operationalised through a SADC Energy Cooperation Policy and Strategy and an SADC Energy Sector Action Plan approved by the SADC Council of Ministers in 1996 and 1997 respectively. The Activity Plan approved by Council in August 2000, identifies four priority areas as Energy Trade, Information and Experience Exchange, Training and Organisational Capacity Building, and Investment and Funding. In essence the Activity Plan is a detailed programme of activities to be implemented over a 3-5 year period.

3.3.2.2

Evaluation of Current Policies and Strategies

The Energy Policy Framework is comprehensive and its emphasis on the availability of sufficient, reliable and

least cost energy services addresses the broader SADC objectives which include attracting investment and promoting competitiveness and trade as a means for eradicating poverty, bearing in mind the need for the environmentally sustainable use of energy resources.

The policy framework is also supportive and responsive to the SADC's strategic priorities that are targeted at industrialisation, the promotion of economic and social infrastructure, developing agriculture, gender mainstreaming, human resources development, and improving social welfare.

Although progress in the implementation of the Protocol has been rather slow, some encouraging strides have been made especially in the electricity sub-sector through the Southern African Power Pool (SAPP). The interconnection of power grids has progressed well and resulted in the introduction of a short-term energy market, which has turned SAPP into a competitive pool. Encouraging progress has also been recorded in the establishment of a Regional Regulatory Association (RERA).

3.3.2.3

Challenges in Policies and Strategies

Although the SADC Energy Sector policy framework is comprehensive and addresses the broader SADC objectives and strategic priorities, the programmes on the ground fall short of addressing some of the objectives of the Protocol. The challenges include the need to develop programmes that will address gender issues, and research and technology development. In addition, there is need to secure funding for projects/programmes dealing with grid interconnections, joint exploration, rural electrification, new and renewable sources of energy, and energy efficiency and conservation. Overcoming these challenges would not only add momentum to the longer-term vision of full economic integration, but would also contribute considerably towards increased economic growth and poverty reduction.

3.3.3

TOURISM

3.3.3.1

Review of Current Policies and Strategies

The overall goal of the Tourism Sector is to develop, pro-

mote and market the region as a single, but multifaceted tourism destination; and to improve the quality, competitiveness and standards of service of the tourism industry in the SADC region.

The protocol on Development of Tourism is the only legal policy instrument for the sector, which was developed and signed by Member States in 1998. The Protocol has been ratified and came into force on 26 November 2002, and most of its programmes are being implemented. The objectives of the protocol are to ensure equitable, balanced and complementary development of the tourism industry in the region; to optimise resource usage; involve small and micro-enterprises, local communities and women and youth; and to facilitate intra-regional travel through easing visa-restrictions.

One of the provisions of the protocol is the setting up of a regional body to market the SADC region as a collective tourism destination. In this context, the "Regional Tourism Organisation of Southern Africa" (RETOSA) was established in 1998. RETOSA is governed by a Charter, which was signed by all Member States and is in force.

Apart from ensuring greater private sector involvement in the development of the tourism sector, RETOSA is also the marketing and promotional arm of SADC, responsible for the positioning of SADC as a common destination. One of the strategies pursued by RETOSA in marketing the SADC region is the five year Business Plan (2003-2007). Its main objective is to market the SADC Region as a preferred destination; and to mobilize resources for tourism investment and development in the region.

The Tourism Sector Ministers approved a five year tourism development strategy (1995-1999) for the Tourism Sector, which is outdated and needs to be reviewed, to take into account the latest developments in the Tourism Sector.

3.3.3.2

Evaluation of Current Policies and Strategies

The Tourism Protocol, which provides the policy framework for tourism development is generally in line with "SADC" objectives, as enumerated in the SADC Treaty as well as the strategic objectives and SADC common agenda stated in the report on the "Review of Operations of SADC Institutions".

The RETOSA Charter, which is in force, is also generally in line with the objectives and Common Agenda of SADC.

The Business Plan of RETOSA is generally responsive to the strategic priorities of SADC. However, there is need to vigorously market the region as a preferred destination.

The five year tourism strategy is outdated and needs to be reviewed. It was developed and implemented before the protocol came into being.

The tourism policies and strategies are focused on joint marketing and branding the SADC region as a preferred destination for tourists; on increased private investment flows into the region; and promoting the development of quality infrastructure and services. To implement these policies and strategies, the region needs to put in place an efficient network of incoming wholesalers to programme and package comprehensive regional multi-destination tours; to sell these internationally; and to handle incoming passenger flows.

3.3.3.3

Challenges in Current Policies and Strategies

One of the most important challenges facing the sector is the review of the outdated five-year Tourism Development Strategy, in line with the SADC Indicative Strategic Development Plan (RISDP). This will allow the sector to comprehensively address the broader SADC objectives as well as the objectives of the Tourism Protocol.

The other challenges include the development of programmes and projects to address professional marketing and communication; enhancing the role of the private sector in RETOSA; developing network destinations; developing strategies to attract investment in Tourism infrastructure; harmonization of tourism policies and laws in Member States; developing a tourism inventory (capacities, assets and attractions) for SADC; promotion of intra SADC Tourism and Univisa system; human and institutional capacity building and strengthening in order to lead the transformation process by implementing the policies; putting in place safety and security measures; and the development of integrated tourism development projects aimed at linking existing and future Transfrontier Conservation Areas (TFCAs) in SADC.

Tourism services are cross sectoral in nature, its services and benefit are usually captured under a set of sectors such as transport, hospitality industry, trade, services and manufacturing.

The traditional national accounts methods have therefore failed to summarise the total contributions to growth, employment, balance of payments, trade creation and poverty alleviation. As a result, the development of tourism activities has not enjoyed the priority it should, particularly when it comes to resource allocation. The challenge is to develop methodologies on how best to capture tourism sector activities in national accounts and balance of payments estimates so as to be accorded priority in national budgets.

The other challenge for the SADC region is to put in place a conducive environment for the growth of the tourism industry through a well thought out policy mix that will focus on, amongst other things, the promotion of investment into tourism facilities by both the public and private sectors; removal of barriers to tourism; and the competitive marketing of the industry.

3.3.4

TRANSPORT, COMMUNICATIONS AND METEOROLOGY (TCM)

3.3.4.1

Transport, Communications and Meteorology Policies and Strategies

The development of seamless, integrated, efficient, safe, cost effective and responsive transport, communications and meteorology systems is important to the realisation of the general objectives of SADC. The SADC Protocol on Transport, Communications and Meteorology, signed in 1996 and effected in 1998, provides the legal and broad policy framework for cooperation, and defines the strategic goals for the transport, communications and meteorology sectors.

Specific policies and strategies are reviewed and evaluated separately below for the transport, communications and meteorology sectors.

3.3.4.2

Transport

3.3.4.2.1

Review of Current Policies and Strategies

The strategic goals for the transport sector include, among others:

- Ensuring better planning, policy formulation and regulation of the transport system operations and delivery.
- Ensuring adequate funding of infrastructure maintenance to achieve cost effective and timeous delivery of services.
- Liberalising market entry by separating operating and regulatory functions.
- Ensuring that transport systems are integrated.
- Ensuring public safety and protection of the environment.
- Widening access to infrastructure services to meet the strategic objective of poverty eradication.
- Promoting regional development corridors as the tool to concentrate resources for maximum benefit.

3.3.4.2.2

Evaluation of Current Policies and Strategies

Significant progress has been made in reforming the institutional and funding arrangements for the region's transport systems. In this regard the majority of Member States now have Road Agencies or Funds, there is increasing separation of ownership and operations in seaports and the railways, concessioning of railways has gained a lot of currency while Member States continue to introduce autonomous civil aviation authorities. In efforts to improve safety, the region has adopted measures on driver training and licensing as well as road signage; in maritime transport and civil aviation, international conventions and standards are being applied while hydrographic survey projects have been formulated to enhance the navigability of inland waterways. There are on-going initiatives of market access for the improvement of transport services especially in the road and air transport sectors. Despite the above, significant challenges, as outlined below, remain.

3.3.4.2.3

Challenges in Current Transport Policies and Strategies

The main challenges to achieving the transport objectives of SADC are:

- Building the administrative and technical capacity of Member States to implement reforms.
- Ensuring sustainable funding for the provision, rehabilitation and maintenance of infrastructure.

- Attracting private sector participation through public private partnerships.
- Promoting regional development corridors as micro-cosms of regional integration and replicating lessons from successful pilot projects.
- Enhancing rural accessibility and mobility and thereby directly contributing to poverty reduction.
- Improving safety and minimising negative environmental impacts that arise from the provision and operation of regional transport systems.

3.3.4.3

Communications

3.3.4.3.1

Review of Current Policies and Strategies

Communications include telecommunications and postal services. It is one of the basic aims of SADC to develop communications systems that will transform the region into an information-based economy. The strategic goals are to:

- Clearly separate the regulatory functions from operational activities through transparent policies, predictable legal frameworks and independent regulatory regimes;
- Effectuate policy harmonisation in the region through the provisions of appropriate policy and legal frameworks;
- Develop a regional network that will address increased teledensity and universal access to diverse communication services.

3.3.4.3.2

Evaluation of Current Policies and Strategies

The majority of the Member States have policies, legal frameworks and regulatory authorities in place. A few have upgraded these to the realm of Information and Communications Technology (ICT) in order to cater for an e-commerce environment. The application of info-communication technology (IT) is yet to be increased. This will require a strong policy unit and the operational regulatory independence to attract more private sector participation.

3.3.4.3

Challenges in Current Policies and Strategies

- Development of institutional capacity at policy level to drive the transformation process.

- Development of the ICT industry that will support an e-commerce environment.
- Aggressive promotion of a more attractive environment for the private sector.

3.3.4.4

Meteorology

3.3.4.4.1

Review of Current Policies and Strategies

Primarily, meteorology provides weather information to facilitate preparedness against hunger, social displacement, transport calamities, environmental degradation, etc. The whole region possesses high-level expertise and fairly modern infrastructure for data collection, collation and processing. Policy formulation and commercialisation is at an embryonic stage. The promotion of cost recovery strategies in the delivery of meteorological services is in place.

3.3.4.4.2

Evaluation of Current Policies and Strategies

The drought and excessive rains in recent years have helped to improve the profile of Meteorology in the region. Thus serious implementation of the SADC Protocol has recently been embarked upon in the following areas:

- Satellite-based information-gathering infrastructure in all the countries;
- Development of appropriate policy and legal framework to address cost recovery strategies and improve regional telecommunications networks for timely information sharing.

3.3.4.4.3

Challenges in Current Policies and Strategies

- **Institutional capacity building to drive the transformation process.**
- **Development of model policy and legal framework.**
- **Reduction of dependency on the central treasury through cost recovery strategies in the meteorological services operations.**
- **Specification of frequency bandwidth requirements for high fidelity transfer of meteorological information.**

3.3.5

WATER

3.3.5.1

Review of Current Policies and Strategies

The overall goal of the Water Sector is the attainment of sustainable, integrated planning, development, utilization and management of water resources that contribute to the overall SADC objective of an integrated regional economy on the basis of balance, equity and mutual benefit for all Member States.

The SADC Protocol on Shared Watercourse Systems was signed in August 1995 and came into force in September 1998 after receiving the required number of ratifications. A process of amending the Protocol was initiated in 1996 to bring it in line with new international conventions and attend to queries of other Member States on the original Protocol. The revision of the Protocol was successfully completed in 1999 and it was signed by 13 Member States in August 2000. As of February 2003, eight Member States had ratified the revised Protocol.

The Protocol which provides the legal and broad policy framework for cooperation on water issues in the region, aims at promoting and facilitating sustainable, equitable and reasonable utilization of the shared watercourses through the establishment of shared watercourse agreements and institutions; harmonization and monitoring of legislation and policies; research, technology development, information exchange, capacity building, and the application of appropriate technologies in shared watercourses management.

Although there is no long-term policy and strategy for the development and management of water resources, the Protocol is being operationalised through a Regional Strategic Action Plan (RSAP) for Integrated Water Resources Management and Development in the SADC Region covering the period 1999-2004. The RSAP has identified seven key priorities to be addressed in order to enhance the region's ability to move towards a more integrated approach to the management and development of water resources. These are: improving the legal and regulatory framework; institutional strengthening; sustainable development policies; information acquisition, management and dissemination; awareness building, education and training; public participation; and infrastructure development.

In collaboration with the Global Water Partnership, a "Southern African Vision for Water, Life and the Environment in the 21st Century " was developed and formed the basis of the Africa Vision. It also shaped quite substantially the global vision on water adopted at the 2nd World Water Forum held at The Hague, Netherlands in March 2000. The vision of "Equitable and sustainable utilisation of water for social, environmental justice, and economic benefits for present and future generations" is supported by and made much more explicit by sub-visions. These are: social and economic development; equitable access to water of an acceptable quantity and quality; proper sanitation for all and safe waste management; food security for all; energy security; sustainable environment; security from disasters; and integrated water resources development and management.

3.3.5.2

Evaluation of Current Policies and Strategies

The Protocol, which aims at the sustainable management, development and utilisation of the region's water resources, and their equitable sharing for the mutual benefit of all, and for the upliftment of the quality of life, is consistent with the broader SADC objectives and Common Agenda. The emphasis on equitable sharing is consistent with the objectives of peace and security, and the strategic priority of conflict prevention.

The RSAP whose aim is to promote the adoption of an integrated approach to water resources development and management, recognises the role of water as a source of life and its use for a variety of purposes including agriculture, hydro-electric power generation, domestic and industrial requirements, as well as the maintenance of ecosystems. The RSAP, therefore, addresses the SADC strategic priorities that are targeted at industrialisation, the promotion of economic and social infrastructure, developing agriculture, and poverty eradication. Other strategic priorities that are addressed are those that relate to gender sensitivity, human resources development, and improving social welfare.

Overall, although the provisions of the Protocol have not been fully implemented, some promising initiatives are already underway. These include the full development of project concept notes into project documents to address the seven priority areas of the RSAP, and the progress being made in the establishment of River Basin Management Organisations (RBOs).

3.3.5.3

Challenges in Current Policies and Strategies

One of the most pressing challenges is the development of a policy and strategy that will not only provide a longer-term perspective for the development and management of the Region's water resources, but also guide and give strategic direction to short-medium term interventions such as the RSAP. The Southern African Vision for Water, Life and the Environment, together with its sub-visions should form the basis for the development of the long-term water policy and strategy document. Other issues to be tackled are the inclusion of research and technology development as an additional area of priority; the formulation of strategic regional infrastructure projects/programmes for water storage, transfers, irrigation, drought mitigation and flood control; and the practical operationalisation of the integrated water resources management approach. The recent development in the global arena that elevated water high on the development agenda, poses new challenges that should address the new targets agreed to at various for a such as the WSSD, the Millennium Development Goals on water supply and sanitation.

3.4

FOOD, AGRICULTURE & NATURAL RESOURCES

3.4.1

OVERVIEW

The Food, Agriculture and Natural Resources (FANR) cluster comprises the following areas of co-operation: Food Security, Agricultural Research and Training, Crops, Livestock Production and Animal Disease Control, Environment and Land Management (ELM), Inland and Marine Fisheries, Forestry and Wildlife. In one way or another, most of these areas are related to agriculture and influence its performance.

Agriculture is a major player in the SADC regional economy, contributing 35 percent to its gross domestic product. About 70 percent of its people depend on it for food, income and employment. In addition, agriculture is a dominant source of exports in many countries, on average contributing about 13 percent to total export earnings and about 66 percent to the value of intra-regional trade. For these reasons, the performance of agriculture has a strong

influence on the rate of economic growth, the level of employment, demand for other goods, economic stability and on food security and overall poverty eradication.

There is potential for increasing crop production in the SADC region through intensification and expansion of hectareage under cultivation. Intensification through the use of fertiliser, improved seed, irrigation, mechanisation and other technologies while expansion is valid option for countries such as Angola, the Democratic Republic of Congo, Mozambique, Tanzania and Zambia. The entire land mass of the region comprises 906,324,000 square kilometres or 30.9 percent of the total African land mass. Of this, 226,581,000 hectares (25%) is arable and 48,653,300 hectares is under cultivation. This large land mass implies that Member States are endowed with diverse soil and climatic characteristics; hence, they can grow a variety of crops and rear a range of animals. However, this potential is limited by the susceptibility of the region to droughts, floods, plant pests and animal diseases, the vulnerability of the agricultural population to HIV and AIDS infection, and inadequacy of irrigation and transport infrastructure. Furthermore, although they play an important role in agriculture as producers, women are handicapped by inadequate access to and control of resources, constraints that the RISDP will need to address.

The overall objectives of FANR are to promote agricultural productivity and food security at household, national and regional level; promote efficient development, utilization and conservation of natural resources; improve capacity in agriculture to transform national economies; generate domestic savings and foreign exchange to finance a gradual, structural transformation of the region's agriculture-dependent economies; and facilitate improvements in the welfare of the people of the region.

This broad FANR Policy Framework recognizes promoting food security as a priority objective. As a cross-cutting issue, food security is used as a basis for guiding its strategies in all the sectors of the cluster. Furthermore, since its inception, the FANR Sector has made progress in establishing the institutional framework for implementing regional programmes to alleviate hunger and poverty.

Until recently, however, some of the pertinent issues have not been addressed. One such issue is land tenure reform. A number of Member States are now working to resolve inequities in land ownership, access and use of

this key resource. But there is no regional framework to guide national policies and strategies in this area. In addition, emerging issues such as food safety and biotechnology have also not been adequately captured by FANR. The Sector has addressed specific issues like food safety in a fragmented manner, with no clear delegation of authority and accountability for the development of policies to facilitate regional positions. The Sector has also been slow to highlight and realign policies and strategies to address the potential impact of HIV and AIDS on rural households in general, and the food and agricultural sector, in particular. Furthermore, the FANR Sector has not been adequately linked to other related sectors, such as rural infrastructure, transport and tourism.

The following sections review sector-specific policies and strategies, evaluate how far these policies and strategies meet the strategic priorities of SADC, identify what needs to be put in place and examine the need to refocus the policies and strategies.

3.4.2

FOOD SECURITY

3.4.2.1

Review of the Current Policies and Strategies

The Food Security policy in SADC is to ensure that all people have access to an adequate diet to lead an active and normal life. Currently, the region has adopted three Strategies to achieve the food security policy as contained in the Food Security Framework document, approved by Council in 1997. The three Strategies are:

- i) Improving Food Availability
- ii) Improving Access to Food, and
- iii) Improving Nutrition.

On the issue of food availability, Member States are required to promote agricultural production and productivity; take measures that increase competitiveness and promote trade. Member States are also urged to promote the sustainable use of natural resources.

Regarding improving access to food, Member States are encouraged to adopt policies which will generate the maximum employment gains and incomes; introduce measures that improve income stability and equity; and develop safety nets (such as food for work, cash for work and targeted distribution of inputs or food) for vulnerable

groups. Most of these measures require public, private and NGO partnerships.

Regarding improving nutrition, Member States are urged to adopt strategies that improve nutritional value of food; minimize food losses, particularly for the resource poor, and address food safety.

3.4.2.2

Evaluation of Current Policies and Strategies

Food Security policies and strategies have addressed the SADC strategic priority to develop an effective disaster preparedness and management mechanism by implementing programmes and projects aimed at early detection, early warning and mitigating the disaster effects. The main achievements have been in information generation and early warning through the Regional Early Warning System, the Regional Remote Sensing Project, and Data Management and Analysis Projects. The Regional Early Warning Unit has built capacity in Member States and the region to provide advance early warning information on the food security situation. This has enabled the region to take appropriate measures to mitigate the impacts of any impending food shortages. The Regional Food Security Training Programme has focused on building capacity of regional training institutions, while other programmes have concentrated on promoting seed availability and developing and disseminating participatory methodologies. But other suggested programmes aimed at promoting food supply and availability, such as food reserve mechanisms, irrigation development and agricultural trade facilitation have not received much attention and resources.

The above projects have been under implementation for some time. But they do not provide the full range of information required to adequately cushion the region against food insecurity. In particular, there is an urgent need for information on the operations of grain and cereal markets in the region to facilitate trade in food products.

Within FANR, there are several strategies on capacity building; however, none of these is addressing agribusiness, agro-processing and trade in agricultural products.

The absence of a binding legal instrument on food security and agricultural development in general is a major weakness in the food security strategy. The current food crisis in the region has increased the need for greater cooperation in this area that would cover such issues as

genetically modified organisms (GMOs), sanitary and phytosanitary (SPS) measures and trade.

3.4.2.3

Challenges in Current Policies and Strategies

- **Absence of a regional food reserve facility and market development and over-dependence on rain-fed agriculture;**
- **Promoting private trading in agricultural products;**
- **Improving rural transport infrastructure; and**
- **Promoting agricultural production and productivity through creating an enabling policy environment for agricultural production, improving access to land and credit and enhancing technology generation and transfer.**

3.4.3

AGRICULTURAL RESEARCH AND TRAINING

3.4.3.1

Review of the Current Policies and Strategies

The overall goal of Agricultural Research and Training is to contribute to poverty alleviation and sustainable growth through agricultural and natural resources research and training in the region. The specific objectives are to promote partnerships in the area of agricultural research and training, improve regional research and training co-ordination and integration, improve the information and communication system, and to review the institutional framework. The strategies for attaining these objectives focus on three broad areas. These areas are strengthening human resources capacity; strengthening regional research and training capacity, co-ordination mechanisms for related policy issues, partnerships and stakeholder ownership of collaborative research programmes; and facilitating exchange of information and dissemination of research results.

3.4.3.2

Evaluation of Current Policies and Strategies

It is apparent that the policies and strategies of Agricultural Research and Training address the following strategic priorities: the Development of Science and Technology, Research and Development; the development, utilization and management of human resources;

the development of agriculture and the sustainable utilization of natural resources; and the development of measures to alleviate poverty with a view to its ultimate eradication. The question is how effectively have these met the strategic priorities.

Agricultural Research and Training has provided a platform for closer interaction and collaboration between National Agricultural Research Systems (NARS) and scientists within and outside the region. In addition, the overall research capacity has been strengthened through regional interventions focused on training and networking. A key latent achievement has been the provision of an environment for researchers to remain on the knowledge and technology frontiers, and increased efficiency in the utilization of the resources for agricultural research.

However the success of regional research interventions has directly depended on the performance of the NARS that has been constrained by limited capacity, especially in terms of size, funding and human resources, and weak linkages with local and international partner institutions.

The expansion of the mandate of Agricultural Research and Training from the original focus on co-ordinating research on food crops to research in agriculture and natural resources, and the co-ordination of advanced professional training in agriculture, has not been matched by increases in research activities in these areas and there has not been clear articulation of Agricultural Research and Training strategies in the same. As a result, Agricultural Research and Training has not been visible in initiating research on indigenous technical knowledge or guided research on emerging issues, such as biotechnology and intellectual property rights in indigenous flora and fauna. Furthermore, whereas Agricultural Research and Training has made progress in its crop research project and the gene bank, there has been limited promotion of research in indigenous vegetables, which play a significant role in the diets of rural people, and in floriculture, which is a major foreign exchange earner in some countries.

3.4.3.3

Challenges in Current Policies and Strategies

- **Lack of a market-oriented smallholder production system where research is market led, demand driven and follows the commodity chain approach;**
- **Poor research-extension-farmer linkages, amelioration of which would improve the transfer and adoption of technology;**
- **Need for policies and strategies to offset the high rate of natural resource degradation, focusing on soil, water and biodiversity;**
- **Focusing research on soil fertility improvements, soil and water management, development of irrigation, promotion of integrated livestock – wildlife-crop production systems, and development of drought mitigation strategies;**
- **Strengthening the capacities of institutions and farmers' organizations to support agricultural production systems;**
- **Information and communication for rural development; and**
- **Integration of a gender perspective in agricultural research and training.**

3.4.4

CROPS

3.4.4.1

Review of the Current Policies and Strategies

The ultimate objective of the sector is to promote the production, protection, processing, storage and utilization of all crops, including perennial ones, as a means of enhancing food security and promoting regional and global trade and economic development in the region. The immediate objective is to enhance regional co-operation through the development of coherent regional policies and programmes related to crop production, protection, storage, processing, utilization and trade.

The strategies are to improve the availability of agricultural inputs in order to improve crop production; in conjunction with the Water Sector, implement efficient use of water in irrigation; harmonize programmes related to sanitary and phytosanitary issues; harmonize the control of crop pests; and improve the distribution, marketing and availability of seeds.

3.4.4.2

Evaluation of Current Policies and Strategies

Since the Crop Sector was established in 1998, only two programmes on seed and institutional support have been supported. The programme on seed will address enhancing the multiplication of seed of improved varieties, harmonizing the release of seed and testing procedures in Member States, and harmonizing seed laws in the region.

3.4.4.3

Challenges in Current Policies and Strategies

- **Development of new agro-processing technologies;**
- **Adoption of policies and strategies on horticulture and other high value crops;**
- **Facilitating regional and global export trade in agricultural products; and**
- **Improving gender mainstreaming in the policies and strategies.**

3.4.5

LIVESTOCK PRODUCTION AND ANIMAL DISEASE CONTROL

3.4.5.1

Review of the Current Policies and Strategies

The mission of the sector is to promote regional integration and sustainable livestock production through the co-ordination of animal disease control strategies, human resource development and utilization of livestock products in order to create employment, improve the standard of living of the people and to meet regional food security objectives.

The policies of this Sector are to increase livestock productivity and promote livestock-based industries; improve livestock management practices; and promote, harmonize and apply effective regional animal disease control measures. The strategies focus on promoting the development of livestock and livestock-based industries; promoting sound livestock management principles and animal disease control measures; and supporting existing livestock research and training programmes.

3.4.5.2

Evaluation of Current Policies and Strategies

The Sector has successfully implemented several programmes. Achievements include the facilitation of the establishment of Veterinary Science Faculties in various

Member States (Zimbabwe, South Africa, Zambia, and Tanzania); the Botswana Vaccine Institute; the Regional Tsetse and Trypanosomiasis Control Centre (RTTC) and the Centre for Tick and Tick Borne Diseases in Malawi. The RTTC has become a leader on the continent in the development of low cost and environmentally friendly technology.

The region has also developed heart water vaccines through the Regional heart water Project with the Technical support from the University of Florida in the USA. The first generation vaccine and a tick decoy are now ready for commercialisation. Intervet International from the Netherlands has shown interest to manufacture the vaccine in South Africa. However, patenting of the technologies developed has not been clearly resolved and the region needs to protect its intellectual property rights and ensure that the technology is affordable to the resource poor farmers.

The Sector policies have incorporated gender issues by indicating the vital roles of both men and women in many aspects of its work, although there is still recognition that women have largely been marginalized and have not participated fully in the development of the livestock sector.

3.4.5.3

Challenges in Current Policies and Strategies

- **Focusing regional co-operation on optimal sustainable rangeland utilization and animal feed flow, especially across borders;**
- **Lack of infrastructure and information on marketing of livestock and livestock products;**
- **Inadequate use of animal traction and organic manure to complement agricultural mechanization and expensive inorganic fertilizers;**
- **Overstocking and overgrazing in local communities;**
- **Unlawful use of pesticides in the region, especially non-biodegradable products; and**
- **Absence of concrete interventions to address the constraints faced by women.**

3.4.6

FORESTRY

3.4.6.1

Review of the Current Policies and Strategies

The Forestry Protocol, which was signed in October 2002, provides the basic policy framework. The objectives of the

Sector are to control, conserve and protect forest resources; sustainably manage and develop forest resources as the major source of energy in the region; and to facilitate the development of trade in forest products. The strategies for attaining these policies include co-operating in the sustainable management of shared forests; developing human resources for the Sector; harmonizing approaches to sustainable forest research management; and establishing equitable and efficient ways of facilitating public access to forests.

3.4.6.2

Evaluation of Current Policies and Strategies

For purposes of implementing its policies, the Sector has developed programmes on Training and Education, Improved Resource Management, Improved Knowledge of the Resource Base, Focused Research, Resource Utilization and Marketing and Environmental Management. But most of these programmes have focused on data and information gathering, and institution building at the national level. There has been limited regional collaboration and co-operation in areas of common concern, such as overexploitation, law enforcement and promotion of community-based programmes. Problems of sustainable forest output persist, as millions of rural households use fuel wood for energy. There is a paucity of regional interventions aimed at developing and promoting appropriate alternative energy sources.

Information regarding appropriate forest management systems for the various indigenous forest types is lacking in most Member States. This is partly attributed to past national policies that gave higher priority to the establishment, management and protection of exotic softwood and hardwood forest plantations than to the indigenous forests.

3.4.6.3

Challenges in Current Policies and Strategies

- **Need to create public awareness and education to address agro-forestry practices, afforestation, fire control and overgrazing;**
- **Need to improve forestry and sericulture practices to address deforestation, genetic erosion, forest pests, disease control, invasive alien species, management and conservation of shared forests and forest resources, and law enforcement.**

- **Need for a regional strategy to develop small and medium scale forest-based industries, as well as appropriate fuel wood and charcoal production systems, especially in rural areas;**
- **Lack of information to facilitate trade in forest products and a strategy to develop standards, guidelines and other mechanisms for recording, preserving and equitably sharing of benefits from the use of traditional forest related knowledge; and**
- **Lack of concrete interventions to address the constraints faced by women.**

3.4.7

FISHERIES

3.4.7.1

Review of Current Policies and Strategies

The Fisheries Protocol was signed in 2001, but the required number of Member States has not yet ratified it. The goal of the Sector is to promote responsible and sustainable use of the living aquatic resources and aquatic ecosystems in order to enhance food security and human health. The specific policy objectives are to promote effective management of fish stocks, protect and preserve fish resources, promote aquaculture and mariculture development and promote trade in fish.

The strategies of the Sector include establishing a regional stock assessment and fisheries management system; promoting regional trade; and building capacity for better fisheries management.

3.4.7.2

Evaluation of Current Policies and Strategies

To implement its strategies, the sector has embarked on the Assessment of the Marine Fisheries and Research programme commonly known as the Benguela Environmental and Fisheries Interaction and Training Programme (BENEFIT); the Monitoring, Control and Surveillance of Fishing Activities; the Regional Fisheries Information System and the Benguela Current Large Marine Ecosystem.

For the purpose of promoting aquaculture, the Sector initiated an Aquaculture for Local Community (ALCOM) Programme, which was phased out. It is desirable to revive and promote this programme throughout the region since it targets local and poor communities in rural areas, and

directly addresses food security concerns as well as income generation. As regards trade, the latest revenue figures from fish are estimated at 3.0 billion US dollars per year. This figure can easily be increased if the Sector can adopt a strategy to improve the quality of fish through appropriate handling, processing and conservation of the catch.

3.4.7.3

Challenges in Current Policies and Strategies

- **Lack of a programme for the effective management of fish stocks, which would cover all the Member States;**
- **Absence of policies to promote aquaculture (fish grown in inland ponds) and mariculture (fish in offshore ponds);**
- **Improving the quality of fish through appropriate handling, processing and conservation of fish landings; and**
- **Lack of concrete interventions to address the constraints faced by women in the sector.**

3.4.8

WILDLIFE

3.4.8.1

Review of the Current Policies and Strategies

The current policies focus on the conservation of regional ecosystems and landscapes, endangered, endemic and cross-border migratory species; management of water catchments and aquatic ecosystems; and prevention of extinction of indigenous plant and animal species, especially those distributed across national boundaries.

The key strategies to implement the above policies include promotion of community based natural resources/ wildlife resources management; promotion of transfrontier conservation; sustainable wildlife resources utilization; enhancing capacity building in wildlife management and conservation; and the development and implementation of domestic and international laws to control illicit trade in wildlife and wildlife products.

3.4.8.2

Evaluation of Current Policies and Strategies

The Wildlife sector has been instrumental in initiating Community-Based Wildlife Management particularly in

Malawi, Mozambique, Tanzania and Zimbabwe. The sector has also enhanced the regional capacity using existing training institutions, such as the College of African Wildlife Management in Tanzania, and Tropical Resource Ecology Programme at the University of Zimbabwe.

The region has been successful in coordinating a common position at CITES, in particular the down listing of ivory from Appendix I to II, and the sale of ivory to Japan both of which were adopted at the 10th CITES in 1997. The region has also started to implement programmes on the transfrontier conservation areas, such as the Great Limpopo.

3.4.8.3

Challenges in Current Policies and Strategies

- **Need for continuing to strengthen regional and national interventions aimed at curbing the illicit use of and trade in wild fauna and flora in order to sustainably conserve the wildlife resources;**
- **Lack of policies and strategies aimed at the conservation of wildlife in mountains and high diversity ecosystems such as rainforests;**
- **Lack of programmes covering long-term viability of wildlife -based tourism; and**
- **Lack of an enabling environment for women to play a more meaningful and empowering role in the management and conservation of natural resources, including wildlife.**

3.5

SOCIAL AND HUMAN DEVELOPMENT AND SPECIAL PROGRAMMES

3.5.1

OVERVIEW

The Social and Human Development cluster covers areas of Human Resources Development, Health, Employment and Labour, and Culture and Information and Sport. It also caters for Special programmes. SADC Member States accord priority to social and human development in view of its crucial role both as a factor and as a broad measure of development. As one of the core areas of integration, it is mandated to ensure the availability of educated, skilled, healthy, productive human resources required for promoting investment, efficiency and competitiveness of

the region in the global economy as well as improving the quality of lives of the region's population. This area also has an important role to play in consolidating the historical, social and cultural ties and affinities of the peoples of the region.

SADC has put in place policies, strategies and priorities through the formulation and adoption of instruments such as protocols and appropriate policy guidelines. These are examined in the subsequent sections.

3.5.2

HUMAN RESOURCES DEVELOPMENT

3.5.2.1

Review of Current Policies and Strategies

The main goal of SADC 's integration agenda in the human resources development field is to increase the availability of educated and highly skilled personnel through equivalent and harmonized education and training systems of Member States.

The Protocol on Education and Training, which was signed in September 1997 and came into force in July 2000, provides for seven main areas of cooperation, namely, policy for education and training, basic education, intermediate education and training, higher education, distance education, training fund, research and development, lifelong education and training, publishing and library resources. The Protocol seeks to promote a regionally integrated and harmonized educational system especially with regard to issues pertaining to access, equity, relevance, and quality of education interventions. The Protocol aims to achieve its objectives over a period of twenty years.

In order to implement the provisions of the Protocol, a Strategic Plan covering the abovementioned seven areas of cooperation was developed in 2002. The Plan has included other cross cutting issues such as HIV and AIDS pandemic. In the identification of priorities, relevant and complementary regional and international initiatives, such as those coordinated through UN agencies and NEPAD, were taken into account to avoid duplication.

3.5.2.2

Evaluation of Current Policies and Strategies

The Policy Framework on Human Resource Development and the HRD Strategic Plan is comprehensive and addresses the major challenges facing the region. However,

there are a number of areas, which require improvement. For instance, the objectives of the Protocol on Education and Training do not make specific and/or direct reference to or mention gender or gender mainstreaming; people with disabilities and other disadvantaged groups; poverty eradication; economic growth and development; or HIV and AIDS control and other cross-sectoral linkages - although a regional cooperation approach is fully implied. Emphasis should be put on gender mainstreaming and equality in the development of educational and training materials, composition of professional associations, teacher/student exchange programmes, and exchange of experiences as well as inclusion of HIV and AIDS in the curriculum.

3.5.2.3

Challenges of Policies and Strategies

The challenges faced by Education and Training in the sub-region are largely common to all countries. These are access, equity, quality, efficiency, relevance and democracy in their educational and training policies.

Other challenges of the sector include: HIV and AIDS's negative impact on the education and training sector; low literacy rates; low enrolment rates especially at secondary and higher education levels; limited provision of early child hood education; inequitable access especially by disadvantaged groups such as women and disabled people and people from rural areas; limited access to vocational education and training; mismatch between supply and demand for vocational education and training, and higher education and training; inadequate education and training facilities and equipment; shortage of teaching and learning materials; lack of comparable standards and qualification across all training institutions and countries.

3.5.3

HEALTH

3.5.3.1

Review of Current Policies and Strategies

In the area of health, the main goal of integration is to attain an acceptable standard of health for all SADC citizens and to reach specific targets within the objective of "Health for All" in the twenty first century by 2020 in all Member States through the primary health care strategy.

The SADC Policy Framework for Health provides a comprehensive coverage of all the key aspects of health

and health services delivery in the region. It proposes policies, strategies and priorities in various areas such as health research and surveillance; health information system; health promotion and education; HIV and AIDS and sexually transmitted diseases; communicable and non-communicable disease control; disabilities; reproductive health; health human resources development; nutrition and food safety; violence and substance abuse.

The SADC Protocol on Health, which was signed in August 1999 and is yet to come into force, provides a legal and broad policy framework for cooperation in twenty four (24) areas, which include some of the major health challenges in the region such as HIV and AIDS and STD; Tuberculosis Control; Malaria Control; Reproductive Health; Childhood and Adolescent Health; Chronic Diseases; Emergency Health Services and Disaster Management and bulk purchasing of essential drugs.

In recognition of the serious threat that HIV and AIDS continues to pose to sustainable development of the region and its integration agenda, SADC has revised and strengthened its Multi-sectoral HIV and AIDS Strategic Framework and Programme of Action 2003-2007. This Strategic Framework is a multi-dimensional response to the HIV and AIDS pandemic by the region. It is aimed at intensifying measures and actions to address the devastating and pervasive impact of the HIV and AIDS pandemic in a comprehensive and complementary way. The focus of the response is both on the prevention of HIV and AIDS and on the mitigation of its impact in order to ensure sustainable human development in Member States.

The Framework takes into account and reflects the priorities of the new organisational arrangements of the restructured SADC, which clusters related issues into core areas of regional cooperation and integration. It also builds on the experience of the previous Plan for HIV and AIDS, the SADC HIV and AIDS Strategic Framework and Programme of Action, 2000-2004.

3.5.3.2

Evaluation of Current Policies and Strategies

Implementation of actions based on the Protocol has already started. The Protocol itself does fulfil the integration objectives of the SADC i.e. it definitely aims to tackle HIV and AIDS and in so doing reduce the impact of

illness and deaths on production, productivity and economic decline of the Member States. The Biennial Priorities which include the HIV and AIDS/STD; reproductive health; standardization of health information and surveillance systems; communicable diseases; and resource mobilization (human, financial) have been developed to facilitate implementation of the Protocol. However, they may not fully address all the issues contained in the Protocol.

There is need therefore, to have a long term plan to fit with international agreements and initiatives such as the Millennium Development Goals of: reducing child malnutrition by half between 1990 and 2015; reducing child mortality by two-thirds by 2015; reduce maternal mortality by three-quarters by 2015; and halving and reversing the HIV and AIDS prevalence by 2015.

Implementation and achievements of such actions have been measured against the objectives of the Protocol. Therefore, policies, plans, programmes of the Health Sector need to give operational expression to the objectives of the Protocol. Thus, in reviewing this sector, activities that have been implemented and achievements that have been realised have been juxtaposed with the appropriate Protocol objective. It must be said from the outset that the Protocol objectives do satisfy the agenda for a regional approach to tackling health challenges. Also, it is clear that improving the health status of the people in the region will directly result in increased production and productivity (for example by reducing the number of work-days lost through illness or caring for the sick and attending funerals). This will result in higher growth rates and therefore poverty reduction.

3.5.3.3

Challenges in the Policies and Strategies

There are many health challenges facing the region. These include new serious diseases and epidemics, high morbidity and mortality rates, low nutrition status, poor health care infrastructure and services, lack of well trained health care personnel, poor living conditions, and the HIV and AIDS pandemic. A growing number of TB and other communicable diseases such as malaria, typhoid, cholera and an increasing number of non-communicable diseases such as cancer and hypertension have compounded the problem. In addition, inadequate understanding or appreciation of the gender dimension

in all the health challenges facing the region and inadequate resources for improving the health status of people are matters of serious concern.

3.5.4

EMPLOYMENT AND LABOUR

3.5.4.1

Review of Current Policies and Strategies

The primary objective of the employment strategy is to stimulate the demand for labour, or increase the rate of labour absorption in the economy. A number of priority areas and specific strategies are identified, with emphasis on a proactive approach to employment promotion at national level, which should be accompanied by some consensus on what such an approach entails, and how it is to be co-ordinated and harmonised at the regional level.

On the issue of Productivity, Member States have undertaken to formulate and adopt appropriate policies and strategies at the macro, institutional and enterprise level. The main objective of the Draft Social Charter is to facilitate the establishment and harmonisation of social security systems and generation of incomes.

3.5.4.2

Evaluation of Current policies and Strategies

Unemployment and underemployment, and the inadequacy of labour standards and regulations, as well as their implications for regional integration, are the critical issues of concern in this sector. The objectives and strategies identified under the heading of employment promotion and labour market regulation are concrete and clearly targeted at addressing poverty reduction. Moreover, they take into account international labour standards, especially those of the ILO.

These priorities and strategies also reflect the linkages between the ELS sector and other sectors such as finance and investment. High levels of investment are necessary to promote employment, which in turn enhances people's access to finance. There is need therefore to more concretely identify these inter-sectoral linkages, and how they can be harnessed to ensure the achievement of SADC's goals.

With respect to other policy instruments, the Declaration on Productivity, the Social Charter, the codes on HIV and AIDS at the Workplace and the Safe Use of

Chemicals, as well as the Codes of Conduct on Child Labour and Social Security address critical issues of economic growth and development.

As regards gender responsiveness, the ELS-SCU is one of the few SADC institutions that developed an explicit gender policy document, which was adopted in the year 2000. The policy acknowledges that the labour market in Southern Africa is characterised by gender inequalities, as reflected in legislation, laws, policies and practices that disadvantage women. The policy calls upon Member States to review and reform them, commit themselves to develop and implement gender sensitive policies, and take positive action to promote equality for women in work and employment.

3.5.4.3

Challenges in Policies and Strategies

The Employment and Labour section faces problems with regard to employment creation. There is not enough investment to employ more people. The region has a high unemployment rate and therefore this affects the social life of many people. There is also need for social security nets for the unemployed. The labour laws need to be modified to allow collective bargaining by employees. The region also needs to guard against child labour practices.

3.5.5

CULTURE INFORMATION AND SPORT

3.5.5.1

Review of Current Policies and Strategies

The policies and strategies for the CIS sector are contained in the Protocol on Culture, Information and Sport, which was signed in August 2001 and is yet to come into force, and the Policies, Priorities and Strategies Document.

With respect to general areas of cooperation, the Protocol identifies policy harmonisation; training, capacity building and research; resource mobilisation and utilisation; production, flow, exchange and use of information products; regional interaction among stakeholders; gender equality and equity; and persons with disabilities.

3.5.5.2

Evaluation of Current Policies and Strategies

There is no doubt that the policies and strategies identified

in the CIS Protocol are relevant to the attainment of the objective of regional integration. The objectives to be attained under each sub sector are quite comprehensive, and focus is on the development and harmonisation of policies in each, as well as exchange of information.

The sector has recorded some achievements, which include the successful adoption of the Protocol, the policies, priorities and strategies document, the existence of networks and institutions that promote culture, information and sport, strong interest from the donor community to support the sector, and the existence of international fora where the region can take a common stand.

In addition, a number of important initiatives to promote culture, sport and the dissemination of information about SADC in the region were embarked upon. These include the establishment of a SADC Culture Trust Fund, the hosting of cultural festivals and regional sporting events, organisation of annual media awards, and launching of the Southern African Broadcasting Association (SABA).

Weaknesses identified include inadequate research, inadequate protection of intellectual property rights, negative attitudes to gender, ethnicity and work ethics, inadequate infrastructure, limited resources available to Member States to participate in social programmes, poor implementation of regional decisions and lack of performance standards and mechanisms to enforce implementation of decisions.

The document on Policies, Priorities and Strategies contains recognition of the importance of gender equality. It notes with concern the continued absence of policies, or their inadequacies, which will continue to undermine co-ordination and harmonisation, work in the area of human rights, democracy, and gender equality as well as active publicising of SADC's achievements.

3.5.5.3

Challenges in Policies and Strategies

There are a number of challenges facing the region in the area of culture, information and sports. These include:

- **Limited access to cultural institutions and lack of a legal framework for the protection of cultural heritage, intellectual property rights and related rights.**
- **Inadequate institutional framework for the promotion of cultural industries and the need for SADC to take advantage of its rich and diverse cultures as well as**

lack of research and documentation of cultural issues.

- **Existence of barriers, weak institutional framework and infrastructure for the collection, utilisation and dissemination of information on regional cooperation and integration in SADC.**
- **The need to promote pluralistic media systems, protect freedom of the press and other media and to ensure objectivity and responsible journalism.**
- **Lack of financial and technical resources for the participation of all key stakeholders in implementation and resourcing of regional cultural and sporting programmes and events as well as in publicising SADC.**
- **Reduction of the information gap between urban and rural areas in Member States and promotion of local/regional media content.**
- **Lack of efficient and cost-effective communications infrastructure and facilities to disseminate and distribute information.**
- **Lack of a stable institutional framework for dealing with sports issues and inadequate provision of material facilities, human and financial resources as well as the need to widen sporting disciplines by including indigenous sports..**
- **Limited participation of women and people with disabilities in sports.**

3.5.6

SPECIAL PROGRAMMES: DRUG CONTROL

3.5.6.1

Review of Current Policies and Strategies

Regional integration creates a conducive environment to collectively address social problems such as illicit drug abuse and trafficking, hence, the signing of the SADC Protocol on Combating Illicit Drugs in 1996. Since the early 1990s, the SADC Region, like everywhere in the world, has seen an increase in the production, trafficking and abuse of illicit drugs. Drug trafficking syndicates have been attracted by positive growth in a number of economic sectors in the SADC Region, as well as by the rapid expansion in information communication technology, and the entertainment industry. On the other hand, growing stresses such as poverty, unemployment, migration HIV and AIDS and weakened family support

also bring about desperate efforts to generate income, such as illicit drug production, especially cannabis, and the trafficking and abuse of cannabis and other illicit drugs. Apart from destroying young lives and delaying the development of young people, the drug problem has broader implications such as the spread of infectious diseases, violent crime, and criminal economic activities such as corruption and money laundering. The drug trade is also associated with the smuggling of stolen cars, small arms, animal and mineral products, and human trafficking (especially females for prostitution purposes.)

The SADC Protocol on Combating Illicit Drugs, which came into force in March 1999, requires Member States to accede to a number of UN Conventions in this field, promulgate and adopt domestic legislation, which satisfies those conventions. The Protocol provides for Member States to cooperate with each other to afford mutual legal assistance in a joint effort to suppress illicit drug trafficking. With respect to law enforcement, the Protocol requires that Member States promote the effective enforcement of sentences for drug offences. The Protocol also contains provisions relating to drug demand reduction, such as drug education measures to various target groups and the monitoring of drug abuse trends in Member States. The Protocol furthermore addresses corruption, as it relates to drug trafficking, as well as the forfeiture of the proceeds of drug trafficking, which is linked to money laundering.

The first five-year SADC Regional Drug Control Programme (SRDCP) contains strategies aimed at:

National and the regional coordination and capacity building; drug control legislation; drug demand and supply reduction and research on drug abuse and irresponsible sexual behaviour.

3.5.6.2

Evaluation of Current Policies and Strategies

The policy framework for the combating of Illicit Drugs is still very relevant to a regional effort in drug control. It is also helpful with regard to the establishment of the administrative and legal framework for drug control, both at the national and regional levels.

The SRDCP has been instrumental in facilitating the establishment of national drug control coordinating bodies in Member States, and has provided assistance for

the elaboration of National Drug Control Master Plans in all Member States. It has further created national networks for the collation of epidemiological information on illicit drug abuse and trafficking trends, which is again collated regionally and reported to Council every six months. The Regional Drug Control programme has also developed curricula for the training of drug abuse prevention and treatment personnel for the region, alongside support to NGOs in this field and other capacity building activities in drug demand reduction.

3.5.6.3

Challenges in Current Policies and Strategies

The main challenges in the area of drug control include:

- **The need to forge inter-sectoral linkages, closer co-operation and networking within the Secretariat in the operationalisation of measures for drug control and demand reduction as well as in the implementation of a future regional anti-corruption programme.**
- **The gender aspect of drug control and the socio-economic dimension of drug-related problems will also require special attention.**
- **The regional drug control policy will also need to further focus on the building of strong synergies and networks in drug supply and demand reduction, respectively, with other regional economic communities on the Continent, as well as with the Drug Control Unit at the African Union Secretariat.**

3.6

CROSS-CUTTING ISSUES

3.6.1

GENDER AND DEVELOPMENT

3.6.1.1

Overview

It has been demonstrated that greater equality between women and men contributes to economic growth, the reduction of poverty and overall human development. Yet pervasive inequalities exist between women and men in the SADC region. Women constitute the majority of the poor in the region, as a result of their limited access to, and control over productive resources such as land,

livestock, credit and modern technology. In addition, women have limited access to adequate health facilities, formal education and employment, and are over represented in the informal sector where returns are extremely low and unreliable. Moreover, laws exist in most Member States, which restrict women's legal capacity, and have a direct bearing on women's income earning capacities.

In order for SADC to achieve its poverty reduction and eradication objectives, its policies and strategies should address these gender gaps.

3.6.1.2

Review of Current Policies and Strategies

There are a number of instruments, which provide the overall policy framework for the achievement of gender equality at regional level. These include the Declaration on Gender and Development, its Addendum on the Prevention and Eradication of Violence Against Women and Children, and the Plan of Action for Gender in SADC.

The 1997 Declaration on Gender and Development (GAD) recognises gender equality as a fundamental human right, and that the mainstreaming of gender issues into the SADC Programme of Action and Community Building Initiative is key to the sustainable development of the SADC region. As a result, the Declaration commits SADC Member States to the following, among others:

- The achievement of at least 30% target of women in political and decision making structures by 2005;
- the reform of discriminatory laws and social practices;
- the promotion of women's full access to, and control over productive resources such as land, livestock, markets, credit, modern technology, formal employment, quality education, reproductive and other health services;
- an integrated approach to deal with the issue of violence against women;
- the cultivation and promotion of a culture of gender equality in SADC and respect for the Human Rights of Women; and
- facilitating the achievement of gender equality in access to economic structures and control of resources.

The second policy instrument is the 1998 Addendum to the GAD Declaration, entitled the Prevention and

Eradication of Violence Against Women and Children. It reaffirms the commitment of SADC Member States to the prevention and eradication of violence against women and children in the region, and contains the following major elements:

- a recognition that violence against women and children is a violation of fundamental human rights;
- an identification of the various forms of violence against women and children in SADC;
- a concern that the various forms of violence against women and children in SADC continue to increase, and a recognition that existing measures are inadequate; and
- recommendations for the adoption of measures in a number of areas.

A third policy instrument is the 1999 Plan of Action for Gender in SADC, which seeks to operationalise the commitments contained in the Declaration and Addendum. The Plan outlines a number of objectives, strategies and activities in the following areas:

- gender policy and institutional frameworks;
- women's human rights;
- access to economic structures and control of resources;
- politics and decision making;
- peace and stability;
- gender capacity building and training;
- dissemination of information and networking; and
- coordination of SADC participation and position at African and Global events.

Following the adoption of the 2001 Report on the restructuring of SADC institutions, the Plan of Action for Gender in SADC was revised, and a Framework of Activities developed, which envisages three broad strategic objectives for the SADC gender programme. These include gender mainstreaming, which covers all sectors as clustered into the directorates; coordination and outreach; and monitoring the implementation of the SADC GAD Declaration and Addendum, as well as other regional, continental and global gender equality instruments.

3.6.1.3

Evaluation of Current Policies and Strategies

The policy documents discussed above cover a wide area

due to the cross-cutting nature of gender. They are intended to address some of the gender gaps that were earlier identified, and are generally relevant to SADC's overall objectives of poverty reduction and eradication.

A number of regional interventions focused on gender sensitisation and awareness, coordination of the women in politics and decision-making programme, and facilitating exchange of best practices have been undertaken.

The regional programme of action for women in politics and decision-making in particular has had a major impact in bringing attention to the minimum target of 30 percent of women in politics and decision-making by the year 2005. The regional level activities have produced resource materials, created a pool of gender trainers in the region, and enhanced networking among women MPs. The monitoring by the SADC Gender Unit of the implementation by Member States of the GAD Declaration and Addendum through annual reporting mechanisms, and the facilitation of information exchange between Member States can also be seen as achievements. Moreover, a certain level of awareness of the critical importance of integrating gender perspectives into policies, strategies and programmes has been achieved.

3.6.1.4

Challenges in the Policies and Strategies

There is no doubt that in many SADC Member States, the increased participation of women in all sectors has contributed to improvements in the economy. In spite of the progress made towards gender equality however, there are a number of weaknesses at national and regional levels, which have resulted in slowing down progress towards the achievement of the commitments made in the policy instruments referred to earlier.

At regional level, the interventions have not as yet begun to tackle some of the core areas of regional integration, as reflected in the organisation's strategic priorities. This is especially the case with regard to mainstreaming gender into sectoral policies, strategies and programmes.

Due to capacity constraints, little progress was made in this regard, except for the conducting of a gender audit study into some of the former SCUs. This

study proposed a number of concrete, sector-specific gender mainstreaming interventions. These should be used as a starting point to design gender mainstreaming strategies and programmes for the directorates, as well as develop concrete monitoring and evaluation tools to track progress towards gender equality. In addition to the mainstreaming strategy, empowerment programmes, especially in the economic and education sectors will need to be identified, with a view to fast-tracking progress towards gender equality.

A second gap at regional level is the fact that the Gender and Development Declaration and its Addendum do not have the same legally binding effect as Protocols, which are SADC's primary documents of cooperation and integration. Related to this is the failure by Member States to incorporate the provisions of regional instruments into domestic laws and policies, which undermines regional efforts at policy harmonization.

There is therefore need for a regional policy to address these weaknesses, which should provide a framework for cooperation and integration in this field, identify concrete strategies, set time-bound targets to be achieved, and indicators of progress. This policy should also provide pointers for the development of sector-specific interventions to mainstream gender into the programmes and activities of the four clusters at the Secretariat, as well as sectoral ministries in Member States.

Weaknesses at national level include limited human and financial capacity of gender coordination machineries, and poor linkages between these and sectoral ministries. This results in a piecemeal and uncoordinated approach, and delays efforts to mainstream gender into all policies, programmes and activities at national level.

At both national and regional level, there are very few agreed benchmarks and concrete targets, as well as limited monitoring and evaluation tools to track progress on the achievement of gender equality. This further underlines the need for a regional gender policy as earlier proposed, which identifies the areas of cooperation, sets targets to be achieved, indicators of progress, strategies and activities to be implemented by Member States, with support and coordination by the Secretariat.

3.6.2

SCIENCE AND TECHNOLOGY

3.6.2.1

Overview

As a region destined for deeper integration and the ultimate creation of a common market, it is imperative for SADC to cooperate on science and technology (S&T). Scientific and technological innovation could form the basis for socio-economic development in the region. Cooperation is essential in dealing with transboundary issues such as environmental management, which often requires regional solutions that are based on science and technology. Collaboration and networking in addressing issues of science, technology and innovation are requirements at national, regional and global levels. SADC Member States can maximize efficiency and effectiveness of their investment in research and technology development through regional cooperation and coordination.

3.6.2.2

Review of Current Policies and Strategies

The policies and strategies for regional cooperation in science and technology are not yet in place. However, the then SADC Commissioned a study on regional science and technology which addressed the following five areas concerning S&T: the economic setting; education and human resources; national organization and management; the status of research and development institutions; and the legal aspects. The report of the study published in 1994 produced the following findings, some of which are still relevant today:

- SADC economies are dominated by agriculture and mining and limited manufacturing which depend on imported technologies.
- Expenditure on research and technology development (R&D) is way below 1% of GDP throughout the region.
- Governments in the region offer little or no incentives to the private sector to encourage research and development activities.
- There are shortages in scientific and technological human resources including artisans, technicians, engineers and scientists, which are exacerbated by the brain drain due to more attractive research conditions in the developed countries.

- Education in science and technology is biased against girls and the performance of schools are not encouraging because of low enrolment and progression rates, poorly trained teachers and inappropriate curricula.
- There are gaps in legislation to protect intellectual property rights.
- There is very little cooperation in science and technology between countries in the region.

3.6.2.3

Evaluation of Science and Technology Policies and Strategies

Several meetings have taken place in the region to deliberate on issues of science and technology in SADC. The SADC Heads of Science and Technology met in April 1999 to explore regional cooperation and made several recommendations. The absence of a dedicated regional structure to drive regional cooperation in science and technology prevented the implementation of these recommendations. The SADC Heads of Science and Technology met again in May 2002 to consider a proposal on compiling a report on S&T collaboration and to identify constraints thereto. One of the recommendations of the meeting was the proposal for a SADC Science, Engineering and Technology Week to popularise science and technology in the region.

An analysis of the current situation reveals the lack of policies and strategies and the absence of an institutional framework as the main factors preventing meaningful cooperation in science and technology within SADC. Chapter 4 of the Plan will address these issues and put forward proposals for implementation.

3.6.2.4

Challenges for Policies and Strategies

There is need for an institutional framework for regional integration and cooperation in science and technology, which would include a legal instrument, well articulated policies and strategies and an organizational infrastructure to drive regional cooperation in science and technology.

Priority issues of science and technology policies and strategies could include creation of a regional indicator programme and promoting public awareness

and understanding of science and technology, especially among the youth.

The science and technology function of the SADC secretariat will also prioritise the issue of building science and technology networks to promote intra and interregional cooperation and linkages. This will require the necessary institutional arrangements and resources.

3.6.3

SADC STATISTICS

3.6.3.1

Overview

The overall objective of the SADC Statistical System is to support regional integration by making available relevant, timely and accurate statistical information to be used in SADC planning, policy formulation, protocol monitoring and decision-making. The SADC Statistical Programme is the instrument through which the System is promoted. The specific objectives of the Programme include the harmonization of statistics in the region and capacity building in SADC Member States in the field of statistics. The Programme focuses on the availability of comparable, accurate and up-to-date core statistics in the economic and social areas in particular economic statistics, social statistics and cross cutting statistical issues.

3.6.3.2

Review of Current Policies and Strategies

The development of the SADC statistics is guided by the Strategy Document approved by Council in 1998, which stipulates that SADC statistics is critical in the monitoring and evaluation of the SADC Programme of Action and the regional integration process. The strategy highlights the following challenges:

- Inadequate resources allocated to statistics in some of the member countries;
- Disparities in the statistical capacity among the countries;
- Inadequate statistical capacity at the Secretariat to co-ordinate statistics in the region;
- Absence of a legal instrument for regional co-operation in the area of statistics;
- Lack of dissemination mechanisms (including databases and connectivity); and

- Long time lag between collection of data and dissemination of statistics.

The implementation of the strategy focused on the following priorities:

- National accounts, trade, prices, balance of payments and investment statistics;
- Economic sector statistics: finance, industry, mining, and agriculture;
- Social sector statistics: population, education, labour, health, and HIV and AIDS;
- Environment and related statistics: tourism, transport, energy, and water.

In addition, the following cross-cutting themes are also prioritised:

- Poverty Statistics
- Gender Statistics
- Informal Sector Statistics
- Development of statistical databases and other dissemination, publication and accessibility mechanisms

3.6.3.3

Evaluation of the Policies and Strategies

Progress has been made in some priority areas including national accounts, prices, censuses, training, and database development. Most countries in SADC are implementing the revised United Nations System of National Accounts. A programme on the harmonisation of price statistics has been launched. The objectives of the programme is to construct a regional harmonised statistics with a view to take SADC Member States to an international price comparative programme. Programmes and projects to address the poverty information systems and natural resources accounting are also under implementation. Establishment of sustainable regional statistical systems based national statistics offices (NSOs) is being addressed through capacity building at regional as well as national levels.

3.6.3.4

Challenges for the Policies and Strategies

There is need for a legal instrument for regional cooperation in the area of statistics. The instrument will ensure that the institutional arrangements for collecting, processing and dissemination of statistics are adequately

resourced. The instrument will also provide a framework for enforcing compliance on minimum standards for quality statistics. The collection, processing and dissemination of statistical information for monitoring and evaluation of the policies and strategies and in particular the RISDP are crucial in the development of statistics.

Some of the important areas not covered are the statistical indicators on science and technology, research and development and the informal sector. It is imperative that these statistics are incorporated in all official statistics and may have to be addressed as a matter of urgency along with capacity building at regional and national level.

3.6.4

SADC PRIVATE SECTOR

3.6.4.1

Overview

The SADC region is evolving from a largely state controlled economy to a private sector led economy. This development has now been happening at an increasing speed over the last 10 years. The role of the private sector in wealth creation, employment generation and therefore poverty alleviation is firmly accepted by all SADC Member States. However the strategies and approaches by which the private sector may be engaged to the mutual benefit of both the States and the Private Sector are not entirely in place across the Region.

Private sector engagement in SADC is at different levels of development ranging from strong public-private sector partnerships, on one hand, to a cautious relationship between the State and Business. In the later case the private sector is generally handed down the policies and at best engaged at the programming stage. In those countries where the Public Sector sees it as mandatory to consult the Private Sector on policy, legislation and programmes that affect business, markets tend to be better regulated and developed and business environments are more attractive to both internal and external investors.

3.6.4.2

Review of Current Policy Environment and Strategies

Although collectively SADC Member States have agreed to engage the private sector in the drive towards regional integration, this is not backed by a SADC Policy on Public-Private Sector dialogue and Public-Private Sector partnership. Regional policies and strategies are also not in place:

- On how best to engage the private sector to deal with income poverty
- To mainstream strategies on tackling HIV and AIDS as the private sector is engaged
- To increase the involvement of women in business
- To ensure the development of a responsible private sector through nationally and internationally acceptable codes of good corporate governance

The current SADC Policy environment on the Private sector consists of two MoUs with ASCCI (August 2000) and SEPAC (February 2001). A subsidiary document, the ASCCI White Paper, has now been accepted by SADC Member States as a working document towards a more meaningful engagement of the Private sector. It is however not yet agreed as to how the White Paper issues will be implemented.

The ASCCI White Paper on the Economic Policy Issues in the SADC Region outlines key areas of concern by the private sector and makes several recommendations on the way forward. The White Paper explores five key issues covering Investment and Growth, Trade Expansion, Competitiveness, Harmonisation of Policies and HIV-AIDS, and identifies the following needs:

- The betterment of the macro-economic environment to attract investment, including FDI
- The security of investment
- The facilitation of the movement of labour
- The speeding up of the UNIVISA and its extension to SADC nationals
- The speeding up of free movement of capital
- The facilitation of intra-regional trade
- The removal of NTBs
- The provision of regional trade and market information
- The prevention of dumping practices
- The adoption of more liberal air access policies

- The enhancement of national and regional competitiveness
- The harmonisation of business arbitration systems and
- A concerted approach to the HIV and AIDS issue

As a follow up, the Private Sector met in May 2002 and reviewed the White Paper for areas requiring action from them. The three priority areas identified for implementation by Chamber Members of ASCCI were Training in export procedures and general business training in order to enhance investment and growth; Market Information on import/export procedures, potential buyers/sellers, data on trade flows, customs duties and NTBs in order to enhance competitiveness; and a Reduction of customs procedures and bureaucracies to enhance Trade Expansion. These areas are currently under implementation.

3.6.4.3

Evaluation of Current Policy Environment and Strategies

The MOU between SADC and ASCCI is a non-legal binding instrument of co-operation between SADC and the Region's private sector through the Chambers of Commerce and Industry and Business Associations. Since its signing the major outcome from the SADC ASCCI MOU has been the creation of a private sector desk at SADC and the inclusion of the ASCCI White Paper on the Agenda of the Finance and Trade ministries as directed by the SADC Council in Angola (October 2002).

However the SADC ASCCI MOU seems to suggest that ASCCI is an external body to the "sub-regional organization promoting development and economic growth in the sub-region through regional integration". Both the MOU and its spirit are insufficient as a tool to integrate the private sector into the SADC policy framework and regional programming.

The MOU with SEPAC came in the wake of a SADC Industry and Trade Ministers' approval of a programme for the development and promotion of Small and Medium Enterprises (SMEs) in 1992 which was followed by a Regional Programme of Action (RPA) approved by the Ministers in 1998. Both the RPA and SEPAC focus on similar areas. These are the SME Policy support (Legislation); SME support services (Information and

Technology database, and training and development); Access to finance; Marketing, business linkages and cross-border trade; and Institutional co-ordination.

As in the ASCCI MOU, the SEPAC MOU sought co-operation and not integration of the SMEs into the SADC policy framework, SADC structures and programmes. The MOU, though formalizing the relationship, is non-legal and not binding between the parties.

There is no evidence of SADC servicing the SADC SEPAC MOU beyond the stated intentions as detailed in the MOU. SEPAC on its part has implemented several initiatives albeit at a declining pace to the detriment of the agreed "SADC Programme for the Development and Promotion of Small and Medium Enterprises".

The issues above offer a base for the derivation of strategies to develop, firstly, a SADC policy for a strong public-private sector partnership and dialogue, and secondly to integrate the private sector into the SADC framework. Although the intentions are substantial from both parties and the political will is in place, strategies are lacking on the way forward.

3.6.4.4

Challenges to public-private sector partnership

The base strategy for SADC will be to develop and implement all future policies and programmes through structured consultative processes in which such groupings as the private sector are an integral part. Two main challenges therefore exist for SADC. Firstly the institutionalisation of public-private sector dialogue and partnership and the enhancement of the current MOUs with ASCCI and SEPAC from mere obligations to mandatory responsibilities; and secondly the development of an action plan involving both the public and private sector to deal with issues outlined in the White Paper. The RISDP offers an opportunity to meet these challenges.

3.7

INFORMATION AND COMMUNICATIONS TECHNOLOGY

3.7.1

Overview

Information and Communications Technology (ICT) is creating new dynamics for growth, prosperity and creation of wealth and has become an essential condition for countries and regions to meaningfully integrate into the global economy and reap the benefits thereof. In the wake of globalisation, activities and transactions are increasingly being conducted via Internet. It is now estimated that 60% of the labour force of the developed world consist of knowledge-based workers.

This paradigm shift from the industrial to the digital economy is the very foundation of the new economy. In order to derive benefits from the new economy, it is imperative for the SADC Region to review and refocus development strategies and approaches by aggressively using ICT as a catalyst for socio-economic development and prosperity. There is, therefore, an urgent need for SADC Member States adjust to the new digital environment in order to maximise the opportunities availed by globalisation and minimise the risks associated with it.

3.7.2

Review of Current Policies and Strategies

The SADC's protocol on Transport, Communications and Meteorology focuses on the creation of reliable infrastructures in transport and communications to speed up development and facilitate trade among Member States. The Protocol represents a commitment by Member States to embark on fundamental reforms in the transport and communications sectors. To put practical effect to the Protocol and to meet the challenges of the new digital revolution, SADC published a paper - Policy Guidelines on Making ICT a priority in turning SADC into an Information-Based Economy (November 2000). This was immediately followed by the adoption of an ICT Declaration by SADC Heads of State and Government in August 2001. The ICT Declaration is a commitment by Member States to embark on in-depth reforms to take maximum advantage of the new technologies.

SADC has initiated the creation of specialized associations to carry on with the operational works

related to ICT. These include the Telecommunication Regulators Association of Southern Africa (TRASA) which is responsible for the harmonisation of ICT legislation in the region, and the Southern Africa Telecommunications Association (SATA). In 1999, SATA engaged ITU Africa Region to study and identify transmission projects that have a substantial regional dimension with a view to interconnect the SADC member countries with high bandwidth backbones like fiber optics, microwave, and satellite links.

At the same time an ICT task force set up to look into the e-readiness of Member States made recommendations covering all economic sectors. The Task Force recommended that most Member States needed to put in place the foundations on which an information economy is built: basic voice telephony, electrification, schools to increase the literacy level. Other Member States were found to have a relatively high literacy level, a fairly developed banking system, a relatively high per capita income, a fairly high teledensity, and a good computer penetration per household. These countries could become the drivers of technology in SADC as some of them have already enacted legislation for e-commerce, Internet, and cybercrime.

A SADC ICT plan, which defines the priority intervention areas was prepared to be submitted to the European Union for funding under the 8th EDF.

3.7.3

Evaluation of the Policies and Strategies

SADC's protocol on Transport, Communications, and Meteorology has had a profound impact on the reforms in the telecommunication sector in SADC. The state-owned telecommunication companies have progressed towards privatization and are now competing in mobile telephony and some telecommunications related services. Most countries now have a regulator in place to address disputes and to regulate the situation created by competition.

However, the region still has a very low level of teledensity and access to basic telephony is still very expensive. This situation does not make the SADC region attractive to investors and puts the business operators of the region at a disadvantage.

Although at policy level, Member States have demonstrated that there is unanimous consensus to adopt ICT as a tool to speed up development (ICT

declaration of 2001), in practice at the strategic level, no serious implementation took place.

3.7.4

Challenges in the Policies and Strategies

While a sound policy framework and commitment for the development of ICT in the Region is in place, the following challenges need to be addressed in order to create an enabling environment for this to happen:

1. **The need to create a permanent ICT Task Force comprising all stakeholders to ensure cross-sectoral coordination of ICT issues;**
2. **The need for a legally binding mechanism or a protocol to drive ICT issues at a very high level in order to facilitate implementation and follow-up and to commit stakeholders to reforms in their respective sectors.**
3. **The need to undertake reforms that will underscore the convergence of infrastructure usage for telecommunications and broadcasting under the broad umbrella of ICT. Some Member States have already taken the lead by bringing reforms in those sectors at their national levels.**
4. **There is also a need to develop standards and procedures for ICT in SADC. This will facilitate the monitoring of progress among Member States. The need to standardize on one computerized customs system for instance will help in creating a seamless interface and better and faster integration among Member States.**
5. **Technology is in a state of constant change or evolution, as a result, regulating technology can prove to be very difficult and sometimes unnecessary. While market forces can sometimes decide the way forward, Member States must be able to monitor progress in technology. SADC can learn from the experiences of others by constantly monitoring technological evolution and apply those technologies that are more stable, proven and appropriate for its Member States.**
6. **The need to build capacity and create awareness on the benefits of technology as an essential condition for the success of ICT. This implies that SADC, has to among other things, put priority on an educated and healthy population, which will form the basis of this new society.**

3.8

ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

3.8.1

Review of Current Policies and Strategies

The policies of Environment and Land Management are designed to assess environmental conditions for sustainable development; reduce threats to human health, ecosystems and future development; promote sustainable development; manage shared natural resources on an equitable and sustainable basis; and accelerate regional integration and capacity building.

To achieve these objectives, measures have been taken to monitor and guide all sectors on the implementation of environmental policies, strategies and programmes; promote sound environmental management through pollution control, waste management and environmental education; and to ensure effective implementation of multi-lateral environmental agreements and gender mainstreaming.

3.8.2

Evaluation of Current Policies and Strategies

Almost all policies and strategies of Environment and Land Management directly address the policies of promoting sustainable utilization of natural resources and, indirectly, address the promotion of agriculture development.

The achievements of the sector include the setting up of an institutional framework, infrastructure and networks for co-ordination and programme implementation, capacity building and institutional strengthening through training programmes in Member States, and partnership building with other development institutions.

The sector has co-ordinated the positions of Member States and coordinated action plans for the international conventions such as the UN Convention to Combat Desertification (UNCCD), the Persistent Organic Pollutants (POPs), and the Convention on Biological Diversity (CBD).

3.8.3

Challenges in Current Policies and Strategies

- **Prioritising the promotion of good land management through land use planning.**
- **Inadequate professional guidance to other sectors such as Trade, Mining and Tourism.**

- Inadequate attention to issues of waste management and pollution, protection of the marine and coastal environment, the promotion of environmental awareness and acquisition of knowledge and skills; and
- Need for systematic implementation of the gender strategy beyond the mainstreaming of gender into specific projects and documents.
- Trans-boundary conservation of natural resources.

CHAPTER 4

Priority Intervention Areas

4.1

BACKGROUND

The selection of the intervention areas presented in this chapter is based on their contribution to the overarching objectives and priorities identified in the Report of the Review of SADC Institutions, approved by SADC Heads of State and Government in Windhoek, Namibia in March 2001. The intervention areas are divided in two main groups, namely those of a cross-sectoral nature and those related to specific functional areas of cooperation and integration.

Besides addressing the challenges identified in Chapters 2 and 3, the criteria used to select the priority intervention areas include contribution to poverty reduction and eradication; development integration; sustainable, balanced and equitable development; integration into the continental and global economy; and gender equality.

The presentation of the intervention areas highlights the overall goal, areas of focus, key strategies, and broad targets. The targets take into account the Millennium Development Goals and other internationally agreed parameters and will be reviewed every two years. It should be noted that the targets are not presented in order of priority. The interventions are further elaborated in matrices, which identify the objectives, strategies, measures, time frames, indicators and the line responsibility (attached as annexes).

The interventions provide a broad strategic framework. The directorates at the Secretariat will prepare detailed implementation plans based on this framework.

A number of assumptions have been identified as critical for the attainment of the goals and achievement of the targets. These include the existence of strong political will, good governance, availability of human and financial resources, and effective management of inter-sectoral linkages and synergies.

The priority intervention areas presented in this chapter are as follows:

- A. Cross-Sectoral Intervention Areas
 - Poverty eradication;
 - Combating of the HIV and AIDS pandemic;
 - Gender equality and development;
 - Science and Technology;
 - Information and Communication Technologies;
 - Environment and Sustainable Development;
 - Private Sector
 - Statistics
- B. Sectoral cooperation and integration Intervention Areas
 - Trade/economic liberalization and development;
 - Infrastructure support for regional integration and poverty eradication;
 - Sustainable food security; and
 - Human and social development.

4.2

POVERTY ERADICATION

4.2.1

Introduction

The SADC region has identified the combating of poverty as the overarching priority in its integration agenda. Accordingly, the 1992 SADC Treaty contains broad goals achieving development and economic growth, alleviation of poverty, enhancement of the standard and quality of life of the people of Southern Africa and support for the socially disadvantaged groups through regional integration.

In recognition of the magnitude of the problem and in line with the commitments that Member States have made under the Millennium Development Goals and NEPAD, the region has adopted poverty eradication as its main goal.

4.2.2

Overall Goal

The overall goal of the poverty intervention area is to promote sustainable and equitable economic growth and socio-economic development that will ensure poverty alleviation with the ultimate objective of its eradication.

4.2.3

Focus Areas

As indicated in Chapter 2, poverty is caused by many factors. For this reason, poverty eradication is addressed in all intervention areas outlined in this chapter, in particular, in the priority intervention areas of combating of the HIV and AIDS pandemic; gender equality and development; trade, economic liberalisation and development; infrastructure support for regional integration and poverty eradication; sustainable food security; and in human and social development. It is also addressed in the SADC Indicative Plan of the Organ on Politics, Defence and Security in view of the importance of good governance for poverty eradication.

4.2.4

Strategies

Eradicating poverty requires that opportunities be created for the poor to create wealth for themselves. This entails building up the capital assets of the poor, redistributing natural assets, constructing and main-

taining infrastructure and promoting knowledge and health in poor areas; protecting the environment and reducing economic inequalities. It also entails expanding into regional and international markets and promoting investment to stimulate economic growth and employment creation for the poor.

A key strategy in eradicating poverty is facilitating the empowerment of poor people by laying the political and legal basis for inclusive development, promoting public administrations that foster economic growth and equity, promoting inclusive decentralisation and community development, promoting gender equity, addressing social barriers and supporting poor people's social capital. Another strategy for eradicating poverty is reducing the risks of such events as conflicts, crimes, diseases and economic reforms and crises; reducing the vulnerability of the poor to them; and establishing coping mechanisms.

These strategies are covered in greater detail in the priority intervention areas mentioned above. They are basically consistent with the poverty reduction strategies being pursued by individual Member States, and, in many respects, complement national strategies.

4.2.5

TARGET

Achieve a GDP growth of at least 7 per cent per year and halve the proportion of the population that lives on less than US\$1 per day between 1990 and 2015.

4.3

COMBATING OF THE HIV AND AIDS PANDEMIC

4.3.1

Introduction

HIV and AIDS continue to be the greatest public health and developmental challenge in the region. The levels of prevalence and the incidence of HIV and AIDS in most Member States continue to increase. This is in spite of several measures that have been put in place to address the epidemic. This calls for a radical scaling up of innovative responses at both regional and national levels.

In recognition of the serious threat that HIV and AIDS

continues to pose to sustainable development of the region and its integration agenda, SADC has revised and strengthened its Multi-sectoral HIV and AIDS Strategic Framework and Programme of Action 2003-2007. This Strategic Framework is a multi-dimensional response to the HIV and AIDS pandemic by the region. It is aimed at intensifying measures and actions to address the devastating and pervasive impact of the HIV and AIDS pandemic in a comprehensive and complementary way. The focus of the response is both on the prevention of HIV and AIDS and on the mitigation of its impact in order to ensure sustainable human development of Member States.

4.3.2

Overall Goal

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

4.3.3

Focal Intervention Areas

- Reduce the incidence of HIV and AIDS infection among the most vulnerable groups in SADC.
- Mitigate the socio-economic impact of HIV and AIDS.
- Review, develop and harmonise policies, strategies and legislation relating to HIV prevention, care and support, and treatment within SADC.
- Mobilise and co-ordinate resources for the HIV and AIDS multi-sectoral response for a multi-sectoral response to HIV and AIDS in the SADC region.

4.3.4

Strategy

- Coordinate and harmonise the development of policies and strategies in major intervention areas, including prevention, care and treatment, provision of ARVs, nutrition, traditional medicines, procurement and manufacturing of essential drugs and medical supplies of HIV and AIDS.
- Develop and strengthen the capacity to undertake the mainstreaming of HIV and AIDS at all levels in SADC, and to create the skills needed for the integration of HIV in all policies and programmes,

especially in the implementation of the RISDP.

- Facilitating technical response and networks by providing mechanisms and frameworks for the development of guidelines and exchange of best practices in the major intervention areas such as mainstreaming of HIV and AIDS, Prevention of Mother to Child Transmission (PMTCT) support to orphans, home based care, and treatment.
- Coordinate and facilitating the monitoring of Regional and Global Commitments with respect to Abuja, MDG and UNGASS targets for HIV and AIDS and related indicators, and the publication of regular reviews for SADC as a whole to supplement the monitoring being undertaken at the level of individual countries.

4.3.5

TARGETS

By 2010 at least 95 per cent of young men and women aged 15 to 24 have access to information, education, including peer education and youth specific HIV education.

By 2010, Member States would have reduced the proportion of infants infected with HIV by 50 percent.

All Member States should halt and begin to reverse the spread of HIV and AIDS by 2015.

4.4

GENDER EQUALITY AND DEVELOPMENT

4.4.1

Introduction

Women contribute a very significant share to the income of their households, especially in agriculture. Research shows that improved educational and income-earning opportunities for women reduce infant and maternal mortality; educated women have fewer and healthier children, who are more likely to attend school and perform well. Gender equality therefore contributes to the reduction of poverty and overall development.

Despite this evidence, pervasive inequalities exist between women and men in the SADC region. Women constitute the majority of the poor in the region, as a result of their limited access to, and control over

productive resources such as land, livestock, credit and modern technology. In addition, women have limited access to adequate health facilities, formal education and employment, and are over represented in the informal sector where returns are extremely low and unreliable. Finally, laws exist in most Member States that restrict women's legal capacity, and have a direct bearing on women's income earning capacities.

These gender gaps undermine the contribution of women who should instead be seen as a powerful resource for development. SADC's policies and strategies should therefore address these gender gaps in order to achieve its poverty reduction and eradication objectives

4.4.2

Overall Goal

To facilitate the achievement of substantive equality between women and men in the SADC region, through mainstreaming gender into all national and regional policies, programmes and activities, and the adoption of positive measures to accelerate progress in this regard.

4.4.3

Focus Areas

- Gender policy and institutional frameworks;
- Women's human and legal rights, including the elimination of violence against women;
- Gender mainstreaming;
- Access to, and control of resources; and
- Access to key political and decision making positions.

4.4.4

Strategies

- Accelerate the development of explicit gender policies, and establish and strengthen national gender coordination machineries; harmonize them at regional level, and develop a regional gender policy;
- Ratify international instruments on gender equality, incorporate their provisions into national laws through constitutional and legislative reforms, and set up appropriate enforcement mechanisms and institutions to deliver necessary services.
- Mainstream gender into all sectoral policies, programmes and activities at national and regional level through gender responsive planning, policy

development and implementation, gender capacity building and training, and the collection of gender disaggregated data.

- Adopt women's economic empowerment policies and strategies in order to address the inequalities in access to, and control of resources; develop specific programmes and put in place gender-responsive budgeting initiatives.
- Adopt deliberate and positive measures such as affirmative action, with a view to accelerating gender equality in political and decision-making positions;
- Implement gender capacity building and training programmes at national and regional levels, and disseminate best practices to ensure wide spread diffusion.
- Eradication and reduction of all forms violence against women and children

4.4.5

TARGETS

Target 1: Development and strengthening of national gender policies and institutional frameworks by end of 2003, harmonization by the Secretariat and development of a regional gender policy by the middle of 2004.

Target 2: Signature, accession, and ratification by Member States of international and regional human rights instruments on gender equality by the middle of 2004, and incorporation by end of 2004;

Target 3: Repeal of gender discriminatory provisions in Member States' constitutions, laws, policies and any other sources by mid 2005, and enactment of provisions guaranteeing substantive gender equality by end 2005;

Target 4: Establishment of enforcement mechanisms and service delivery institutions by mid 2006.

Target 5: Adoption of gender responsive planning, budgeting and implementation processes, regular gender capacity building and training programmes; and mechanisms for the collection of gender disaggregated data by end 2006.

Target 6: Development, strengthening and implementation of specific programmes for the economic empowerment of women by end of 2007.

Target 7: The achievement by all Member States of:

- At least 30% women in decision-making positions in local government, parliament, cabinet and senior positions in the public sector by 2005, or affirmative action measures in place to accelerate the attainment of this target;
- At least 40% women in decision-making positions in local government, parliament, cabinet and senior positions in the public sector by 2010, or affirmative action measures in place to accelerate the attainment of this target;
- At least 50% women in decision-making positions in local government, parliament, cabinet and senior positions in the public sector by 2015, or affirmative action measures in place to accelerate the attainment of this target; and
- At least 20% women in decision making positions in large private sector firms as defined by Member States by 2005, 30% by 2010 and 40% by 2015.

Target 8: Eradication and reduction of all forms violence against women and children

- Reduction by at least 50 percent all acts of violence and abuse of women and children by 2007.
- Eradication of all forms of violence against women and children by 2015.

4.5

SCIENCE AND TECHNOLOGY

4.5.1

Introduction

Science and Technology is a key driver of socio-economic development and the achievements of most of the objectives of the SADC Common Agenda maybe facilitated by scientific and technological solutions. Technological innovation is a key factor in the development and competitiveness of the regional economies, which leads to wealth creation and the improvement of living standards. Most of the challenges facing regional integration as identified in the RISDP such as food security; energy, water, transport, communications infrastructure and human resources development will require scientific and technological solutions.

4.5.2

Overall Goal

The overall aim of the intervention in Science and Technology in the region is to develop and strengthen national systems of innovation in order to drive sustained socio-economic development and the rapid achievement of the goals of the SADC Common Agenda including poverty reduction with the ultimate aim of its eradication.

4.5.3

Areas of Focus

- Strengthening of regional cooperation on S&T;
- Development and harmonization of S&T policies;
- Intra and inter-regional cooperation in S&T
- Research capacity in key areas of S&T
- Technology development, transfer and diffusion; and
- Public understanding of S&T.

4.5.4

Strategies

- Development of legal instrument and establishment of an institutional framework for regional cooperation in S&T;
- Development and harmonisation of policies and strategies and elaboration of programme for regional cooperation in S&T and indigenous knowledge systems;
- Development and harmonisation of legislation for protection of intellectual property rights and promotion of technology development, transfer and diffusion including indigenous knowledge;
- Encouragement of regional collaboration and networking on research and technology development including identification of centres of excellence in the regions;
- Institutionalisation of programmes to promote public understanding of science and technology through various activities including national and regional science, engineering and technology campaigns;
- Establishment of regional research and technology development programmes, joint research and technology development programmes between two or more Member States and other collaborative arrangements;
- Formulation of policies and strategies to encourage public-private partnerships in research and technology development, and promote public and private sector investment in research and technology development.

4.5.5

TARGETS

Target 1: Policies and strategies for regional cooperation in S&T including technology transfer and diffusion by 2005

Target 2: Institutional and legal framework for cooperation in S&T by 2006

Target 3: Harmonisation of Intellectual property rights legislations in all member countries by 2010

Target 4: SADC programmes on regional research and technology development by 2006

Target 5: Network of centres of excellence in S&T operational by 2006

Target 6: SADC programme to promote public understanding of science and technology by 2008

Target 7: National expenditures in research and technology development to reach at least 1% of GDP by 2015.

4.6

INFORMATION AND COMMUNICATIONS TECHNOLOGY

4.6.1

Introduction

SADC Member States recognise the importance of ICT in meeting the challenges posed by globalisation, facilitating the regional integration agenda, and enhancing the socio-economic development prospects of the Region. It is in this context that SADC Member States have agreed on the need to develop an all inclusive, balanced, and socially equitable information and knowledge-based society that is founded on co-ordinated national strategies to effectively integrate ICT into regional development policies.

Overall goal

The overall goal of the ICT intervention is to shift gear in order to move beyond the current emphasis on backbone infrastructure development towards addressing structural bottlenecks such as:

- i) Reinforcement of citizens' connectivity and ability to effectively use ICT, and be involved in ICT planning and national development;

- ii) Development of skills at individual and institutional levels to increase ICT use and capitalise on innovative ICT applications;
- iii) Strengthening of governments' capacity to develop effective policy and regulatory frameworks to create conducive environments to ensure market development and public participation in the information and knowledge-based society.
- iv) Building a self-sustaining process with the positioning of the community as an effective participant in the information and knowledge-based society - i.e. transition from e-readiness to e-participation.

4.6.2

Areas of Focus

- Creating the requisite harmonized policy environment, as well as legal and regulatory frameworks to promote ICT diffusion and use;
- Human resources development and institutional capacity building for rapid and effective ICT diffusion and use; and
- Promoting ICT applications across all sectors and improving universal access to ICT tools in order to improve efficiency and productivity.

Strategies

Policy and Regulatory Framework

- Assist Member States in the formulation of National ICT policies based on SADC guidelines;
- Promote the active participation in international ICT fora to learn from other experiences, and consolidate a SADC position in this regard;
- Establish a SADC database on e-readiness and undertake e-participation assessments for effective strategy formulation and knowledge exchange
- Build ICT literacy and awareness including commitment to the development of conducive policy environments and legal and regulatory frameworks for the knowledge-based economy.

Human Resource Development & Institutional Capacity Building

- Creation of knowledge society focal points and research/training networks - networks of excellence - which will provide expertise, lead in the development

of national programs and act as a continuous resource for the development of the SADC knowledge society and knowledge based economy;

- Support key ICT research institutions, universities and other educational institutions through cheaper and faster internet access and partnerships with more advanced counterparts;
- Develop strategies which promote mass E-literacy and create a self-sustaining culture of ICT use and development;
- Develop strategies and actions that ensure the diffusion and use of ICT in service delivery at all levels of social and economic development.
- Implement high level training programmes for SADC policymakers and regulators. This will include training for trainers programs in ICT in partnership with the private sector.

Sectoral ICT Applications

- Promote the use of ICT across all sectors as a tool to increase efficiency and productivity. Some critical areas where ICT is required are:
- Applications to support e-education - ICT applications for formal education (primary and secondary) and tertiary education
- Applications to support e-health - ICT applications for preventive and curative Health
- Applications to support development and promotion of Tourism - ICT applications to promote regional cultural, heritage and tourism growth and development
- Applications to support development in Agriculture - ICT Applications for poverty alleviation through Agriculture and Fishing
- Applications to support e-commerce - increase the region's small and medium sized firms' participation in global trade by exploiting the opportunities offered through the development of electronic commerce.
- Applications to support e-government – The application of ICT in the public sector must go through a process of re-engineering to ensure that existing inefficiencies are eliminated and the citizens' interest are the focal point.

TARGETS

Target 1: Review the 1996 Telecommunications Protocol and the Broadcasting protocol to accommodate the wider perspectives of Information and Communications Technologies (ICT) by 2005.

Target 2: Submit a request for funding SADC ICT plan to the EU for approval by 2004.

Target 3: Assist Member States in developing a national integrated ICT policy and strategic plan as specified in the SADC ICT guidelines by 2005.

Target 4: Convene a preparatory SADC ICT Forum in 2004 to define SADC's position on the final work plan of the World Summit on Information Society (WSIS) which will take place in Tunis 2005. Encourage full participation of SADC Member States in all preparatory meetings and the first WSIS meeting scheduled for December 2003 in Geneva.

Target 5: Develop SADC model legislative provisions (MLP) or guidelines on pertinent ICT issues to clearly define the digital landscape. An e-commerce MLP is scheduled to be completed by 2004.

Target 6: Develop an ICT performance index and standards to facilitate cross-country e-readiness comparisons by 2005.

Target 7: Facilitate dialogs between ICT stakeholders via seminars and forums 2004-2006

4.7

ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

4.7.1

Introduction

SADC Member States have committed themselves to integrated and sustainable development as reflected by the Treaty establishing the organization, and their active participation in the negotiations and ratification of major Multilateral Environmental Agreements (MEAs). To this end, the SADC Region has endeavoured to put in place mechanisms for the implementation of MEAs such as the United Nations Framework Convention on Climate Change (UNFCCC); United Nations Convention to Combat Desertification (UNCCD); United Nations Convention on Biological Diversity (CBD); Basel/Bamako Convention;

Persistent Organic Pollutants (POPs); and Ramsar Convention. In addition, Member States are committed to the attainment of Millennium Development Goal of ensuring environmental sustainability.

While some encouraging progress has been made in environmental management, the Region continues to experience high levels of land degradation, deforestation, loss of biodiversity, pollution, and inadequate access to clean water and sanitation services and poor urban conditions. These factors are linked to the high and rising levels of poverty in the Region, whereby the poor are both victims and agents of environmental degradation. These environmental challenges undermine the sustainability of the socio-economic development of the region.

4.7.2

Overall Goal

The overall goal of the environment intervention is to ensure the equitable and sustainable use of the environment and natural resources for the benefit of present and future generations.

4.7.3

Areas of Focus

- Creating the requisite harmonized policy environment, as well as legal and regulatory frameworks to promote regional cooperation on all issues relating to environment and natural resources management including transboundary ecosystems;
- Promote environmental mainstreaming in order to ensure the responsiveness of all SADC policies, strategies and programmes for sustainable development;
- Regular assessment, monitoring and reporting on environmental conditions and trends in the SADC region;
- Capacity building, information sharing and awareness creation on problems and perspectives in environmental management;
- Ensuring a coordinated regional positions in the negotiations and implementation of MEAs; and other agreements

4.7.4

Strategies

- Development a legal framework for regional cooperation in areas of environment and natural

resources including transboundary ecosystems;

- Harmonization of National Environmental Policies and legal frameworks
- Integration of environmental and sustainable development issues into sectoral, national and sub-regional socio-economic planning.
- Development of harmonized environmental information system;
- Build capacity for collection, management and exchange of information/data for the sustainable management of environment and natural resources.
- Development and implementation programmes on environment and natural resources management, including transboundary ecosystems
- Harmonization of positions and coordination of regional efforts to ensure maximum benefit for SADC Member States in all MEAs; and coordination of the development and implementation of national and sub-regional action programmes and resource mobilization.

4.7.5

TARGETS

Target 1: Legal instrument for regional cooperation in environment and natural resources finalized by 2006;

Target 2: Environmental standards and guidelines developed and being implemented by 2008;

Target 3: State of Environment Reports for Southern Africa produced regularly at intervals of five years;

Target 4: The Strategy and Programme for the Management of the Brown Environment in southern Africa finalized and being implemented by 2005;

Target 5: Finalization of the Strategy and Programme for Brown Environment Management in Southern Africa;

Target 6: Adoption of environment responsive planning and implementation processes, regular environment and sustainable development capacity building and training programmes by 2007;

Target 7: Implementation of at least 50% of the transboundary natural resources management programmes and projects in line with NEPAD initiated by 2008;

Target 8: A SADC Plan of Action for the implementation of the 2002 Johannesburg Plan of Action (2002 WSSD) developed by 2004 and specific programmes and projects emanating from the plan developed by 2005; and

Target 9: Principles of sustainable development integrated into country policies and programmes and reverse the loss of environmental resources by 2015.

4.8

PRIVATE SECTOR

4.8.1

Introduction

World trends have shown that a developed private sector, linked to a robust public- private partnership, and an achievement based and inclusive public - private sector dialogue, encourage better orientation of the economy in meeting human needs. The Private Sector is a strategic vehicle through which the SADC Region will achieve its objectives including deeper integration and poverty alleviation.

The business environment of the Region will be determined by agreed policies for private sector development and the willingness of member countries to address existing and potential impediments which hamper the in-country and cross-border development of business.

4.8.2

Overall Goal

The overall goal of the interventions indicated in this section is to integrate the private sector - the engine of growth – in policy and strategy formulation, and programme implementation in the SADC new development model in order to accelerate and achieve sustainable regional economic integration.

4.8.3

Areas of Focus

- Public-private sector partnership and dialogue;
- Quality of dialogue between the public and private sector;
- Capacity in the private sector institutions and at the SADC Secretariat to meet the needs of the anticipated partnership and improved dialogue;

- Information flow between the public and private sectors, including the SADC Secretariat.

4.8.4

Strategies

- Institutionalise Public – Private sector dialogue through the development of a SADC Policy. The consultative process and development of this Policy will be completed within 2004;
- As immediate interim measures, prior to the SADC Policy on Public Private Sector partnership, the Private Sector will be adequately represented at all decision-making levels of the SADC structures where Private Sector related issues are being discussed, and National Private Sector Institutions will be incorporated into SADC National Committees;
- SADC will adopt the ASCCI White Paper as a current Regional Agenda for dialogue between Member States and the Private Sector;
- Institutionalise and support a Private Sector Unit as part of the restructured SADC Secretariat which should be resourced to meet the needs of the private sector in support of regional economic integration and development, and the implementation of the Public - Private sector dialogue/participation Policy;
- Review and facilitate the development of the capacities of SADC Chambers and Business associations and facilitate the development of a sustainable capacity enhancement programme;
- Carry out a regional competitiveness and business climate survey biennially followed by a SADC Biennial Business Forum to accelerate the creation of an enabling regional environment for private business development.

4.8.5

TARGETS

Target 1: A SADC policy on Public-private Sector partnership developed by June 2004;

Target 2: SADC Private sector MOUs reviewed, enhanced and signed explicitly allowing for engaging the private sector through the structures of SADC by June 2004;

Target 3: Adoption by Summit in of a public-private sector Action Plan based on the ASCCI White Paper, to be implemented over the RISDP period;

Target 4: Competitiveness and Business Climate Survey launched in September 2003, and completed and final report circulated in June 2004 to facilitate private sector-public dialogue on an on-going basis;

Target 5: Institutionalise a Private Sector Unit to carry out a support function for both the Secretariat and Private Sector Institutions as part of the restructured SADC Secretariat by January 2004;

Target 6: Facilitate the assessment of capacity, and capacity building, within SADC Chambers of Commerce and Industry and Business Associations to be conducted in 2003, and thereafter every two years;

Target 7: Facilitate the creation of sector business associations where these add value to public-private sector dialogue on an on-going basis.

4.9

STATISTICS

The harmonised development policies and macro-economic convergence are crucial to the regional integration process. SADC has placed the strengthening of structures to deal with regional integration high on its agenda. For these structures to function efficiently and effectively, there is a need to improve the capacity of national and regional statistical systems to provide the required statistical data needed for regional integration. SADC will develop the core indicators for the monitoring and evaluation of the RISDP and the regional policies and programmes derived therein, taking into account the Millennium Development Goals.

Areas of focus

- Legal framework in statistics
- Comparability of all SADC statistics
- Informal sector statistics database
- Statistical capacity in SADC
- Integrated regional statistical database
- Statistical database on poverty

STRATEGIES

- Development of a legal framework for regional cooperation in statistics;
- Harmonisation of statistical information (economic, social and cross cutting) in SADC;
- Collation, processing and dissemination of official statistics;
- Development of indicators for monitoring and evaluation of regional integration;
- Capacity building for national and regional statistical systems.

TARGETS

Target 1: Development of a legal Framework, 2004-2006;

Target 2: Harmonisation of SADC statistics, by 2015;

Target 3: Development of integrated regional statistical database in all priority;

areas including poverty, gender, informal sector, HIV and AIDS, by 2015;

Target 4: Development of indicators for monitoring and evaluation, 2004-2005;

Target 5: Enhancement of statistical capacity in SADC, by 2015;

Target 6: Development of economic models and forecasting mechanisms for Statistics, 2004-2006;

Target 7: Establishment of a multi-sectoral Forum of users and producers of statistics, 2004;

Target 8: Enhancement of the utilisation of cost effective ICTs in sharing information in the priority areas, 2015.

4.10

TRADE, ECONOMIC LIBERALIZATION AND DEVELOPMENT

4.10.1

Introduction

Global trends and developments indicate that those nations or groups of countries that are successfully implementing trade and economic liberalization policies are experiencing high economic growth and an improvement in the quality of life of their peoples. Given

the changing global environment, the creation of large markets has become synonymous with increased foreign investment and economic growth as investors search for economies of scale and efficiency gains in the production process. Markets have to be competitive at local and international levels. Small and protected markets have been rendered non-viable by globalisation.

Developments in the African continent show that many regional economic communities are integrating their markets with some having long established customs unions while others are at advanced stages and moving towards common markets. Within SADC there is the Southern African Customs Union (SACU). Some SADC Member States are in the Free Trade Area of the Common Market for Eastern and Southern Africa States (COMESA), which envisages establishing a customs union by the year 2004. The issue of multiple memberships of SADC Member States in regional integration blocs should be resolved as a matter of urgency in order to facilitate the establishment of a SADC Customs Union. The United States has proposed negotiating a free trade agreement with SACU. These developments have serious implications on SADC's future, particularly in deciding on the geographical configuration for the second phase of the negotiations on the economic partnership agreement with the European Union in the context of the Cotonou Agreement.

SADC has been implementing the Trade protocol, since September 2000 that will lead to a Free Trade Area by 2008. As one of the building blocs of the African Union, SADC has to keep pace with developments on the continent in order to avoid slowing down the continental integration agenda of achieving an Africa wide single market.

It is imperative, therefore, that as a way of fostering a global partnership for development, SADC further develops trade and financial systems that are rule-based, predictable and credible. The Regional Indicative Strategic Development Plan considers trade and economic liberalization for deeper integration and poverty eradication as one of its key catalytic intervention areas. The pursuit of this intervention area entail implementing programmes on achieving a free trade area, a customs union and would lead to the establishment of the SADC common market.

As SADC establishes a Customs Union, it will be necessary to take steps to deepen monetary cooperation in the region which would lead to the establishment of a monetary union. This process is linked to achieving macroeconomic convergence, stable and harmonised exchange rates systems, liberalisation of the capital and current accounts transactions and adoption of market oriented approach to the conduct of monetary policy.

The policies and strategies that are adopted for trade, industry, finance and investment should take into consideration the special needs of less developed member countries and ensure that a win-win situation prevails. In the case of the trade protocol, the principle of asymmetry was adopted to address the concerns of less developed member countries in terms of tariff reduction and also on rules of origin for some products, which were made less stringent for them, at least in the first three years. Deliberate policies will also be required to deal with industrial development for the periphery areas or countries that may not be as competitive as others.

Such development variations could also be addressed through targeted cross-border investment in productive activities and corridor development, which would spread development across the region. Strategies will therefore be required to develop a competitive and balanced industrial base in SADC that optimally utilizes local resources through comprehensive value addition and creating an enabling environment for increased investment and sustained economic growth. The process of value addition of local resources particularly in mining and agriculture, will also take into account environmental concerns in order to ensure sustainable development. At the same time cross-cutting issues such as gender, HIV and AIDS, information and communications technology, statistics and science and technology will be mainstreamed into all areas of focus.

In developing the policies and strategies for industrial and mining development, the question of the informal sector both in terms of trade liberalization and actual production should be taken on board. Although there are no statistics, it is known that informal cross border trade is substantial and is thriving throughout the region. A large proportion of the population derives its livelihood from informal employment.

4.10.2

Overall Goal

The overall goal of this intervention is to facilitate trade and financial liberalization, competitive and diversified industrial development and increased investment for deeper regional integration and poverty eradication through the establishment of a SADC Common Market.

4.10.3

Areas of Focus

- Market integration through the establishment of the SADC free trade area, the SADC Customs Union and the SADC Common Market;
- Attainment of macroeconomic convergence;
- Development and strengthening of financial and capital markets;
- Attainment of deeper monetary cooperation;
- Increasing levels of investment in SADC including FDI; and
- Enhancing SADC competitiveness in industrial and mining and other productive activities for effective participation in the global economy.

4.10.4

Strategies

- Fast tracking the implementation of the Protocol on Trade to achieve the FTA, which should be informed by, and take into account the recommendations of the mid-term review of the SADC Protocol on Trade. However, fast tracking in those areas that have already started doing so should continue;
- Negotiations on the establishment of a SADC Customs Union should commence in 2005 having fulfilled some prerequisites such as ensuring that the FTA is established, carrying out studies on impact of a Customs Union and then commence negotiation for a common external tariff. The problem of multiple membership to many regional organisations should have been resolved by then;
- Preparations for the establishment of a monetary union;
- Negotiations on establishment of SADC Common Market should commence soon after establishing a customs union;

- Harmonization of policies, legal and regulatory frameworks that address the business environment and the free movement of all factors of production;
- Formulation and implementation of stability-oriented macroeconomic policies to achieve macroeconomic convergence and engineer credibility;
- Promotion of SADC as an attractive investment destination based on the observance and implementation of the Investment MoU and subsequently the Protocol on Finance and Investment;
- Consolidation of implementation of the industrial and mining development strategies;
- Enhancing competitiveness through industrial and mining development and promotion of increased productivity in productive sectors; taking advantage of the rich natural resource base in relation to commodity market, as well as sustainable development, expansion and diversification of industry;
- Entrepreneurship development with particular emphasis on small and medium scale enterprises.

4.10.5

TARGETS

Target 1: Free Trade Area - 2008 (to be informed by the outcome of the mid-term review to be completed by June 2004);

Target 2: Completion of negotiations of the SADC Customs Union - 2010;

Target 3: Completion of negotiations of the SADC Common Market - 2015;

Target 4: Diversification of industrial structure and exports with more emphasis on value addition across all economic sectors - 2015 taking into account the following indicators:

- Diversify (increase of non-traditional exports) and sustain exports growth rate of at least 5% annually;
- Increase in intra-regional trade to at least 35% by 2008;
- Increase in manufacturing as a percentage of GDP to 25% by 2015.

Target 5: Macroeconomic convergence on:

- Inflation rate single digit by 2008, 5% by 2012, and 3% by 2018;

- Ratio of budget deficit to GDP not exceeding 5% by 2008 and 3% as an anchor within a band of 1% by 2012 and be maintained at the 2012 level up to 2018;
- Nominal Value of public and publicly guaranteed debt should be less than 60% of Gross Domestic Product by 2008; and this be maintained throughout the plan period (2018).

Target 6: Other Financial indicators

- External reserves/import cover of at least 3 months by 2008 and more than 6 months by 2012;
- Central Bank credit to Government less than 10% of previous year's tax revenue by 2008; less than 5% by 2015;
- Increase the level of savings to at least 25% of GDP by 2008 and to 30% by 2012;
- Increase domestic investment levels to at least 30% of GDP by 2008;
- Gradual interconnection of payments and clearing system in SADC by 2008;
- Achieve currency convertibility by 2008;
- Finalise the legal and regulatory framework for dual and cross listing on the regional stock exchanges by 2008;
- Liberalising exchange controls: Current account transactions between Member States by 2006 and the capital account by 2010;
- Increase the share of credit accessed by women and SMEs to at least 5% of total private sector credit by 2008.

Target 7: The establishment of a SADC monetary union by 2016

- Finalise preparation of institutional, administrative and legal framework for setting up a SADC Central Bank by 2016;
- Launch a regional currency for the SADC Monetary Union by 2018.

4.11

INFRASTRUCTURE SUPPORT FOR REGIONAL INTEGRATION AND POVERTY ERADICATION

4.11.1

Introduction

The infrastructure development goals and strategies for the RISDP have been formulated in line with the

Millennium Development Goals of the United Nations, in particular, the reduction of poverty; reducing by half the number of people without access to the basic services of water supply and sanitation by 2015, ensuring environmental sustainability in all developmental activities, and full exploitation of public private partnerships. Attention was also paid to the priority areas of NEPAD which include restoration of peace and stability; entrenchment of good governance; rehabilitation and construction of infrastructure facilities; bridging the digital divide between the North and the South; strengthening human resources development (including reversing brain drain; supporting agriculture and the environment; and redefining the relationship with partners. In view of the Millennium Development Goals and the regional infrastructure development needs, SADC has made the Infrastructure and Services Directorate consisting of Transport, Communications, Water, Tourism and Energy a priority intervention area.

Bridging the infrastructure gap has the potential for deepening integration through the sharing of the production, management and operations of infrastructure facilities, hubs, and development corridors. Strategic regional infrastructure interventions are key to attracting investment into the region, improving competitiveness and promoting trade. In view of the fact that the majority of the Region's population lives in rural areas, an integrated, efficient and least cost infrastructure system will unleash the production potential of these communities and provide the necessary links to markets, thereby significantly contributing towards poverty eradication and gender balance. Empirical evidence suggests that poverty reduction and gender balance have the potential to increase awareness and responsible behaviour both of which are necessary factors that can significantly contribute towards mitigating the spread of HIV and AIDS.

4.11.2

Overall Goal

The overall goal of infrastructure support intervention is to ensure the availability of a sufficient, integrated, efficient and cost effective infrastructure system and provision of sustainable services that will support and sustain regional economic development, trade, investment, and agriculture thus contributing towards poverty eradication.

4.11.3

Focus Areas

- Ensuring the availability of sufficient, reliable and least cost energy supplies;
- Using tourism as a vehicle for achieving sustainable socio-economic development, poverty eradication and as a key incentive for the conservation and utilization of the region's natural resources;
- Providing efficient, cost-effective, safe and fully integrated transport, communications and meteorology systems;
- Promoting the integrated water resources development and management and their equitable sharing of the resource and benefits therefrom for the mutual benefit of all.

4.11.4

Strategies

4.11.4.1

Energy

Electricity:

- Promote power pooling through the extension of grid interconnections to cover all Member States and upgrading/strengthening existing grids.
- Consolidate the transformation of the Southern African Power Pool (SAPP) from a co-operative to a competitive pool and create a regional electricity market.

Petroleum and gas:

Promote joint exploration and development of resources, and the harmonisation of policies, regulations and legislation to facilitate cross border trade, improve capacity utilisation, and cooperate in joint procurement of petroleum products in the world market.

Cross-cutting Issues:

- Improving access to affordable energy services to rural communities through rural electrification and development of new and renewable energy sources.
- Institutional strengthening, human resources development, information collection, processing and exchange, and research and technology development.

TARGETS

Target 1: Establishment and strengthening of private sector regional associations such as the Petroleum

and Gas Association, and regional associations of regulators such as the Regional Electricity Regulatory Association by 2004;

Target 2: Establishment of energy data banks and planning networks by 2005;

Target 3: Harmonization of energy sector policies, legislation, rules, regulations and standards by 2006 to facilitate energy market integration;

Target 4: Identification and strengthening centres of excellence for energy research and technology development by 2008;

Target 5: Achieve 100% connectivity to the regional power grid for all Member States by 2012;

Target 6: 70% of rural communities have access to modern forms of energy supplies by 2018.

4.11.4.2

Tourism

- Facilitate the signing and ratification of the Tourism Protocol by all Member States;
- Cooperate in marketing and promotion strategies, action plans, and implementation programmes to promote intra-regional and international tourism;
- Brand SADC as a tourism destination of choice and promote SADC destination identity and competitiveness through marketing and promotion activities;
- Introduce a UNIVISA system to facilitate intra-regional travel for the development of tourism through the easing or removal of travel and visa restrictions and harmonization of immigration procedures; and to facilitate movement of international tourists in the region in order to increase the market share and revenue of the region in world tourism;
- Create an enabling environment to enhance competitiveness of the region as an attractive investment location and develop tourism-specific incentives to encourage the growth of private sector initiatives in the sector;
- Promote community-public-private partnerships (CPPPs) in tourism development including SMEs, women and youth;
- Encourage development of SADC Transfrontier Conservation Areas (TFCAs) and tourism-based Spatial Development Initiatives (SDIs) as tourism product varieties;

- Promote competitiveness, quality, and standardization of services and infrastructure in the tourism industry through harmonization in the grading and classification system for hotels, other accommodation establishments and ground operators;
- In the development of human resources, Member States will harmonise standards of training in their countries and ensure that tourism-training institutions in different parts of the region are complementary to one another in the training courses.
- To ensure equity, balance and complementarity in the regional tourism industry by developing and harmonising policies, strategies and legislation.

TARGETS

Target 1: Facilitate the implementation of the Tourism Protocol by all Member States by 2005;

Target 2: Development of Tourism Policy and Strategy document by 2004;

Target 3: SADC share of World Market of tourist arrivals to reach 5% by 2005;

Target 4: Gender mainstreaming by in the tourism industry 2005;

Target 5: Increase the SADC share of World tourism receipts from 1% in 2001 to 3% by 2005;

Target 6: Implement the SADC UNIVISA system by 2008;

Target 7: Harmonise policies, legislation and standards by 2008;

Target 8: To brand SADC as a destination of choice for tourism.

4.11.4.3

Transport and Communications and Meteorology

- Increase efficiency and reduce the costs of operations;
- Ensure appropriate levels of accessibility and mobility in rural areas;
- Promote sustainable sources of funding for the provision and maintenance of infrastructure;
- Promote public-private partnerships in the provision of infrastructure and services;
- Liberalize markets in road transport, air transport services, coastal shipping, and railway services to ensure competitiveness and efficiency;

- Promote harmonization of policies, rules and regulations to improve the level of safety and facilitate the cross-border transportation of people, goods and information;
- Improve accessibility to affordable universal communications services through the use of appropriate technology;
- Liberalise the provision of postal services, and separate the policy and regulatory responsibilities to create a level playing field for all service providers.

TARGETS

Transport

Target 1: Liberalise regional transport markets by 2008;

Target 2: Harmonise transport rules, standards and policies by 2008;

Target 3: Recovery of all costs for maintenance of infrastructure by 2008 and full infrastructure investment costs by 2013;

Target 4: Removal of avoidable hindrances and impediments to the cross border movement of persons, goods and services by 2015.

TARGETS

Communications and Metrology

Target 1: Upgrade the capacity of ground stations to retrieve information from the high-resolution second-generation meteorological satellites by 2005;

Target 2: Develop appropriate policy and legal frameworks to facilitate operational cost-recovery, harmonisation and regional integration by 2006;

Target 3: Develop operational capacity of regulators to respond to customer expectations by 2007;

Target 4: Facilitate growth of public – private sector partnerships to achieve national universal access to services by 2010;

Target 5: Separate operational responsibilities of policy units and regulators particularly for the postal services by 2005.

4.11.4.4

Water

- Establish and strengthen shared watercourse management institutions in order to facilitate the development of comprehensive, integrated basin-wide plans;

- Improve the legal and regulatory framework at national and regional levels to ensure harmonised policies and legislation and consistency with international water principles;
- Promote the development of strategic water infrastructure (rehabilitation and expansion of existing facilities, creation of new facilities, regional programme for water supply and sanitation, pre-feasibility studies for strategic regional infrastructure projects e.g. water transfer and storage; irrigation; flood control and drought mitigation);
- Strengthen the capacity of national and regional water institutions for water resources planning, development and management;
- Enhance the knowledge base on water resources through improved information management, research and technology development (to improve the availability and quality of water); and
- Promote awareness and public participation in policy and programme formulation and implementation.

TARGETS

Target 1: Long term regional water policy and strategy developed and approved by March 2004;

Target 2: Increased awareness, broad participation and gender mainstreamed in water resources development and management by 2005;

Target 3: Centres of excellence for water research and technology development are identified, strengthened by 2005;

Target 4: Water sector policies and legislation harmonised by 2006;

Target 5: Establish and strengthen at least eight River Basin Organisations by 2006;

Target 6: Water data banks and planning networks are established and fully operational by 2007;

Target 7: Training and institutional capacity strengthening programmes developed and implemented by 2008;

Target 8: Halve by 2015 the proportion of people without access to safe drinking water and sanitation services;

Target 9: Develop by 2015 water resources infrastructure needed to double land under irrigation.

4.12

SUSTAINABLE FOOD SECURITY

4.12.1

Introduction

The production of food and cash crops is adversely affected by periodic droughts and floods, and by morbidity and loss of labour caused by HIV and AIDS. Both of these causes can be said to be beyond the control of Member States. However, food production can be enhanced through improved access to productive resources, improved market prices for agriculture products, less dependence on rain-fed agriculture, good governance and social stability.

The level of food insecurity in SADC is high and rising. Between 1990-92 and 1997-99, FAO estimates the number of undernourished people in the region to have increased from 52.7 million to 77.2 million or from 42 percent to 51 percent of the entire population. Although there have been improvements in a small number of countries, average per capita dietary energy and protein intakes remain below the recommended levels at 2,160 kcal per day, against a recommended level of 2,700 kcal per day, and at 49g per day compared to 68g per day, respectively.

Over and above the problem of chronic food shortage, periodic food crisis leave many people without food. The 2001/2002 food crisis, for example, affected over 15.2 million people across the region. As a result of rising food shortages, food imports have almost doubled in the region over the past fifteen years. The pressure exerted by these imports on foreign exchange receipts is likely to rise in the future and this diverts resources from productive investments for most Member States. Ensuring sustainable food security in the region therefore contributes directly to poverty reduction.

4.12.2

Overall Goal

The overall goal of co-operation in Food Security is to achieve sustainable access to safe and adequate food at all times by all people in SADC for an active and healthy life.

4.12.3

Areas of Focus

- **Food Availability:** In order to enhance long-term availability of food in SADC, the objective of regional co-operation in this area is to improve the availability of food;

- Access to Safe Food: The objective in this focus area is to improve access to safe food;
- Nutritional Value of Food Consumed: With respect to nutritional value of food consumed, the objective is to improve the nutritional value of food and minimize food losses;
- Disaster-induced Emergencies: Regarding disaster-induced food emergencies, the objective is to improve forecasting, prevention, mitigation and recovery from adverse effects of natural disasters;
- Institutional Framework: The objective here is to strengthen the institutional framework and build capacity for implementing food security programmes in the in the SADC region.

4.12.4

Strategies

Food Availability

The main strategies to increase production, productivity and profitability of crop, livestock and fisheries taking into account comparative advantages, will be through:-

- Promoting farmers access to key agricultural inputs such as, improved seed, fertiliser and credit;
- Promoting efficient irrigation systems;
- Improvement of soil fertility through appropriate technologies;
- Promoting diversification and intensification of agricultural production systems;
- Protecting the environment and promoting sustainable use and management of natural resources, including Land, Fisheries, Forestry, and Wildlife;
- Strengthening research-farmer-extension linkages to facilitate dissemination and adoption of technologies (including biotechnology) to farmers and other stakeholders;
- Empowering women and small-scale farmers to have access to key productive resources including land, credit and training;
- Promoting labour saving agricultural support systems and technologies for farmers;
- Encouraging the involvement of commercial or large-scale farmers in food crop production through appropriate policies;
- Prevention and progressive control of trans-boundary animal diseases;
- Sustainable management and utilisation of farm animal genetic resources;
- Promoting the development of mariculture and aquaculture;
- Promoting access to appropriate technologies for handling, processing and conservation of fish by artisan fishermen.

In collaboration with relevant Directorates, the second set of strategies pertain to the promotion of trade in food and non-food agricultural products and enhancing advocacy for fair trade practices in agriculture as follows:-

- Improving rural infrastructure network particularly roads and markets;
- Removing trade barriers to agricultural products;
- Encouraging public and private investments in agriculture;
- Strengthen farmer support services and farmers associations; and
- Encouraging partnerships between commercial and small-scale producers in agriculture.

TARGETS

Target 1: Establish a technical facility to support land reform programmes by 2005/6;

Target 2: Double cropland under irrigation from 3.5% to 7% as percentage of the total by 2015;

Target 3: Increase fertilizer consumption from 44.6 kilograms per hectare of arable land to 65 kilograms per hectare of arable land by 2015 (world average is 98.8 Kg/ha);

Target 4: Increase cereal yield in kilograms per hectare from an average of 1,392 during to 2,000 (world average) by 2015;

Target 5: Double the adoption rate of proven technologies such as improved seed varieties, management of water and land, by 2015;

Target 6: Reduce the incidences of transboundary animal diseases (TADs) in particular Foot and Mouth Disease by half in 2015 with the ultimate objective of elimination;

Target 7: Increase livestock production by at least 4% annually; and

Target 8: Adherence to SPS Measures and standards in line with WTO Agreements.

4.12.5

Access to food

The main strategies to transform subsistence agriculture to commercial production and promote rural industries will be through:-

- Promoting rural non-farm income generating activities, including agro-processing;
- Promoting entrepreneurship development in rural areas;
- Promoting Agri-Business;
- Promoting effective food preservation and storage technologies; and
- Improving rural infrastructure for rural industries including provision of electricity, water and banking services.

TARGETS

Target 1: Increase the daily per capita dietary energy and protein intake from 2,160 kcal to 2,700 kcal and 49g to 68g by 2015 respectively;

Target 2: Halve the proportion of people who suffer from hunger by the 2015.

4.12.6

Nutritional Value of Food

The main strategies to improve food utilisation and safety will be through:

- Promoting standardization and improving quality of processing, packaging, preparation and preservation of food;
- Promoting consumer/food education and awareness;
- Promoting food safety and in particular the safe use of biotechnology;
- Promoting the consumption of nutritious food, especially among vulnerable groups, such as people living with HIV and AIDS, under five children, pregnant women and old people;
- Promoting food fortification, particularly for micronutrients; and
- Promoting effective co-ordination with other stakeholders, particularly Water and Infrastructure.

TARGETS

Target: Halve the proportion of underweight children who are less than five years of age between 1990 and 2015.

4.12.7

Disaster Preparedness for Food Security

The main strategies to reduce the impact of food related disasters are as follows:

- Broaden and strengthen the early warning system to cover food availability, access to food, information on staple food markets, and information on crop and livestock pests and diseases;
- Establish a food reserve facility;
- Promote food related safety nets; and
- Adopt measures to ensure availability of and access to agricultural inputs; and rehabilitate land and infrastructure.

TARGETS

Target: Develop an integrated regional agricultural information system based on existing systems by 2005.

4.12.8

Institutional Framework

The main strategies for implementing the FANR long-term plan (RISDP) will be through the following:

- Development of relevant legal instruments to foster cooperation in Food Security, Agriculture, and Natural Resources;
- Development a Medium-term Action Plan for FANR addressing food security issues;
- Completion of the Annex to the Trade Protocol on Sanitary and Phytosanitary measures;
- Implementation of existing Protocols on Fisheries, Forestry and Wildlife; and
- Capacity building to implement strategies highlighted in the RISDP.

TARGETS

Target 1: Relevant legal instruments on Food Security and Agriculture developed by 2006/7;

Target 2: Medium-term Action Plan on food security programme by 2004;.

Target 3: Completion of the Annex to the Trade Protocol by 2005; and

Target 4: Implementation of existing protocols on Fisheries, Forestry and Wildlife on-going up to 2015.

4.13

HUMAN AND SOCIAL DEVELOPMENT

4.13.1

Introduction

The social and human development intervention contributes to the reduction of poverty, developing and utilization of human capabilities required for promoting investment, efficiency, competitiveness, and to deeper integration as well as consolidating historical, social and cultural ties and affinities of the people of the region. This area is also critical in addressing cross-cutting issues such as human poverty, gender mainstreaming, environment, HIV and AIDS, science and technology, ICT and media access.

4.13.2

Overall Goal

The overall goal of the Social and Human Development Intervention is to contribute to the reduction of human poverty and to improve the availability of educated, well informed, skilled, healthy, flexible, culturally responsive, productive and efficient human resources for the promotion of SADC's equitable economic growth, deeper integration and its competitiveness in the global economy.

The intervention will also contribute towards the reduction of human poverty, combating of the HIV and AIDS pandemic, development and utilisation of science and technology and ICT and the empowerment of women.

4.13.3

Areas of Focus

- Develop and sustain human capabilities through increased access of the population to quality and appropriate education, training, employment, welfare and social development, nutrition, health, cultural and sporting services as well as information in all Member States;
- Develop positive cultural values, attitudes and practices that are geared towards promoting healthy lifestyles, increasing productivity, maintaining harmonious labour-management relations, cultural tolerance, promoting gender equality, consolidation of cultural ties and the spirit of regional identity, commitment to deeper regional integration as well as combating of HIV and AIDS;

- Increase utilization of human capabilities through the provision of information, promotion of public understanding of science and technology, employment and income generating opportunities, including preservation of cultural heritage and the promotion of cultural industries, cultural festivals and sporting events to contribute towards the reduction of poverty;
- Promote media diversity and access to media and information for the population of SADC through intensified use of local languages in the dissemination and exchange of information on issues of national and regional interest, including encouraging behavioural change for preventing and controlling the spread of the HIV and AIDS.

4.13.4

Strategies: Development and Sustenance of Human Capabilities

- Coordination, harmonisation, monitoring the implementation and engendering of regional policies, strategies and Protocols in the areas of education, training, health, nutrition, welfare and social development, culture, information, sport, employment and labour for combating human poverty, HIV and AIDS as well as developing and strengthening mechanisms for addressing emerging communicable diseases;
- Establishment of exchange programmes and mechanisms for key stakeholders including students, academic staff, high level experts/researchers, artists, media professionals, sports persons, tripartite partners and populations leaving near borders, special exchange programmes as well as the promotion of excellence in culture and sports for regional identity;
- Establishment of centres of specialisation and excellence for the training and development of strategic interventions and programmes on priority human development such as high level and critical skills development, including vocational training, and productivity, including science and technology, ICT, joint procurement and manufacturing of essential educational materials and health services, including essential drugs and ARVs, research, as well as mechanisms for referral of patients for tertiary care and combating of major diseases such as HIV and AIDS, TB and malaria;

- Coordination of the development, harmonization and standardisation of the qualification and accreditation systems and frameworks with a view to increase access to education and training opportunities and to promote comparability in the educational and training systems and their outputs;
- Allocation of adequate human and financial resources for the provision of essential services for human development as well as promoting their efficient utilization;
- Promotion of positive cultural values, attitudes and practices for human development, gender equality and deeper regional integration and regional identity.
- Increasing access to education in science and technology, ICT by women in order to address gender disparities;
- Coordination and harmonisation of programmes to enhance and improve access to and the flow of information;
- Consolidation of policies and strategies to facilitate the creation of a conducive environment for the media to operate in; and
- Coordinate and harmonise SADC positions on international commitments in the area of social and human development.

Strategies: Utilisation of Human Capabilities

- Harmonization of policies and programmes for employment creation, income generation and productivity improvement with a view to enhance the labour absorptive capacity of the national economies as well as measures to reduce the brain drain in the region and mitigate the impact of the HIV and AIDS pandemic on the workforce;
- Harmonisation of policies and facilitating the establishment of mechanisms for the movement of labour and for the promotion, conservation and preservation of tangible and intangible regional cultural heritage as well as the promotion and protection of creativity;
- Consolidation and promotion of tripartism and social dialogue in addressing labour and employment issues as part of the regional integration agenda as well as developing mechanisms for stakeholder participation in the implementation of the RISDP,

including in the SADC National Committees, SADC Cultural Trust Fund and Forum for Dialogue;

- Coordination and standardisation of databases and information systems in the area of social and human development and special programmes, particularly for human capital formation, labour markets, productivity improvement, cultural development, and combating human poverty, HIV and AIDS, TB, malaria and other major diseases;
- Development of a policy framework for the facilitation of cross-border informal trade for employment creation and income generation; and
- Coordination of policies and strategies to enhance and strengthen infrastructure for the constant flow of and dissemination of information.

4.13.5

TARGETS

In view of the long gestation period required for interventions in social and human development to yield expected results, targets in this area will be in line with those of the Millennium Development Goals.

These broad targets are as follows:

- All Member States should achieve universal primary education and ensure that all children complete a full course of primary schooling by 2015;
- Enrolment gaps between boys and girls in primary and secondary education should be eliminated preferably by 2005, and at all levels of education by no later than 2015;
- Under-Five Mortality Rates should be reduced by two-thirds between 1990 and 2015 in all Member States;
- Maternal Mortality Rates reduced by three quarters between 1990 and 2015 in all Member States; and
- All Member States should halt and begin to reverse the incidence of malaria and other major diseases by 2015.

CHAPTER 5

Sustainable Financing of the RISDP

5.1

INTRODUCTION

The RISDP is a long-term development strategy for economic growth and development and requires major commitment of sustainable financial and human resources. This chapter addresses the financing mechanisms available to SADC as well as the policy framework necessary to mobilise funding for the RISDP.

SADC's financing requirements can be divided into financing for SADC's coordination function and financing for development activities.

SADC's coordination function is financed mainly through membership contributions, which from 2003/2004 financial year will be based on the proportional contribution of each Member State to the combined SADC Gross Domestic Product (GDP). International Cooperating Partners also contribute to the SADC operational budget. SADC is also exploring the feasibility of other self-financing mechanisms for its operational budget.

The financing of SADC development activities is relevant to explore for the purpose of financing the implementation of the RISDP. The analysis will focus mainly on the following potential sources of finance and financing mechanisms for development activities:

Financing for Development in SADC:

- Public finance
- Official development assistance (ODA)
- Debt relief
- Domestic savings
- Foreign direct investment (FDI) and portfolio investment (FPI)
- Development Finance and the DFI network

Financing Mechanisms for Financing Development

- Public-private partnerships (PPPs)
- Domestic financial and capital markets
- Private equity and venture capital
- A SADC Development Fund

5.2

FINANCING FOR DEVELOPMENT IN SADC

5.2.1

Public Finance

In order to implement RISDP at a national level it will be imperative for Member States to improve on their public finance mobilisation, expenditure and management systems. While the mobilisation and utilisation of public funds for development occurs at the national level, the

development of strategies and policies to improve public finance management and allocation systems across the region and to harmonise approaches, if coordinated at a regional level, will harness greater returns by helping to lower transaction costs across a larger market. This will encourage private savings, investment, exports and growth and will make the region an attractive destination since the private sector will be able to count on relatively constant prices and interest rates in all SADC countries.

STRATEGIES

- a) Maintenance of macroeconomic stability

There is need to create and sustain macroeconomic stability by managing the macroeconomic fundamentals as envisaged in the SADC MOU on Macroeconomic convergence.
- b) Public Financial Management

There is need to improve public financial management through fiscal prudence and financial discipline, and avoid financial imbalances. Member States would need to implement capacity building programmes in public finance management.
- c) Fiscal Management

There is need to develop mechanisms for increasing revenues through strengthening tax administrations to efficiently collect taxes and to broaden the tax net. This will require development and implementation of programmes to strengthen the capacity of Member States.
- d) Good Economic Governance

Good governance, including accountable and transparent public resource management, is fundamental in establishing credibility that will attract investment resource flows. NEPAD has identified and prioritised codes and standards for achieving good economic and corporate governance. In this context, harmonisation of best practices in accounting and auditing standards across the region for sound public financial management is an imperative. Member States are encouraged to implement the programme of harmonisation of auditing and accounting standards coordinated by the Eastern, Central and Southern African Federation of Accountants (ECSAFA).

5.2.2

Official Development Assistance

Although official development assistance has been declining and averages about 0.24% of industrial country GDP it remains one of the important sources of finance for the implementation of the RISDP. NEPAD can play an important role in persuading industrial countries to increase the level of ODA to the recommended 0.7% of their GDP.

The absorptive capacity of SADC in the utilisation of ODA resources will have to be addressed. NEPAD identifies several constraints including good governance (political, economic and corporate).

STRATEGIES

- Development and implementation of capacity building programmes at national level in the debt management, strengthening public budgeting and financial management and effective absorption of donor assistance;
- Work through NEPAD and other fora to mobilise and increase the level of ODA to 0.7% of industrial countries' GDP, reform the aid-delivery system to ensure domestic ownership by recipients and improved coordination with recipients' domestic priorities, and to streamline the fragmented delivery system; and
- Work through NEPAD and other fora to reform ODA relationship including the setting up of mechanisms by recipients to engage OECD/DAC and other donor structures.

5.2.3

Debt Relief

Unsustainably high external debt has indeed become a key constraint to development. Debt relief is an important part of a comprehensive strategy to create the basis for sustained growth and poverty reduction. The Heavily Indebted Poor Countries (HIPC) Initiative is the international response to provide comprehensive debt relief to the world's poorest and heavily indebted countries. The Enhanced HIPC Initiative is based on three key elements: deeper and broader debt relief, faster debt relief, link between debt relief and poverty reduction.

The resources made available as a result of debt relief initiative are a potential source of finance for the

implementation of regional development programmes including the RISDP.

STRATEGIES

- Strengthening debt management capacity of Member States, particularly the HIPC countries in the area of coordination between debt and macroeconomic policies, implementation of debt strategies that are consistent with the objective of long-term debt sustainability, legal and institutional frameworks for debt management; and human and other capacity constraints;
- Promoting the development and application of standards in areas such as financial reporting, accounting and auditing, and improving the tracking and effectiveness of budget expenditures, including those associated with HIPC; and
- SADC could through NEPAD and other fora lobby for enhanced debt relief and encouragement of creditors outside the HIPC Initiative to participate in this framework.

5.2.4

Domestic Savings and Investment

Savings and investment are central determinants of the rate and pattern of economic growth. In increasing domestic savings and using the resources in productive domestic investments SADC economies will strengthen the region's prospects for accelerated economic growth, poverty eradication and sustainable development.

With regard to increasing domestic savings, fundamental conditions include the sound management of macroeconomic and budgetary policies. Furthermore, well developed and functioning financial markets and systems encourages savings. Effective protection and security of deposits for the general public through government regulation increases the tendency to save.

The region is characterised by large informal sectors whose activities and assets are unrecorded and which are also fragmented and/or segmented in terms of financial markets and services. Part of the problem stems from the high transaction costs of the private banking and non-banking institutions to provide financial services to the informal sectors, including emerging entrepreneurs, and poor households.

STRATEGIES

- Governments can through appropriate financial regulatory mechanisms create the conditions for sound financial institutions and thereby improve the public trust in the financial institutions such that the public feels secure to place their savings with domestic financial institutions. For this purpose, further progress in harmonising policy, legal and regulatory frameworks at the regional level should be encouraged;
- Financial institutions should be encouraged to provide a fuller spectrum of financial services to households in both the formal and informal sectors as well as in both urban and rural settings. For this purpose, they could develop and implement programmes to encourage household savings such as through (i) revisiting minimum deposit levels and discretionary administrative fee structures in order to encourage small savers to use the formal financial sector institutions; and (ii) advertising campaigns; and
- Government should encourage, directly and indirectly, the development of the microfinance sector to provide sustainable finance for the informal sector and financial services to the poor. On a regional level, Member States should be encouraged to exchange information on best practices on policy and regulatory frameworks for microfinance;
- Harmonisation of policies and regulatory frameworks at the regional level should be encouraged in order to create a larger market for microfinance industry.

TARGET

- Increase the ratio of gross domestic savings to GDP to 20% and the ratio gross domestic investment to GDP to 25% by 2015.

5.2.5

Foreign Direct and Portfolio Investment

Efficiency- and market-seeking foreign direct investment flows into SADC remain small, as the region has not as yet succeeded in attracting these types of investments into the region. Fast tracking market integration to overcome the small size of the national markets and limited effective demand is essential. Similarly, efficiency-seeking investment requires adequate and efficient infrastructure services, a workforce with skill levels that allow for timely and cost-efficient production and delivery of goods to

international markets, supported by liberal trade policies and easy access to the export markets.

The most important development in international financial markets has been the increasing integration of world capital markets. Integration into global markets brings potential benefits in terms of increased market efficiency, access to the worldwide allocation of savings, speeding up of the process of financial innovation, the development of ways in which countries can hedge their economies against asset-price instability, and allowing for greater depth and liquidity of financial markets, as well as increased access to foreign capital.

Foreign portfolio investment (FPI) is another potential source of finance in the implementation of the RISDP. FPI complements rather than substitutes FDI. Larger and liquid financial and capital markets attract FPI, which is complementing FDI flows.

STRATEGIES

Attracting foreign investment in a highly competitive environment requires that the region should be able to offer investment opportunities with a relatively higher return given a certain level of risk, or alternatively, a lower risk associated with investments providing a certain rate of return. What do investors expect to see when determining whether SADC has an attractive enabling investment environment?

- Stable and predictable political environment; macroeconomic stability; favourable regulatory environment; quality of economic infrastructure; competitiveness of the regional market; qualified human resources; efficient financial markets; investment protection against expropriation; and transparent legal system;
- Integration of the national financial and capital markets to create larger regional financial and capital markets with higher liquidity level. The development of the SADC Protocol on Finance and Investment will provide a legal and policy framework for the integrated regional financial and capital markets; and
- Harmonised investment regime and business environment.

5.2.6

Development Finance and SADC DFIs

Development finance can play an important role in the

implementation of the RISDP and eradication of poverty in the region. Development finance usually pertains to financing for investments in revenue-generating activities. It also makes a distinction between capital and recurrent expenditure with the application of development finance largely being confined to the initial capital outlay and the first cycle of working capital requirements, with future recurrent costs being covered through internal cash generation from the project or enterprise or through commercial working capital arrangements.

SADC Development Finance Institutions (DFIs) can offer a range of financial services in the implementation of the RISDP including long-term capital for development projects to stimulate industrial development, promote entrepreneurship and private sector development, capital market development and trade finance.

SADC DFIs through their Network have agreed to collaborate to:

- a) Mobilise financial and human resources for sustainable development and investment and trade finance projects in SADC, and where their establishment agreements and national legislation permit, to consider issuing bonds for balance sheet lending and cross-share holding;
- b) Harmonise and apply international best practice credit risk management policies, procedures and methodologies in the appraisal and approval of cross-border and other sustainable and commercially viable investment and development projects; and
- c) Cooperate in financing investment projects in SADC, and where their establishment agreements and national legislation permit, to explore, inter alia, the use of co-financing, syndication, subordination, or other structured finance arrangements.

The proposed measures or strategies will encourage risk-taking and sharing by DFIs in cross-border lending and hence facilitate greater flow of funds into the regional development activities.

STRATEGIES

- The creation of an enabling regulatory environment for purposes of developing vibrant financial and capital markets in the SADC;
- The granting of preferred creditor status to DFIs that are engaged in cross-border lending;

- In the event of unsecured lending to a Member State government or public entity, to rank the obligations towards a DFI Network member under a rescheduling agreement or in the event of insolvency of that entity, *pari passu* with all its other unsecured external debt;
- The acquisition of an international credit rating for each SADC country and for DFI Network members should be encouraged.

TARGETS

- Implementation of the MOU of SADC Development Finance Institutions and the programme of the DFI Network;
- Capacity building in Member States and in DFIs to acquire international credit rating status.

5.3

FINANCIAL STRUCTURES AND MECHANISMS FOR FINANCING DEVELOPMENT IN SADC

5.3.1

Public-Private Partnerships

Public-private partnerships (PPPs) are effective financing mechanisms for both national and regional development activities, especially infrastructure projects. In this respect, the availability of development finance over the medium-term is considered an important ingredient in ensuring:

- Materialisation of such PPP initiatives;
- Developing PPP projects;
- Undertaking financial structuring and packaging of projects; and
- Mitigating the risks confronting PPP activities and projects.

STRATEGIES

- PPP Policies, Strategies and Regulatory Frameworks; Member States need to develop and implement policies and strategies on PPPs and market these to key stakeholders including potential investors. Member States need to create legislative frameworks conducive for the development of PPPs. A transparent regulatory framework on PPPs is essential including the pricing of services and exit regulations for the

private sector. Harmonisation of such regulatory frameworks, policies and strategies at the regional level will create a larger PPP market space and attract PPP oriented investments.

- Re-balancing public-private sector production and ownership; Private sector development and restructuring of State Owned Enterprises would stimulate capital market development and increase liquidity in the market. It also stimulates participation of the private sector in the economy, especially in productive areas.
- Promotion of Public-Private Partnerships in the provision of infrastructure and other services; Improve the provision of infrastructure services (telecom, energy, transportation, water and sanitation) either through better public provision of services or through effective PPPs.
- Capacity Building for PPP Development; PPP units or agencies are essential to implement PPP policies and programmes. Development of PPP skills is a key ingredient in the capacity building programme for PPPs promotion.
- PPP Options; PPP policies and strategies should allow consideration of a full range of PPP options in order to ensure optimal choices depending on the situation at hand, including:
 - **Lease Contracts:** A private company rents facilities from a municipality and assumes responsibility for operation and maintenance. The lessee finances working capital and replacement of capital components with limited economic life and fixed assets remain the responsibility of the public partner.
 - **Concessions:** A private company handles operations and maintenance and finances investments in addition to working capital of a public partner. The public partner exercises a regulatory and oversight role and receives a concession fee for this arrangement.
 - **Build-Operate-Transfer or Build-Own-Transfer (BOT):** A form of concession with an emphasis on construction of new, stand-alone systems and comes in several variations.
 - **Corporatisation:** A government entity forms a separate legal corporate entity to manage service provision. These corporate entities often referred to as "utilities,"

involve partnerships in the sense that government creates a separate, contractual "partner".

TARGETS

- Creation of Public-Private Partnership Units and capacity building thereof in Member States by 2005;
- Development of PPP policies, strategies and guidelines in Member States and harmonisation of PPP regulatory framework at the regional level by 2007; and
- SADC countries will need to shift from 100% reliance on public finance for physical infrastructure to a 70:30 ratio of public-to-private finance by 2010 and a 50:50 ratio by the year 2015.

5.3.2

SADC Financial and Capital Markets

The presence of well-developed and robust financial systems will increase flows of foreign investment into the region. However, the SADC region has a narrow range of intermediaries and limited financial instruments. The lack of liquidity, due to the limited number of market participants and the low market capitalization also poses a barrier to investment in securities, as it is difficult to determine a market price for an investment in an illiquid market and the investment risk increases owing to the additional risk that the investor may not be able to dispose of the investment at the expected price.

The SADC Committee of Stock Exchanges is an initiative to fast track the development of capital markets in the region by improving the liquidity of trade in equities, bonds, derivatives and other financial instruments in Southern Africa, so as to raise capital for regional economic development and to make the SADC securities markets more attractive to local and international investors. The Committee's strategy is to keep national markets autonomous and to find ways of using technology, skills-sharing, dual-listing and cross-border investment within the SADC to accelerate development of a regional capital market. The vision is to have established an integrated real-time network of the region's national exchanges by the year 2006. This initiative should improve the liquidity and attractiveness of small national stock exchanges.

STRATEGIES

- a) Harmonising and achieving best practice in the Policy, Legal and Regulatory Environment.
Harmonising the policy, legal and regulatory framework for managing financial and capital markets is critical. Implementing best practice in adopting the policies and laws for dealing with financial regulation.
- b) Promote broader participation by the population in equity markets through the restructuring of State Own Enterprises and other empowerment mechanisms.
Governments can encourage the participation of the population in equity markets through the restructuring of State Owned Enterprises by offering part of the equity to the broader section of the population at a discount. Governments can also encourage private sector to spread the participation in shareholding to a broader section of the population whenever there is an initial public offering (IPO).

TARGETS

- Full implementation of the MOUs and programmes of CCBG, DFIs, CISNA, Stock Exchanges, Banking Association;
- Development and implementation of programmes and strategies to increase the participation of the broader population in the equity markets by 2008.

5.3.3

Private Equity and Venture Capital Funds

Private equity provides equity investment (risk capital) to enterprises not quoted on a stock market. It is used in developing new products and technologies, to expand working capital, to make acquisitions, or strengthen a company's balance sheet. Private equity also resolves ownership and management issues: a succession in family-owned businesses, or management buy-out or buy-in (MBO/MBI). Venture capital, which is a subset of private equity, provides equity investment (risk capital) for early stage of business development including seed or launch, start-up, and early expansion.

The recent direction in private equity and venture capital is the development of transnational private equity funds where institutional investors to the fund come from various countries and the fund's mandate is to invest in different countries or regions. The infrastructure funds

provide one example of transnational private equity funds with a mandate to invest in infrastructure in developing countries or emerging market economies.

a) Private Equity and Venture Capital Funds

The main forms of venture capital finance are business angels, entrepreneurs' own sources, friends and relatives, corporate venture finance and government sources.

Business angels: Business angel capital is equity investment in new and unquoted businesses by individuals acting on their own or as part of informal syndicates. Business angel capital complements the venture capital industry by providing smaller amounts of finance capital at the earlier stages than most venture capital are able to invest. This form of capital takes the investee business to the point at which it is attractive to a venture capital firm. Creation and strengthening of business angel networks is an important step in the development of a venture capital industry.

Corporate venturing: Corporate venturing is a new but increasingly important phenomenon in venture capital where public or private firms provide equity investment in new businesses outside their activities and spinout independent firms. It is one of the useful growth tools for growth oriented companies and has a potential to invigorate economic growth. Private corporate venturing responds to market forces, while public corporate venturing may require government direction and support.

- Corporate venture capital may involve passive investment in technologies and business activities outside the venturing firm to monitor growth ahead of acquisition.
- The second option of corporate venturing entails investing in ideas that spring from within the venturing firm. Such investments are active and aimed at building new, independent businesses that relate back to the core business of the venturing firm.

Government venturing: The traditional role of government in promoting venture capital has been indirect through creating the fiscal and legal framework to assist the market channel resources to new and innovative enterprises, that is establishment of an environment conducive for venture capital development. In the new role government is a venture capitalist itself by providing direct supply of risk capital in the form of:

- Government equity investment (matching funds)

- Government loans (low interest facilities)
- Loan guarantee facilities (guarantee of institutional loans)
- Equity guarantee facilities (guarantee of institutional equity)
- Tax incentives (tax credit)
- Investor regulations (institutional investors)

b) Infrastructure Funds

There are various infrastructure funds sponsored by international development agencies and regional institutions that are a potential source of finance for the implementation of the RISDP. These funds make equity or debt investments particularly in infrastructure projects. Examples include:

- Comafin Fund
The Comafin Fund is an initiative by Commonwealth Heads of Government to create a new source of risk capital for commercial and infrastructure investment in Africa. This investment was designed to improve capital market development in the region; give practical support to regional integration; and facilitate new direct foreign investment flows into the region.
- AIG Africa Infrastructure Fund (AAIF)
This fund involves the setting up of a Pan-African equity fund for infrastructure investment, with a strong SADC focus. It will invest in equity and quasi-equity and convertible debt instruments in private sector infrastructure projects. The Fund has a mandate to invest in continental Africa, however its focus at present is on those countries where economic reforms have been implemented, or are being implemented and where there is a high level of political stability, good economic growth prospects, and where the necessary mechanisms exist to facilitate the Fund's exit strategy.
- Emerging Africa Infrastructure Fund (EAIF)
Emerging Africa is a recently established facility originally proposed by the UK's Department for International Development (DFID). Emerging Africa will make long-term debt financing available for private sector infrastructure companies in Sub-Saharan Africa. It is managed by Standard Infrastructure Fund Managers (Africa) Limited, a Standard Bank Group, Netherlands Development Finance Company and Emerging Market Partnership joint venture.

STRATEGIES

- Development and maintenance of a private equity and venture capital infrastructure including legal and regulatory framework, and government support to venture entrepreneurs;
- Promote development of venture capital industry associations at regional and national levels to lead the creation of a conducive environment for development of a venture capital culture;
- Promote business angel networks at the regional level to facilitate investment by individuals in the region;
- Encourage development and implementation of pro-venture capital legal framework and taxation policies to facilitate structuring of venture capital funds; and
- Development and maintenance of a comprehensive database on regional and international funding mechanisms which can be accessed by Member States on a bilateral basis or through a regional window for the implementation of RISDP projects.

TARGETS

- Establishment of a venture capital infrastructure in Member States including venture capital business associations, business angel networks and legal and regulatory frameworks by 2008;
- Development and implementation of programmes to promote venture capital including business angels, corporate and government venturing by 2008; and
- Publication of a compendium of regional and international funding mechanisms with a potential to support RISDP activities by 2005.

5.3.4

A SADC Development Fund

A feasibility study is underway to advise Member States of the desirability and viability of establishing a SADC Development Fund in support of its regional development objectives. The important issues for regional integration are potential asymmetrical benefits and costs of regional integration in terms of resource flows, the need to provide sustainable finance for SADC Programme of Action, and bottlenecks and constraints in the mobilisation and utilisation of existing sources of finance for regional development. The need therefore arises for the re-allocation of resources in favour of less endowed countries to avoid polarisation.

The study will take into account and address the following issues:

- Existing funding arrangements (i.e. investment funds) both in SADC and continent-wide;
- The effectiveness of such funding sources and their suitability in addressing the development agenda of the region;
- The need for a development funding mechanism for regional cooperation and integration projects;
- The need for and advisability of enabling elements for intra-regional resource transfers to avoid polarisation (i.e. structural funds);

The first phase of the study is expected to be complete by June 2003.

CHAPTER 6

Implementation and co-ordination mechanisms

6.1

INTRODUCTION

The successful implementation of the RISDP is to a large extent predicated on the capacity that exists at both national and regional levels. Key capacity constraints relate to human resources, financial constraints and an appropriate institutional framework. This chapter sets out some broad principles for the institutional mechanisms required for the successful implementation of the RISDP. Issues relating to financing and sustainability have been covered in the previous chapter, while those relating to human resources capacity have been addressed in the context of each intervention area through strategies described in Chapter 4.

Other fundamental factors necessary for the effective implementation of the RISDP include:

- The acceptance, trust and real commitment of Member States to give importance and back-up to the proposed interventions.
- A common understanding and acceptance of the fundamental roles to be played by the line function responsibility structures.
- A long-term partnership between SADC and Cooperating Partners and regular policy dialogue and consensus building on issues that are critical to the socio-economic development prospects and to poverty eradication.

It is important to underscore the fact that the environment within which the RISDP will be implemented may change continuously. In some cases, RISDP interventions may be overtaken by events due to initiatives that Member States and/or Cooperating Partners may have undertaken. In other cases, new or unforeseen circumstances may come to the fore. Maintaining the RISDP focus, while allowing for flexibility and adaptability, poses a key challenge. The RISDP needs to be seen as a "living" document that should be updated on a regular basis to keep it in line with prevailing reality.

It is also important to reiterate that the RISDP is, in a sense, a strategic framework pointing the general direction the Region would like to move. Concrete time bound and costed activities/programmes/projects will be developed and clearly spelt out in implementation/action plans for each project/programme. This will be done immediately after the appropriate SADC authorities have approved the broad strategic framework.

6.2

PRINCIPLES FOR RISDP IMPLEMENTATION

The implementation of the RISDP will be guided by the following principles that have emerged through SADC policy directives and/or experience with the implementation of the SADC Programme of Action:

6.2.1

Only programmes that add value to regional integration, or enhance the capacity to achieve SADC objectives will be implemented as priorities. This principle of additionality is essential in the sense that Member States will respect the RISDP only to the extent that it is seen to be adding value or generating solutions to common problems faced by the Region.

6.2.2

Implementation of the RISDP must be based on broad participation and consultation, in order to engage as many stakeholders as possible, to create ownership for the outputs, and to internalise the principles upon which it is based.

6.2.3

Management of programmes in the context of the RISDP should adopt the principle of subsidiarity, whereby all programmes and activities are undertaken at levels where they can be best handled. This means that the involvement of institutions, authorities, and agencies outside SADC structures to initiate and implement regional programmes using their own generated resources should be promoted and encouraged. This will ensure that the available capacity of the Secretariat is most efficiently utilised for policy development and harmonisation, as well as programme coordination and management.

6.2.4

Related to the above is the maximum engagement of regional expertise and institutions for programme management and implementation, which should further enhance capacity building and local ownership. This paves the way for the appointment of Implementing Agents, i.e. institutions (or management bodies) at regional or national level (depending upon the scope of the programme) that are given responsibility for overseeing and managing the implementation of individual programmes.

6.2.5

The decentralised management approach will ensure adoption of the participatory approach, promote

ownership of outputs by beneficiaries and facilitate integration with other initiatives at the national, regional, continental and global levels.

6.2.6

In order to realise maximum impact and to address the development discrepancies that exist between Member States, it is essential that the RISDP is implemented, as far as possible, in the context of spatial development initiatives such as development corridors, growth triangles, growth centres and transfrontier conservation areas. Special consideration should also be given to allowing for variable geometry, where a group of Member States could move faster on certain activities and the experiences learnt replicated in other Member States. The bottom line in prioritising programmes should be their potential contribution towards poverty eradication.

6.2.7

While the RISDP provides a broad framework; detailed implementation plans should be drawn up for each intervention area/programme, clearly spelling out issues such as who the different actors are, implementation and management roles, benchmarks, and sustainability.

6.3

CHALLENGES TO RISDP IMPLEMENTATION

6.3.1

Resources required for the implementation of the RISDP

Significant human and financial resources will be required for the implementation of the RISDP programmes. Securing adequate resources poses a key challenge upon which the effective implementation and rollout of the RISDP depends.

6.3.2

Institutional Coordination

The role of the Secretariat in the implementation of the RISDP will be that of facilitation and coordination. Implementation on the ground will be the responsibility of stakeholders. Managing the various interests and perspectives of all stakeholders poses a major challenge that may require capacity strengthening at the Secretariat.

6.3.3

Alignment with other initiatives and activities

There is a number of other national, sub-regional, continental and global initiatives that interface and have potential synergies with the interventions outlined in chapter 4. In this regard, promoting alignment and cooperation between the RISDP and these initiatives is essential to maximise synergies and complementarities.

6.3.4

Enhanced Involvement of Member States

Involvement of Member States at the early stages of programme development and implementation is critical to the success of the RISDP. In this connection, every effort has to be made to ensure that potential problems that will hinder the enhanced interaction and involvement of Member States are anticipated and addressed up-front.

6.3.5

The Role of SADC National Committees

Closely related to enhanced involvement of Member States, is the role of SADC National Committees in the implementation of the RISDP and in coordinating and mobilising national consensus to regional initiatives. According to the Report on the Review of the Operations of SADC Institutions, the National Committees shall be responsible for implementing and monitoring SADC Programmes at national level and ensuring broad and inclusive consultations to prepare for inputs required by the Secretariat. The challenge is to ensure that SNCs are not only established but are also effectively functional. It is therefore essential that Member States avail adequate resources and capacity to the SNCs to enable them to effectively discharge their mandate as spelt out in the Review Report and the SADC Treaty (as amended).

6.3.6

Paradigm Change Towards a Programme Approach

The adoption of the programme approach requires a fundamental paradigm shift for the key players in the implementation of the RISDP. Many of the key players are much more familiar and comfortable with implementing discrete sectoral programmes. It may well be the case that new skills will be required at the SADC Secretariat and in Member States. Facilitating this paradigm shift is a key challenge that will need to be addressed at an early stage.

6.3.7

Coordination of Cooperating Partners

As stated in the introduction to this chapter, the successful implementation of the RISDP is invariably predicated on the mobilisation of adequate resources. These resources will have to come from both internal and external sources. While SADC Member States are committed to assuming increasing responsibility in financing the RISDP, resource constraints facing the majority of them mean that Cooperating Partners will be requested to play an important role in this regard. The magnitude of the RISDP means that a large number of Cooperating Partners will be involved and their inputs will require considerable coordination. This coordination requirement will increase, as programmes are being approved and implemented. It is, therefore, absolutely essential that the Secretariat's coordinating capacity is enhanced and robust mechanisms are put in place for this purpose.

6.4

INSTITUTIONAL ARRANGEMENTS FOR THE IMPLEMENTATION OF THE RISDP

This section presents the institutional framework for managing and coordinating the implementation of the RISDP and clarifies in a broad sense the roles and responsibilities of the different actors. Intervention area or programme/programme specific arrangements, including the roles, rules of procedure, and interrelationships of the various layers, will be spelt out in detail by the respective Directorates in consultation with key actors, prior to implementation. For clarity, the management functions have been divided into four categories: The political level; operational level; programme level; and stakeholder level.

6.4.1

Political Level

At the political level, the key institutions that will provide policy direction and oversight to the implementation of the RISDP are the SADC Council of Ministers through the Integrated Committee of Ministers (ICM).

In line with the Treaty (as amended) the Council shall, among other things:

- Oversee the implementation of the policies of SADC and the proper execution of its programmes;
- Approve policies, strategies and work programmes of SADC; and

The ICM shall, among other things:

- Oversee the activities of the core integration areas (including trade, finance and investment; infrastructure and services; food, agriculture and natural resources; and, social and human development and special programmes);
- Monitor and control the implementation of the RISDP in its area of competence;
- Monitor and evaluate the work of the Directorates;
- Create permanent or ad-hoc sub-committees as may be necessary for cross cutting issues; and
- Exercise decision-making powers to ensure rapid implementation of programmes.

From the above, it is clear that Council receives regular progress reports from the ICM on the implementation of the RISDP, and gives final approval to any major change of a policy and strategic nature.

The ICM on the other hand directly monitors the implementation of the RISDP and gives policy guidance to the Secretariat, receives regular reports from the Secretariat, makes recommendations to Council on major changes relating to policy direction. However, the ICM is mandated by the Treaty to make decisions to ensure rapid implementation of programmes that would otherwise await a formal meeting of Council.

In line with the Report on the Review of the Operations of SADC Institutions, the ICM should also operate at cluster level. This will ensure that the cluster level ICM oversees the implementation of the RISDP, and provides technical guidance on specialised issues on behalf of the ICM.

6.4.2

Operational Level

At the operational level, management and coordination of the RISDP during implementation is primarily the responsibility of the Secretariat. According to the Treaty, the Secretariat is the principal executive institution of SADC and shall, among other things, be responsible for:

- Strategic planning and management of the programmes of SADC;
- Submission of harmonised policies and programmes to the Council for consideration and approval: and
- Monitoring and evaluating the implementation of regional policies and programmes.

It is clear from the above that the Secretariat is responsible for the day to day management and coordination of the RISDP implementation. This entails strategic planning for the review and continuous updating of the RISDP, institutional coordination of the various actors, programme coordination to ensure adequate interface and synergies between different outputs and activities, and monitoring and evaluation of the RISDP in meeting its objectives.

6.4.3

Programme Level

The key structures in the implementation of a particular programme should include some or all of the following bodies:

- The Secretariat;
- Cooperating Partner/s;
- Technical Committees and Sub-Committees;
- Programme Steering Committees;
- Member States participating in the programme;
- SADC National Committees;
- Other Stakeholders;
- Implementing Agents; and
- Contractors.

It is important to point out that the key actors on these bodies will vary between programmes, depending upon the objectives, and scale of implementation.

The Secretariat is responsible to the Integrated Committee of Ministers to ensure that a programme delivers on its objectives, taking into account the interests of Member States and SADC. It is also responsible to the funding agencies (Cooperating Partners and/or Member States) to ensure that the funds are used to produce the required outputs. The Secretariat, therefore, takes overall responsibility for the programme management (at a strategic level). In this context, the Secretariat will be responsible for the following:

- Funding negotiations for approved activities, and the signing of financing agreements on behalf of SADC;
- Facilitating and coordinating the participation and contributions of Member States;
- Coordinating and supervising Implementing Agents to ensure the timely submission of progress reports, and certify invoices and disbursements of funds for work done;

- Organising and participating in Programme Steering Committee meetings;
- Reporting implementation progress to the Integrated Committee of Ministers and higher SADC bodies; and
- Ensuring that SADC decisions are reflected at the programme implementation level.

Cooperating Partners will play an important role in providing resources for the implementation of the RISDP and should, therefore, be kept abreast on progress and their strategic advice sought where necessary. SADC should endeavour to create strong partnership with Cooperating Partners by engaging them on regular policy dialogue and consensus building. It is critical that Cooperating Partners are assured that the programmes are being implemented as proposed and that the resources are being used effectively.

Technical Committees should be created for the key intervention areas described in the previous chapter to provide technical guidance/direction and quality control. Technical Committees should also be created for sub-sectors within the intervention areas (e.g. water, energy, transport, communications, meteorology, tourism). These Technical Committees will go a long way in augmenting the capacity at the Secretariat on technical issues, and will ensure that any proposed programmes are technically sound and take into account the interests of Member States. The Technical Committees will be involved as early as the programme development stage and will act as technical advisory bodies to the Secretariat on specific issues. They will also act as a technical clearinghouse for issues/programmes prior to their submission to the Integrated Committee of Ministers for approval. Technical Committees will receive project ideas from SNCs and assist the Secretariat in developing them into fully fledged programmes/projects. They shall also be responsible for ensuring viability and sustainability of all programmes/projects. It is absolutely essential that the Technical Committees inherited from the old SADC structure are reviewed with a view to rationalising them and making maximum use of existing capacity.

Programme Steering Committees (PSCs) should be created for specific programmes/projects with a representation of a range of stakeholders that may have an interest or be able to add value to that particular programme. This may include the Secretariat, Cooperating

Partner/s, relevant national government ministries/ departments, Chairpersons of SNCs of Member States participating in that particular project/programme, NGOs and/or local academic or research institutes, and relevant Regional Associations. However, it is also crucial that the committee is kept small enough to meet on a regular basis and be effective in reaching strategic decisions. The responsibility for convening the PSCs lies with the Secretariat. For any particular programme that the PSCs are responsible for, they will perform the following functions:

- Approve programme implementation plan;
- Monitor programme implementation;
- Approve annual work plans and budget;
- Make proposals to the Technical Advisory Committees/Sub-committees on changes to programme document;
- Make recommendations to the Secretariat on the selection of professional staff to Programme Management Units;
- Manage conflicts and disagreements among key actors;
- Assess success, problems, propose solutions and report on overall progress to the Secretariat; and
- Closely liaise with and give strategic advice to SNCs of Member States participating in a particular programme.

Member States participating in the programme have the responsibility of ensuring programme success and post-programme sustainability. Participating Member States will have the following responsibilities:

- Provide the necessary logistical support and information to missions by programme staff;
- Provide appropriately qualified counterpart staff to participate in programme activities as required;
- Manage impediments to programme implementation as it falls within their territory;
- Play an advocacy and public relations role on the programme to stakeholders.

SADC National Committees will be responsible for information dissemination, implementation and monitoring of the RISDP at national level and ensuring broad and inclusive consultations to prepare for inputs required by the Secretariat. National Committees together with their Sub-Committees shall be along the lines of the clusters and will therefore provide important inputs into the Directorates. In essence, therefore, SNCs will be the

entry point between SADC and Member States and will be responsible for coordinating and mobilising national consensus on issues of regional importance. They shall also make critical inputs into regional policy and strategy formulation taking into consideration the peculiarities and interests of particular Member States. SNCs also have the responsibility to ensure the harmonisation of national with regional policies and the streamlining of RISDP activities into national development plans.

In order to ensure broad participation and consultation in the spirit of paragraph 5.3.2, it is essential that relevant Stakeholders are involved in the implementation of specific programmes in the RISDP, based on areas of their interest or speciality. For instance, the private sector and NGOs can add tremendous value in the development of some programmes, sourcing funding and undertaking the implementation. The creation of Private Sector/Industry Associations should be promoted and their active participation encouraged to add the much-required impetus to programme development and implementation, especially in activities that do not readily lend themselves to grant or soft financing. Stakeholders can participate in various ways, either directly by developing, funding and implementing some programme areas, or making inputs through technical committees, or through SADC National Committees.

In view of the fact that the role of the Secretariat is to facilitate and coordinate as opposed to implementation proper, Implementing Agents (IA) will be appointed and shall be responsible for the day-to-day operational management and supervision of a programme. This responsibility includes administrative and financial control. It is important to underscore the fact that the IA will not necessarily directly perform (execute) the task and produce the outputs. The likelihood is that the IA will appoint one or more contractors for this purpose. The decision to appoint a contractor is the responsibility of the IA in close consultation with the Secretariat and

relevant Cooperating Partner/s. However, the responsibility for programme delivery to the Secretariat lies with the IA.

The Secretariat can be an IA for certain programmes, in particular those dealing with policy issues such as Protocol Implementation or policy development and harmonisation. In general the IA will be a regional entity of high repute in a particular area e.g. an academic or research institute, NGO, or a national government department depending upon the scope of the programme (reflecting the principles of subsidiarity and decentralised management). The essential characteristics of an IA should be in-depth technical know how in that particular area, demonstrated programme management capabilities, and general acceptability by Member States, cooperating partners and other key stakeholders. Implementing Agents will be responsible for the following:

- Coordinating and administering programme funding;
- Preparing draft programme implementation plans for submission to the Secretariat;
- Setting up programme /programme management arrangements;
- Managing the tendering process for the provision of programme related services and procurement of equipment;
- Providing administrative control of programmes; and
- Monitor progress and report to the Steering Committee and the Secretariat on a regular basis.

Selection of the IA should be based on some criteria developed by the Secretariat, which includes competence, credibility, sustainability, familiarity and regional balance (equity in participation). The Secretariat should make recommendations to the Integrated Committee of Ministers on the selection of an IA, following a tendering process based on approved SADC procedures. It may however be necessary to take into account specific tendering requirements that programme financiers (cooperating partners) may have.

CHAPTER 7

Monitoring and Evaluation Mechanism

7.1

OVERVIEW

This chapter outlines the framework for monitoring and evaluation of the Regional Indicative Strategic Development Plan (RISDP).

The objectives of the RISDP Monitoring and Evaluation Mechanism are to:

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

The monitoring and evaluation of the RISDP will be based on manageable processes, measurable and verifiable indicators; and conform to basic rules of simplicity, timeliness and cost effectiveness. The RISDP will be monitored regularly at three levels: political and policy, operational and technical, and stakeholder levels.

7.2

MONITORING

Monitoring of the RISDP will be a continuous implementation review function to provide the main stakeholders, including at the policy level, with early indications of progress or lack thereof in the achievement of objectives and outputs. Through a sensitisation programme, the SADC Secretariat will encourage all stakeholders in accordance with their function, level and responsibilities to carry out the monitoring function. This function will be coordinated at the SADC Secretariat.

Monitoring will be supported by an implementation framework as outlined in the Plan, funding strategies, work plans and programmes, progress reports and any other tools which may be developed during the implementation of the Plan.

7.2.1

Political and Policy levels

Summit and various policy organs including Council and Integrated Committee of Ministers will exercise continuous oversight of the implementation of the Plan to ensure consistency of outputs against the Vision and Mission, and achievement of set targets. Based on current achievements, challenges, and priorities, Summit or the

appropriate policy organ may direct a change of focus and/or strategies. It may also initiate a review of specific policies for improved implementation of the Plan.

7.2.2

Operational and Technical Level

The Secretariat and the SADC National Committees will be responsible for ensuring that progress on the RISDP is monitored on a regular basis. The SADC National Committees will monitor implementation plans at national levels and provide status reports to the Secretariat on a continuous basis.

An integrated monitoring system for the Plan will be developed by the Secretariat to provide an early warning mechanism and to maintain a good grasp on the development and implementation of the Plan. The Secretariat will also monitor the implementation of the various protocols and MOUs, as these are key instruments of regional integration. Other than the agreed strategies, interventions and outputs, various legal instruments that may emerge from the implementation of the RISDP will also be monitored and evaluated in terms of their fit and contribution to the on-going implementation of the RISDP.

The Secretariat will ensure that the monitoring system provides for aggregate indicators to monitor the overall development of the region by tracking developments in all areas of integration. The Secretariat will also play the role of advisor and facilitator in ensuring that appropriate interventions are implemented, and supplementary programmes are developed to ensure that set targets are met or that changing scenarios are being addressed.

7.2.3

Stakeholder Level

SADC Secretariat will produce an annual report on the overall implementation of the Plan. The report will firstly be presented for discussion at an annual RISDP stakeholders' workshop. The stakeholders' engagement will promote transparency in implementing the RISDP, create a platform for adding value to the Plan and continue to broaden ownership. The stakeholders' workshop will also facilitate the finalisation of the progress report for submission to the Integrated Committee of Ministers (ICM) who in turn will table it at Council.

7.3

EVALUATION

The evaluation will provide analytical and objective feedback to the organization and stakeholders on the efficiency, effectiveness, and relevance of the RISDP in achieving the overall objective of poverty alleviation and its ultimate eradication. The two main types of evaluation will be self-evaluation and independent in-depth evaluation.

Self-evaluation will be the main tool for reviewing in a systematic and regular manner progress on medium-term programme implementation as well as agreeing on reorientation of activities in alignment with the objectives of the RISDP and the medium-term programme. It will be a process of continuous improvement and will take place during programme implementation and/or completion.

Independent in-depth evaluation will be the main tool for assessing in an analytical and objective manner RISDP performance comparing achievements against objectives. Independent evaluators who will not be associated with the implementation of the Plan will carry it out. This evaluation will take place either during the Plan implementation (mid-term evaluation), at the end of the Plan implementation (terminal evaluation) or after completion of the Plan implementation considering a time period sufficient to observe developmental impact (ex-post evaluation). Mid-term evaluation will focus on possible modifications to the planned implementation of the Plan through successive medium-term programmes while terminal evaluation will focus on the desirability and feasibility of future activities.

- Independent in-depth evaluation of the implementation of the RISDP should be conducted every three years within the context of the medium term expenditure budgets and programmes. The objectives of the evaluation will include:
- Assessment of the impact of the RISDP on the overall objective of poverty alleviation and its ultimate eradication;
- Tracking and highlighting of the achievements and delays as they relate to priorities intervention areas of the RISDP;
- Appraisal of the full spectrum of the orientation and implementation programme of the RISDP, including the adequacy of policies, capacities and resources needed by the development process;

- Detailing the constraints, best practices and lessons learnt over the period and providing action-oriented recommendations;
- Reviewing the roles played by the various players, facilitators and those accountable for various responsibilities in the implementation of the plan;
- Review of the SADC Vision and Mission in the light of prevailing priorities of the region;
- Review of strategies and targets against outcomes, explaining the variances;
- Evaluation of the proposed interventions against achievements;
- Evaluation of the entire RISDP in relation to the current priorities of the region.

In order to ensure effective evaluation of the RISDP, two sets of information will form the basis for evaluation:

- Targets as outlined in the Plan; and
- Indicators of development of the region in each three-year circle.

Evaluation will have to be undertaken at the planning and programme implementation levels and should assess achievements on a set of global indicators of integration and progress in protocol implementation.

Specific reports on internal monitoring and evaluation will be kept at the programme level, as defined at each three-year circle. This will be coordinated at the Secretariat and made available to the evaluation team.

7.4

SUMMARY OF ROLES

- Summit, Council and ICM: continuous oversight using progress reports from the Secretariat
- Secretariat: coordination and monitoring at the

regional level through an integrated monitoring and evaluation system

- SADC National Committees: coordination and monitoring at the national level with regular feedback to the Secretariat
- Stakeholders Forum: review and input to monitoring progress reports and evaluation reports before the ICM, Council and Summit consider them. The forum includes members from the private sector, CSOs, Women groups and Cooperating Partners.
- External Evaluator: production of a report, which assesses the implementation process, the outputs as against the set targets and the overall impact of the RISDP.

7.5

STRATEGIES

- Developing and strengthening a monitoring and evaluation capacity at regional and national levels;
- Ensuring the inclusiveness of the monitoring and evaluation process and acceptance of the results of review by all stakeholders;
- Developing aggregate indicators for monitoring and evaluation which take into account soft issues of regional integration and conferring credibility to such indicators;

TARGETS

- Development of the monitoring and evaluation guidelines for the implementation of the RISDP by 2004.
- Development of aggregate indicators for regional integration in all priority intervention areas.

ANNEXES

RISDP Matrixes

TABLE 4.2 POVERTY ERADICATION

PRIORITY INTERVENTION AREA: Poverty Eradication

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Promote sustainable and equitable economic growth and socio economic development that will ensure poverty alleviation with the ultimate objective of its eradication.	<p>Deepening regional cooperation and integration</p> <p>Strengthening regional infrastructure and productive capacity</p> <p>Addressing sustainable food security</p> <p>Preventing and combating HIV and AIDS</p> <p>Promoting gender equality</p> <p>Adoption and internalisation of information, communication technologies</p> <p>Promoting development and involvement of the Private Sector</p> <p>Promoting peace, security, democracy and good political governance</p> <p>Adhere to sound economic and corporate governance principles</p>	<p>Implementation of national poverty reduction strategies</p> <p>Implementation of millennium development goals</p>	Halve the proportion of the population that lives on less than US\$1 per day by 2015	As in the priority intervention areas of the RISDP	<p>Member States, SADC Secretariat</p> <p>All relevant stakeholders</p>

TABLE 4.3 COMBATING OF THE HIV AND AIDS PANDEMIC**PRIORITY INTERVENTION AREA:** Combating of the HIV and AIDS Pandemic

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To decrease the number of HIV and AIDS infected and affected individuals and families in SADC region so that HIV and AIDS is no longer a threat to public and to the socio-economic development of Member States.	Coordinate and harmonise the development of policies and strategies in measure intervention areas in prevention, care and treatment	Establishment of HIV and AIDS Unit in the Secretariat. Initiation and coordinate the implementation of HIV and AIDS policies and strategies	2004 – 2005 2004 – 2007	HIV and Unit established. Policies and strategies in place	Secretariat Secretariat and Member States
		Development of integrated and Detailed Action Plans and Programmes, including establishment of HIV and AIDS Regional Fund and manufacturing of generic drugs and ARVs in the region	2005 – 2007	Directorates work plans in place and operational	Secretariat and Member States

TABLE 4.3 COMBATING OF THE HIV AND AIDS PANDEMIC *continued*

PRIORITY INTERVENTION AREA: Combating of the HIV and AIDS Pandemic

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
	Mainstreaming HIV and AIDS in SADC Directorates and strengthen capacity to undertake the mainstreaming of HIV and AIDS in all levels in SADC	Capacity Building and Mainstreaming	2004 – 2005	All staff in the Directorate trained HIV and AIDS Mainstreamed in all Directorates	Secretariat
	Facilitate technical response for development of guidelines, and mitigation of the social economic impacts of HIV and AIDS in the region	Development of Guidelines and Mitigations	2004 – 2007	Protocols and programmes developed, supported and implemented	Secretariat and Member States
	Monitoring of Regional and Global Commitments with respect to Abuja, MDG, UNGASS and Maseru targets at all levels in the Region	Monitoring and Evaluation	2004 – 2007	Monitoring and Evaluation Systems in Place	Secretariat and Member States

TABLE 4.4 GENDER AND DEVELOPMENT**PRIORITY INTERVENTION AREA:** Gender and Development

AL: To facilitate the achievement of substantive equality between women and men in the SADC region, through mainstreaming gender into all national and regional policies, programmes and activities, and the adoption of positive measures to accelerate progress in this regard

OBJECTIVES	STRATEGIES	ACTIVITIES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Accelerate the development and strengthening of an explicit policy and institutional framework for gender equality at national and regional levels;	National gender policy and institutional development; Gender policy harmonization	Develop and strengthen national gender policies and coordination machineries; Harmonise national gender policies and develop a regional gender policy;	Ongoing to 2010 2004 – 2005	Gender policies & functioning gender coordination structures in place in all Member States National gender policies harmonized and regional gender policy in place	Member States Secretariat
Cultivate and promote a culture of gender equality in SADC, and respect for the Human Rights of Women	Adherence to international and regional instruments on gender equality; Constitutional and Legislative reform;	Ratify and domesticate international and regional instruments on gender equality; Audit and repeal gender discriminatory laws and outlaw violence against women;	2004 – 2007 2005 – 2007 Ongoing	International and regional gender equality instruments ratified and reflected in national laws; Constitutional provisions in place, gender discriminatory laws repealed & empowering laws enacted;	Member States Member States Member States and NGO's
	Establishment of institutions and enforcement mechanisms	Amend laws and constitutions to provide for gender equality, Establish institutions to provide legal and other services		Institutions & mechanisms in place to enforce laws and deliver services	

TABLE 4.4 GENDER AND DEVELOPMENT *continued***PRIORITY INTERVENTION AREA:** Gender and Development

GOAL: To facilitate the achievement of substantive equality between women and men in the SADC region, through mainstreaming gender into all national and regional policies, programmes and activities, and the adoption of positive measures to accelerate progress in this regard

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Reduction and eradication of all forms violence against women and children	Reduction by at least 50 percent all acts of violence and abuse of women and children by 2007. Eradication of all forms of violence against women and children by 2015.	Establish institutions to provide legal and other services Developing and conducting educational programmes on the application of laws on violence against women and children Increases coordination of all institutions dealing with issues of violence against women and children Increased budget allocations on issues on violence against women and children	2004 – 2015	Institutions & mechanisms in place to enforce laws and deliver services Educational programmes in conducted Mechanism on integrated approach on the coordination on issues of violence against women and children established Increased budgets on programmes on issues on violence against women and children	Member States and NGO's Member States Member States
Ensure mainstreaming of gender into all sectoral policies, programmes and activities at national and regional level	Gender sensitive and responsive planning, policy development and implementation; Gender capacity building and training	Develop and harmonize sector ñ specific gender mainstreaming tools; Develop and conduct training programmes in gender analysis and mainstreaming.	Immediate and ongoing Immediate and ongoing	Sector-specific gender mainstreaming tools developed and in routine use; Gender capacity building and training programmes in place and being routinely conducted	Member States, NGOs and Secretariat Member States, NGOs and Secretariat

TABLE 4.4 GENDER AND DEVELOPMENT *continued***PRIORITY INTERVENTION AREA:** Gender and Development**GOAL:** To facilitate the achievement of substantive equality between women and men in the SADC region, through mainstreaming gender into all national and regional policies, programmes and activities, and the adoption of positive measures to accelerate progress in this regard

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Promote the achievement of gender equality in access to, and control of resources in the SADC region	Gender disaggregated data Women's economic empowerment;	Collect gender disaggregated statistics and other data Develop programs and projects on the economic empowerment of women;	Immediate and ongoing Immediate and ongoing	Data in major sectors disaggregated according to sex available Programmes and projects on women's economic empowerment developed and being implemented;	Member States, NGOs and Secretariat Member States, Private sector, NGOs
	Gender-responsive budgeting;	Adopt gender-responsive budgeting initiatives, and build capacity on gender responsive budgeting;	Immediate and ongoing	Gender budgeting initiatives established	Member States, NGOs and Research institutions
	Legislative and policy reform	Enact laws and policies removing restrictions on women's access to resources	2005 – 2007	Laws restricting access to resources by women repealed; enabling laws enacted;	Member States
Accelerate the achievement of equality between women and men in political and decision making positions	Adoption of deliberate, positive measures; Exchange of best practices	Amend constitutions and legislation to provide for affirmative action measures; Document and disseminate best practices	2004 – 2005 Minimum 30% women in political and decision making positions by 2005 Immediate and ongoing	Affirmative action legislation and constitutional provisions in place; Availability and dissemination of documented best practices	Member States Secretariat

TABLE 4.5 SCIENCE AND TECHNOLOGY

PRIORITY INTERVENTION AREA: Science and Technology

GOAL: To develop national systems of innovation in the region in order to drive sustained socio-economic development and the achievement of the goals of the SADC common agenda.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Strengthen regional cooperation on Science & Technology	Establish management structures at the Secretariat Set up institutional framework for S&T cooperation Institute a legal framework for cooperation	Set up a S&T unit within the Department Set up committees of representatives of member countries Produce S&T policies Conclude a legal instrument on Science and Technology	January 2004 January 2005 January 2005 December 2006	S&T unit in place by January 2004 Committees set up by 2005 Policy & strategy document produced December 2004 Discussions held by June 2004; MOU signed by end of 2005	SADC secretariat and member countries
Promote the development and harmonization of S&T policies in the region	Institute a S&T indicator programme Support national policy development initiatives Secure the protection of intellectual property rights	Carry out a Research and Development Audit Hold policy development of workshops Support initiatives in member countries to institute intellectual property legislation	Audit begins in 2004 Workshops begin in 2004 Legislation in place in all countries by 2006	Baseline audit complete by December 2005 1st workshop organized in 2004 Agreement on broad principles agreed by Member States by 2005	SADC secretariat and member countries SADC secretariat and member countries Member States and SADC secretariat

TABLE 4.5 SCIENCE AND TECHNOLOGY *continued*

PRIORITY INTERVENTION AREA: Science and Technology

GOAL: To develop national systems of innovation in the region in order to drive sustained socio-economic development and the achievement of the goals of the SADC common agenda.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Leverage international support for and cooperation in Research and Development initiatives	Form strategic partnerships with regional bodies and other partners	Negotiate for support earmarked for S&T through instruments such as the EU's Regional Indicative Programme	Negotiations to start in 2004; ongoing	Funds secured for R&D	SADC secretariat
		Initiate discussions with other regional entities on S&T cooperation	Negotiations to start in 2004; ongoing	Agreement on cooperation secured	SADC secretariat
Develop research capacity in key areas	Deepen regional collaboration on research programmes	Identify centres of excellence	December 2004	Centres identified by end of 2004	SADC secretariat; Member countries; research institutions
		Increase connectivity between the centres	Starting in 2004	Real-time linkages between institutions in place by 2005; More collaborative programmes identified by end of 2005	Member countries; research institutions
	Set up a research training facility	Develop concept for the research facility	2003 – 2004	Project proposal finalized	SADC secretariat; member countries
		Source funding for the project	2003 – 2005	Funding secured	SADC secretariat; member countries
		Set up the facility	January 2006	Facility in place by end of 2005; Training programme commences in 2006	SADC secretariat; member countries

TABLE 4.5 SCIENCE AND TECHNOLOGY *continued*

PRIORITY INTERVENTION AREA: Science and Technology

GOAL: To develop national systems of innovation in the region in order to drive sustained socio-economic development and the achievement of the goals of the SADC common agenda.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Promote public understanding of Science and Technology	Run national and regional PUSET campaigns	Support national PUSET programmes	Starting immediately	Effective PUSET programmes in all member countries	SET stakeholders in member countries
Technology development, transfer and diffusion	Increase expenditure on R&D	Hold annual SADC SET week	First week held in 2004	SADC SET week instituted in 2004	Member countries; SADC secretariat
	Formulate technology transfer and diffusion policies	Create incentives and identify priority areas for investment in R&D	Efforts commence immediately	All member countries surpass 1% of GDP by 2015	Member countries; SADC secretariat; private sector organizations
	Encourage increased government and private sector investment in R&D	Adapt best policy and practice within and outside SADC	Policy in place by end of 2005	All countries implement policy by 2007	SADC secretariat; member countries

TABLE 4.6 INFORMATION AND COMMUNICATION TECHNOLOGIES

SPECIFIC OBJECTIVES	STRATEGIES	ACTIVITIES	TIME FRAME	INDICATORS	ACTORS/ RESPONSIBILITIES
Develop institutional capacity to drive the transformation process	Use regional institutions and members' information sharing.	Transform to ICT telecom policies and legal frameworks.	2006	Improved facilitative regulatory capacity to attract investors.	Member States
Transform the telecom networks to accommodate ICT requirements.	Liaise with private sector for investment opportunities	Expand networks for improved teledensity and connectivity.	2008	Average teledensity Regional: 8% National: 8-12%	Member States SADC/SATA
Increase network access and diversify service availability.	Develop ICT policy for an e-environment	Embark on regional monitoring of service-to-delivery time (RTDT)	2008	Tel: RTDT: 5 days urban 15 days rural	SADC/SATA
Promote a culture of timely service delivery.	Attract private sector participation. Regionalize service delivery monitoring			Postal: RTDT: 1 day urban 3 days else 7 days SADC	SADC/SAPOA

TABLE 4.7 ENVIRONMENT AND SUSTAINABLE DEVELOPMENT

PRIORITY INTERVENTION AREA: Environment and Sustainable Development

GOAL: To accelerate economic growth of the poor majority; and to ensure equitable and sustainable use of the environment and natural resources for the benefit of the present and future generations.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Development of legal framework to promote regional cooperation on all issues relating to environment and natural resources	Develop a SADC Protocol on Environment; Harmonization of National Environmental Policies and legal frameworks	Harmonize national environmental policies and a regional Protocol Develop collaborative mechanisms for exchange of environmental information	End 2005 End 2005	SADC Protocol on Environment in place Dissemination of environmental information improved	Member States and Secretariat Secretariat
	Develop a regional programme and strategy on Brown Environment	Capacity building and training on pollution and waste arising from urbanization and industrialization ; Develop projects on pollution control, industrial and domestic waste management.	2006 2007	Pollution levels established Regional pollution control programmes in place	Member States Secretariat and Member States

TABLE 4.7 ENVIRONMENT AND SUSTAINABLE DEVELOPMENT *continued*

PRIORITY INTERVENTION AREA: Environment and Sustainable Development

GOAL: To accelerate economic growth of the poor majority; and to ensure equitable and sustainable use of the environment and natural resources for the benefit of the present and future generations.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Promote environmental responsiveness of all SADC programmes to ensure sustainable development	Compliance to Multi-lateral Environmental Agreements (MEAs) and regional instruments on environment.	Ratify relevant MEAs and regional instrument on environmental management and develop regional and national action plans;	End 2004	MEAs ratified and mainstreamed in national development programmes	Member States
		Facilitate Member States' capacity building in negotiations and implementation of MEAs	Ongoing	Partnership agreements for resource mobilization	Member States
	Development of SADC Plan of action for the implementation of 2002 WSSD agreements	Formulate specific programmes and projects	End 2004	Implementation Plan on WEHAB agenda in place and being implemented	Secretariat
	Establishment of environmental standards and guidelines across all Directorates and programmes.	Environmental Impact assessment of existing and planned programmes	Ongoing	Adherence to environmental standards	Member States
	Promotion of environmental awareness among resource users	Strengthen environmental education in all sectors;	Ongoing	Capacities to address environmental issues improved in all sectors	Secretariat and Member States

TABLE 4.7 ENVIRONMENT AND SUSTAINABLE DEVELOPMENT *continued***PRIORITY INTERVENTION AREA:** Environment and Sustainable Development**GOAL:** To accelerate economic growth of the poor majority; and to ensure equitable and sustainable use of the environment and natural resources for the benefit of the present and future generations.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Mobilize and coordinate resources for environmental and transboundary natural resources management programmes	Catalyzing and creating opportunities for the other areas of cooperation to become creative and innovative	Develop new partnerships and consolidate old ones with international institutions including Secretariats of various MEAs	2008	SADC Sub-regional Framework and Capacity Building for resource mobilization functioning	Secretariat
Assessment and reporting of trends in environmental conditions	National and Regional State of Environment Reporting	Harmonize environmental information systems	2006	Minimum data sets for important environmental parameters established;	Secretariat
		Develop capacities in environmental assessments, and reporting	2010	Improved knowledge and skills in application of remote sensing and GIS data generation, management and dissemination	Member States
		Facilitate national and regional state of the environment reporting	Ongoing	Regular regional and national state of environment reports as required	Secretariat and Member States

TABLE 4.7 ENVIRONMENT AND SUSTAINABLE DEVELOPMENT *continued*

PRIORITY INTERVENTION AREA: Environment and Sustainable Development

GOAL: To accelerate economic growth of the poor majority; and to ensure equitable and sustainable use of the environment and natural resources for the benefit of the present and future generations.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Ensure mainstreaming of environment and sustainable development issues into all sectoral policies, programmes and activities at national and regional level	Environmentally sensitive and responsive planning, policy development and implementation;	Develop and harmonize sector – specific environment and sustainable development tools;	2008	Environmentally sensitive policies, programmes and strategies;	Secretariat and Member States
	Capacity building and training in environment and sustainable development and in trade related concerns.	Develop and conduct training programmes in environment and sustainable development.	Ongoing	Sector-specific environment mainstreaming tools developed and in use;	Secretariat
	Environmental auditing and impact assessment	Update and harmonize environment assessment guidelines;	Ongoing	Capacity building and training programmes in place	Member States and Secretariat
				Environmental impact assessment instruments in major sectors available and in use	Member States and Secretariat

TABLE 4.8 PUBLIC PRIVATE SECTOR PARTNERSHIP AND DIALOGUE

INTERVENTION AREA: Public-private sector partnership and dialogue.

GOAL: Integrate the private sector in policy and strategy formulation, and programme implementation in the SADC new development model in order to accelerate and achieve sustainable Regional economic integration.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Promote active participation of the private sector in the Regional integration process	Institutionalise public-private partnership (ppp) and dialogue	Formulate SADC policy on ppp & d. Review SADC/Private Sector MOU objectives Develop institutional structure for ppp & d.	Policy by June 2004. Structure in place Jan 2004.	SADC Policy on ppp & d. Ppp & d structure.	Member States & Private Sector.
	Address private sector issues through the ppp & d.	Adopt ASCCI White Paper as Agenda for ppp & d. Launch a Competitive-Business and Business Climate Survey. Capacity building for private sector institutions.	Adoption of White Paper by December 2003 Launch survey September 2003 Private Sector Institutions development plan January 2004	Action Plan for White Paper issues. Survey report. Capacity building plan.	Member States & Private Sector. Secretariat Private Sector

TABLE 4.9 STATISTICS

INTERVENTION AREA: Statistics

GOAL: To make available relevant, timely, accurate and harmonized statistical information for SADC planning, formulation, implementation, monitoring and evaluation of SADC activities, in line with the protocols.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Develop a legal framework for statistics	Develop a legal framework for statistics	Organisation of meetings for Member States to develop a legal framework on statistics	By 2006	Legal framework adopted and implemented	Member States and SADC Secretariat
Develop an integrated regional statistical database in all priority areas	Collation, processing, dissemination and analysis of official statistics	Definition and Organization of channels of communication for data transmission between user/producers of statistics in SADC	By 2005	Data from Member States regularly and automatically transferred to the SADC Secretariat	Member States and SADC Secretariat
	Develop and/or adapt regional definitions of poverty and poverty indicators	Reach agreement on the problem relates to different base years at constant prices among Member States	By 2005	Harmonised and comparable national accounts	SADC Secretariat
		Mobilise Member States to discuss the problem of movements in exchange rate and prices at the national level, which leads to distortions in the data when they are converted to other currencies for the purposes of regional and international comparisons	By 2004	Comparable/Harmonised regional consumer price index and other related prices	Member States and SADC Secretariat

TABLE 4.9 STATISTICS *continued***INTERVENTION AREA:** Statistics

GOAL: To make available relevant, timely, accurate and harmonized statistical information for SADC planning, formulation, implementation, monitoring and evaluation of SADC activities, in line with the protocols.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Promote the harmonization of statistics between SADC Member States	Establish a multi-sectoral forum for users and producers	Dissemination of national and regional statistical data through the publication of statistical bulletins and on the SADC website Organisation of regional meetings for Member States	Immediately and continuously By 2005	Statistical bulletin regularly published and statistical data on the SADC and website regularly updated A multi sectoral forum established	SADC Secretariat Member States and SADC Secretariat
	Promotion of the harmonization of statistical indicators made available by Member States	Organization of the dialogue between users and producers of statistics, in order to agree on a minimum set of indicators to be produced by all Member States To research concepts and definitions in order to start work on the documenting of methodologies including metadata. To request from all Central statistics offices details of their statistics methodologies	By 2004 By 2005 By 2005	Harmonized statistical indicators Databases on Metadata developed	Member States and SADC Secretariat Member States and SADC Secretariat Member States and SADC Secretariat

TABLE 4.9 STATISTICS *continued***INTERVENTION AREA:** Statistics

GOAL: To make available relevant, timely, accurate and harmonized statistical information for SADC planning, formulation, implementation, monitoring and evaluation of SADC activities, in line with the protocols.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
		Organisation and dissemination of these methodologies will be attempted. Harmonization of price statistics	By 2005		Member States and SADC Secretariat
	Harmonization of other social and economic statistics		By 2015		
			Immediately and continuously	Harmonized methods for the production of price statistics Harmonized methods for the production of the most important social and economic statistics	Member States and SADC Secretariat Member States and SADC Secretariat

TABLE 4.9 STATISTICS *continued***INTERVENTION AREA:** Statistics

GOAL: To make available relevant, timely, accurate and harmonized statistical information for SADC planning, formulation, implementation, monitoring and evaluation of SADC activities, in line with the protocols.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Enhance statistical capacity in SADC Member States	Promote the continuous improvement of statistical competence	Training of statisticians in Member States, and exchange of experiences between them	Immediately and continuously	Statisticians trained and organized in a network to share experiences	Member States and SADC Secretariat
	Development of mechanisms for the implementation of international standards in statistics	Promotion of the use of the 1993 version of the System of National Accounts (SNA 93) of the United Nations and other international standards	By 2006	SNA 93 implemented in all Member States	Member States and SADC Secretariat
	Development and implementation of poverty monitoring systems	Promotion of the production and use of statistical data on the various aspects of poverty	By 2005	Data available on poverty	Member States and SADC Secretariat
	Incorporation of informal sector statistics into official statistics	Development and promotion of methods to collect data on the informal sector	By 2007	Data available on the informal sector	Member States and SADC Secretariat

TABLE 4.9 STATISTICS *continued***INTERVENTION AREA:** Statistics

GOAL: To make available relevant, timely, accurate and harmonized statistical information for SADC planning, formulation, implementation, monitoring and evaluation of SADC activities, in line with the protocols.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Promote the use of statistics for economic analysis and research	Collection of gender disaggregated data to enable gender mainstreaming Promotion of a better understanding of statistics and of a more qualified use of statistical data	Promotion of the production of gender disaggregated data by Member States Sensitisation to statistics and training of statistics users	By 2004 Immediately and continuously	Gender disaggregated data available for all Member States Trained users of statistics	Member States and SADC Secretariat Member States and SADC Secretariat
To enhance the use of cost effective ICT statistical information sharing	Development of indicators to monitor and evaluate regional integration in SADC Development of economic models and forecasting mechanisms for SADC Capacity building in the use of ICT in national and regional statistical systems	Organization of the dialogue to agree on indicators Organization of the dialogue to agree on economic models and forecasting mechanisms Enhanced capacity in the use of ICT	By 2004 By 2006 Immediately and continuously	Indicators available for monitoring and evaluating regional integration Forecasting methods available and implemented The number of users and producers trained on the use of ICT in information sharing	Member States and SADC Secretariat Member States and SADC Secretariat Member States and SADC Secretariat

TABLE 4.10 TRADE AND ECONOMIC LIBERALIZATION AND DEVELOPMENT

PRIORITY INTERVENTION AREA: Trade and Economic Liberalization and Development

GOAL: The overall goal of this intervention is to facilitate trade and financial liberalization, competitive and diversified industrial development and increased investment for deeper regional integration and poverty eradication through the establishment of a SADC Common Market.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Completion of Free Trade Area by 2008	Fast track the implementation of the Protocol on Trade	Implement all provisions of the Protocol on Trade by 2008	2004 – 2008	All intra-SADC trade tariffs at zero; NTB and TBT	Member States & Secretariat
Establishment of a SADC Customs Union by 2010	Provide for the establishment of a customs union and a common market in Trade Protocol by 2004	Negotiate a Common External Tariff; establish institutional framework for implementing the Customs Union (subject to the outcome of the midterm review of the protocol. Implement the common external tariff	2005 – 2008 2010	Common external tariff in place; Legal instrument providing for a Customs Union and a Common Market Common external tariff implemented	Member States & Secretariat
Establishment of SADC a common market by 2015	Consolidate the establishment of a SADC internal market;	Negotiate instruments on free movement of all factors of production	2010 – 2015	Legal instrument on free movement of all factors of production	Member States & Secretariat
Integration of SADC into global economy – ongoing	Engage in the multilateral trade negotiations through WTO; Negotiate trade and development agreements with other region economic blocs	Pursue a SADC strategy on WTO negotiations; develop a SADC strategy on trade and development with other regional economic blocs		Increased SADC share of trade and investment in total global trade and investment; increased SADC trade and investment with other regional economic blocs	Member States & Secretariat

TABLE 4.10 TRADE AND ECONOMIC LIBERALIZATION AND DEVELOPMENT *continued*

PRIORITY INTERVENTION AREA: Trade and Economic Liberalization and Development

GOAL: The overall goal of this intervention is to facilitate trade and financial liberalization, competitive and diversified industrial development and increased investment for deeper regional integration and poverty eradication through the establishment of a SADC Common Market.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Enhancement of SADC economic competitive-ness by 2015	Develop a regional industrial development policy and strategy framework; develop SADC economic competitiveness strategy; Enhancing the competitiveness of the manufacturing sector	Analysis of SADC competitiveness platform; periodic benchmark of SADC competitiveness strengths and weaknesses; Improve productivity levels through application of science and technology and use of ICT; Strengthening standards and quality infrastructure to achieve international best practice	2004 – 2015	SADC industrial development framework; SADC competitiveness strategy; SADC competitiveness report; Reports on productivity; Reports on best practices adopted.	Member States & Secretariat
Diversification of production structure and exports by 2015	Promote value addition especially in agriculture and mining; encourage creation of new industries including services; encourage manufactured exports and services; Stimulate international industrial location in SADC; Promote exports and in particular non-traditional ones	Establishment of agro-processing and mineral beneficiation industries and those that use local raw materials (links to FANR); Facilitate access to finance; Carry out market surveys and promote creation of export credit guarantee mechanism.	2004 – 2015	Value addition strategy; Increased level of use of local raw materials Increase in export of non-traditional products and export credit guarantee schemes establishment	Member States & Secretariat

TABLE 4.10 TRADE AND ECONOMIC LIBERALIZATION AND DEVELOPMENT *continued*

PRIORITY INTERVENTION AREA: Trade and Economic Liberalization and Development

GOAL: The overall goal of this intervention is to facilitate trade and financial liberalization, competitive and diversified industrial development and increased investment for deeper regional integration and poverty eradication through the establishment of a SADC Common Market.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Enhance employment creation capacity of industry and the rest of the regional economies	Development of small and medium enterprises (SMEs); regularize the operations of the informal sector and promote entrepreneurship and self-employment;	Identify and amend the laws and regulations as appropriate to facilitate participation of SMEs in industrial production; develop a regional strategy on entrepreneurship promotion;	2004 – 2008	Amended laws and regulations to facilitate SMEs development;	Member States & Secretariat
Achieve macro-economic convergence and deep monetary cooperation;	Harmonise and monitor the implementation of country specific macro-economic convergence programmes in line with agreed targets; Liberalize the current and capital account transactions among Member States and adopt a harmonized exchange rate mechanism	Train potential entrepreneurs in business management skills.	2004 – 2005	Increase in number of trained new entrepreneurs	
	Prepare for the establishment of a SADC Monetary Union	Implement MOU on macroeconomic convergence, MOU on taxation and related matters; and other related policies. Put in place the peer review mechanism to monitor macroeconomic convergence.	2004 – 2004	Reports on harmonization of policies and measures; Peer review panel reports on convergence.	
		Convertibility of the regional currencies;	2008	Convertible regional currencies; Exchange controls eliminated and a single currency for SADC launched;	

TABLE 4.10 TRADE AND ECONOMIC LIBERALIZATION AND DEVELOPMENT *continued*

PRIORITY INTERVENTION AREA: Trade and Economic Liberalization and Development

GOAL: The overall goal of this intervention is to facilitate trade and financial liberalization, competitive and diversified industrial development and increased investment for deeper regional integration and poverty eradication through the establishment of a SADC Common Market.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
		Eliminate exchange control on current account on intra SADC transactions;	2006		
		Eliminate exchange control on capital account; on intra SADC transactions;	2010		
		Establishment of a SADC Central Bank and prepare for a single SADC currency	2016		
Mobilize resources for RISDP	SADC Regional Development Fund; Self-financing mechanism	Completion of feasibility study on Fund.	2004	Feasibility study report	Member States & Secretariat
		Establishment of the Development Fund	2005	The Fund established	

TABLE 4.11 INFRASTRUCTURE SUPPORT FOR REGIONAL INTEGRATION AND POVERTY ERADICATION**a) ENERGY**

PRIORITY INTERVENTION AREA: Infrastructure Support for Regional Integration and Poverty Eradication **GOAL:** To ensure the availability of a sufficient, integrated, efficient and cost effective infrastructure system that will support and sustain regional economic development, trade and investment for poverty alleviation.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To improve security and reliability of supply and provision of least cost energy services;	Establishment of a competitive and efficient regional integrated energy market	Harmonization of energy policies, regulations and legislation (petroleum, gas and electricity). Extension of power grid interconnectivity. Joint procurement, exploration, and development of petroleum products and services.	2004 – 2006 2004 – 2012 2004 – 2005	Harmonized regional energy policies, regulations and legislation. Single regional energy market. Regional Petroleum and gas association established.	Member States & Secretariat. Member States, Secretariat & SAPP. Secretariat & private sector.
To ensure access to affordable energy services for rural communities	Rural electrification. Development of renewable and low cost energy sources including solar biomass, and wind-generated energy.	Development and implementation of rural electrification programmes. Research and technology development on renewable energy sources; and piloting of existing technologies.	2004 – 2018 2004 – 2018	70% of rural communities have access to electricity. 60% of rural communities have access to NRSE.	Member States & Secretariat. Member States, Secretariat, Energy Research Institutions

TABLE 4.11 INFRASTRUCTURE SUPPORT FOR REGIONAL INTEGRATION AND POVERTY ERADICATION**b) TOURISM**

PRIORITY INTERVENTION AREA: Infrastructure Support for Regional Integration and Poverty Eradication **GOAL:** The goal to use tourism as a vehicle for achieving sustainable socio-economic development, poverty alleviation and as a key incentive for the conservation and utilization of the region's natural resources.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To develop and market the region as a single but multifaceted tourism destination	Strengthening the Regional Tourism Organization of Southern Africa (RETOSA)	Marketing the region as a single but collective destination	2003 – 2005	Availability of marketing collaterals. Increase in Tourist arrivals; and Increase in SADC World market Share	RETOSA, and SADC Tourism Ministries, SADC Secretariat, private sector and IS Directorate
		promoting investment in resources that transcend territorial boundaries where necessary through PPPs	2003 – 2008	Increased Domestic and DFIs levels (15% of GDP)	RETOSA, SADC Secretariat, private sector and SADC Member States
	Easing or removing travel and visa restrictions	Establish UNIVISA system	By 2008	SADC UNIVISA system	SADC Member States, IS Directorate and Monitoring and Implementation Committee (MIC)
To improve the quality, competitiveness and standards of service and infrastructure of the tourism industry in the region	Capacity building and training	Needs assessment of the tourism sector	2004	SADC Tourism Training needs report	SADC Secretariat /IS Directorate and SADC Tourism Training Committee
		Development of a Training Plan	2005	SADC Tourism Training plan in place	SADC Secretariat /IS Directorate and SADC Tourism Training Committee

TABLE 4.11 INFRASTRUCTURE SUPPORT FOR REGIONAL INTEGRATION AND POVERTY ERADICATION *continued*

b) TOURISM

PRIORITY INTERVENTION AREA: Infrastructure Support for Regional Integration and Poverty Eradication **GOAL:** The goal to use tourism as a vehicle for achieving sustainable socio-economic development, poverty alleviation and as a key incentive for the conservation and utilization of the region's natural resources.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To ensure equity, balance and complementarity in the regional tourism industry	enhance the overall quality of tourism products in the region	Promote the development of quality infrastructure and services.	On-going	Quality Infrastructure and services	SADC secretariat, IS Directorate, private sector and Member States
		Harmonise standards	2008	Regional Harmonised standards	SADC Secretariat, IS directorates and SADC Member States
	creating a regional tourism research, statistics and information exchange network	Implement standard system of collection and analysis of tourism statistical data.	2005	Standard system of tourism statistical data collection and analysis	IS Directorate and Member States
		Undertake training course on SADC tourism statistics	2003	Training programme in place and Training Reports	IS Directorate, Training Committee and SADC Member States
	Harmonise and develop Policies, strategies and legislations	Review and develop a regional Tourism Strategic dev. Plan	2004	Regional Development Implementation plan	IS Directorate, RETOSA and Member States
		Develop and harmonise Tourism legislation for SADC	2004	SADC Model Tourism Legislation	IS directorate and SADC Member States
	Promotion and implementation of spatial development initiatives & developments initiatives	Undertake integrated tourism development projects, the coast to Coast initiatives		Projects being implemented	IFS directorate, RETOSA and Member States

TABLE 4.11 INFRASTRUCTURE SUPPORT FOR REGIONAL INTEGRATION AND POVERTY ERADICATION *continued*

b) TOURISM

PRIORITY INTERVENTION AREA: Infrastructure Support for Regional Integration and Poverty Eradication **GOAL:** The goal to use tourism as a vehicle for achieving sustainable socio-economic development, poverty alleviation and as a key incentive for the conservation and utilization of the region's natural resources.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To increase the participation of SMEs, marginalized communities, youth and women in the tourism industry throughout the region.	Encourage increased private investments flows and NGO Funds into the marginalized communities	Creating enabling environment for private sector participation in marginalised areas	By 2005	Increased Public and Private sector Investment and NGO funds in marginalized areas	IS Directorate, private sector, NGOs, RETOSA and SADC Member States
	Gender mainstreaming	Study on gender issues in the tourism sector for SADC	2004	Study containing recommendations Complete	IS Directorate and Member States
		Develop a Gender mainstreaming Programme	2005	Programme In Place	IS Directorate and Member States

TABLE 4.11 INFRASTRUCTURE SUPPORT FOR REGIONAL INTEGRATION AND POVERTY ERADICATION**c) TRANSPORT**

PRIORITY INTERVENTION AREA: Infrastructure Support for Regional Integration and Poverty Eradication **GOAL:** To ensure the availability of a sufficient, integrated, efficient and cost effective infrastructure system that will support and sustain regional economic development, trade and investment for poverty alleviation

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To maintain transport infrastructure	Develop systems for sustainable funding of transport infrastructure	Develop harmonised user-pay systems for transport infrastructure Promote public-private partnerships	By 2004 By 2004	Reduced levels of backlog maintenance Increased levels of ppp funded projects	Member States, SADC, private sector Member States, private sector
		Develop administrative overload control measures	By 2004	Overload trucks reduced to 10%	Member States, regional operators association, road transport industry
	Promote effective road management systems	Develop computer-based inventory and management systems to assist with identification of backlog maintenance requirements and maintenance programmes	By 2004	Road management systems established in Member States, and reports to regional association of road agencies	Member States, SADC, ASANRA
To rehabilitate infrastructure	Promote investment in war damaged transport infrastructure in Angola and DR Congo	Complete identification of Regional Trunk Road network in DR Congo Feasibility studies for sections of regional road and railway networks	By 2004 By 2004	Network identified and condition survey reports Feasibility study reports, business plans	DR Congo, SADC Angola, DR Congo, SADC

TABLE 4.11 INFRASTRUCTURE SUPPORT FOR REGIONAL INTEGRATION AND POVERTY ERADICATION *continued*

c) TRANSPORT

PRIORITY INTERVENTION AREA: Infrastructure Support for Regional Integration and Poverty Eradication **GOAL:** To ensure the availability of a sufficient, integrated, efficient and cost effective infrastructure system that will support and sustain regional economic development, trade and investment for poverty alleviation

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To develop missing transport and communications links	Improve connectivity in the regional transport networks	Carry out feasibility studies and marketing the development of missing links	By 2005	Feasibility study reports, business plans	Member States, SADC
To provide appropriate levels of accessibility	Improve accessibility for rural communities	Promote public-private partnership investment in missing links	By 2006	Majority of investment by private sector	Member States, SADC
To promote integrated transport systems	Promote the use of cost efficient transport infrastructure	Use of participatory approaches to infrastructure planning	By 2004	Guidelines on participatory infrastructure planning	Member States, NGOs, SADC
To promote integrated transport systems	Promote the use of cost efficient transport infrastructure	Use of appropriate technologies in transport infrastructure provision and maintenance	By 2004	Guidelines on appropriate technologies	Member States, SADC
To promote integrated transport systems	Promote the use of cost efficient transport infrastructure	Invest in intermodal facilities	By 2007	Reports on new inland container depots and transhipment facilities	Member States, private sector
To promote integrated regional investment in transport and communications infrastructure	Base transport infrastructure investment decisions on the needs of the overall system	Ratify international conventions on inter-modal transport systems	By 2006	Reports on ratified conventions	Member States
To promote integrated regional investment in transport and communications infrastructure	Base transport infrastructure investment decisions on the needs of the overall system	Develop holistic transport policies	By 2005	Integrated national and regional transport policies	Member States, SADC

TABLE 4.11 INFRASTRUCTURE SUPPORT FOR REGIONAL INTEGRATION AND POVERTY ERADICATION *continued*

c) TRANSPORT

PRIORITY INTERVENTION AREA: Infrastructure Support for Regional Integration and Poverty Eradication **GOAL:** To ensure the availability of a sufficient, integrated, efficient and cost effective infrastructure system that will support and sustain regional economic development, trade and investment for poverty alleviation

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To harmonise infrastructure investment	Collaborate in investment planning	Promote integration of infrastructure development along regional development corridors	By 2004	Presence of appropriate model interface systems and facilities	Member States, SADC, private sector
		Consider regional priority projects when planning investments	By 2004	Harmonised national and regional plans	Regional institutions, SADC
	Promote development of regional projects as appropriate on basis of efficiency, safety or environmental grounds	Investment in regional projects such as upper airspace control centre, and EDI infrastructure	By 2004	Establishment of regional centres and databases	Private sector, Member States, SADC
To restructure state owned enterprises	Commercialise or privatise state owned enterprises	Promote private sector provision, maintenance and operation of services	By 2005	Reducing Member State outlays in infrastructure investment and maintenance	Member States, private sector
	Introduce policies to involve the private sector in infrastructure maintenance and in capacity building schemes for contractors.	Encourage and monitor on-going institutional and regulatory reforms in Member States	By 2004	Institutional and regulatory reforms	Member States, SADC

TABLE 4.11 INFRASTRUCTURE SUPPORT FOR REGIONAL INTEGRATION AND POVERTY ERADICATION *continued*

c) TRANSPORT

PRIORITY INTERVENTION AREA: Infrastructure Support for Regional Integration and Poverty Eradication **GOAL:** To ensure the availability of a sufficient, integrated, efficient and cost effective infrastructure system that will support and sustain regional economic development, trade and investment for poverty alleviation

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To liberalise regional transport markets	Promote concessioning as a strategy for involving the private sector in transport infrastructure provision Extensive regional liberalisation with abolition of restrictions on carriers of a member state to carry goods between points in second and third Member States.	Encourage concessioning in roads, railways, civil aviation and maritime transport provision	By 2006	Concessions and privatisation are core of infrastructure strategy, governments play role of regulator as necessary	Member States, private sector, SADC
To promote safe and secure transport operations	Develop rules of competition between and within different modes of transport Regulate for minimum levels of safety and security	Liberalise air transport services on basis of Yamoussoukro Decision, road transport on basis of multilateral agreement and provide for cabotage in coastal shipping services	By 2004	Economic entry and exit into the transport markets	Member States, SADC
		Implement competition rules for air transport services, ports, railways and road transport	By 2005	Competition rules agreed to by Member States and annexed to relevant protocols	Member States, SADC
		Promote maritime safety on basis of IMO conventions, air safety using ICAO SARPs.	By 2005		
		Promote port security and the security of cargo containers	By 2004		
		Promote harmonised driver training and testing	By 2004	Adopted common training and testing manuals	
		Promote harmonised vehicle testing systems	By 2004		

TABLE 4.11 INFRASTRUCTURE SUPPORT FOR REGIONAL INTEGRATION AND POVERTY ERADICATION *continued*

c) TRANSPORT

PRIORITY INTERVENTION AREA: Infrastructure Support for Regional Integration and Poverty Eradication **GOAL:** To ensure the availability of a sufficient, integrated, efficient and cost effective infrastructure system that will support and sustain regional economic development, trade and investment for poverty alleviation

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
		Harmonise all relevant aspects of road traffic legislation and its enforcement	By 2004		
		Establish railway safety regulators	By 2005		
To provide transport services with minimal negative environmental impact	Promote sustainable environmental practices	Develop harmonised rules and regulations for the handling and transportation of hazardous materials	By 2004		
		Make environmental impact and performance assessment compulsory for project evaluation	By 2005		
To develop regional capacity in human resources development	Promote regional centres of excellence in training for the transport and communications sectors	Identify regional training centres for the road, railway, maritime, civil aviation and communications sectors	By 2004	Guidelines for recognition training centres	Member States, training centres, universities, SADC
		Promote research into transport and communications	By 2008	Research reports	Training centres, universities, SADC
		Promote training centres run by the private sector	By 2008	Directory of private sector training centres	Private sector, SADC

TABLE 4.11 INFRASTRUCTURE SUPPORT FOR REGIONAL INTEGRATION AND POVERTY ERADICATION *continued*

c) TRANSPORT

PRIORITY INTERVENTION AREA: Infrastructure Support for Regional Integration and Poverty Eradication **GOAL:** To ensure the availability of a sufficient, integrated, efficient and cost effective infrastructure system that will support and sustain regional economic development, trade and investment for poverty alleviation

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To strengthen private sector regional associations	Promote private sector regional associations as participants in regional policy formulation and implementation	Private sector associations formed and put on sustainable funding bases	By 2004	Active private sector associations for the road, railway, maritime, civil aviation sectors also for enforcement and regulators	Private sector, SADC
To facilitate cross border movement	Minimise avoidable delays at border posts	Transfer successful measures from the Trans-Kalahari and Beira border facilitation pilot projects to other corridors	By 2004	All regional border posts implementing border facilitation measures	Member States, private sector, SADC (TIFI and Infrastructure)
		Harmonise border post procedures and requirements	By 2008	Adoption of standard border post documents and procedures	Member States, SADC, private sector
		Adopt harmonised motor third party insurance system	By 2004	Adopted system annexed to Protocol on Transport, Communications and Meteorology	Member States, SADC
		Agree to recognize axle load certificates issued in other Member States	By 2004	Agreement on mutual recognition of weigh-bridge certificates	Member States, SADC
		Introduce one-stop border posts	Pilot projects implemented by 2008	Two functional one-stop border posts	Member States, SADC
	Promote activities of corridor planning committees	Establish, as necessary, corridor planning committees for all regional corridors	By 2005	All corridors have functional corridor planning committees	SADC, Member States, private sector

TABLE 4.11 INFRASTRUCTURE SUPPORT FOR REGIONAL INTEGRATION AND POVERTY ERADICATION *continued*

PRIORITY INTERVENTION AREA: Infrastructure Support for Regional Integration and Poverty Eradication **GOAL:** To ensure the availability of a sufficient, integrated, efficient and cost effective infrastructure system that will support and sustain regional economic development, trade and investment for poverty alleviation.

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Promote the sustainable, equitable and reasonable utilisation of shared watercourses through regional cooperation in water resources	Establish River Basin Organisations (RBOs) to manage trans-boundary river basins; Improve the legal and regulatory framework at the national and regional levels	Facilitate conclusion of River Basin Agreements; Harmonisation of water legislation and policies; develop regional guidelines water quality and standards;	Ongoing up to 2006	River Basin Organisations established and operational in all shared river basins in SADC; regional guidelines on water quality and standards;	Member States & Secretariat
To strengthen Water Institutions for effective water resources development and management	Develop management and organisational capacity for Integrated Water Resources Development and Management (IWRM).	Develop and implement overall IWRM training and organisation capacity building programme.	Ongoing up to 2008	IWRM programme in place and staff at SADC Secretariat, National Water Departments, RBOs, Energy and Water Utilities being trained	Member States & Secretariat
Development of Strategic Regional Water Infrastructure Projects	Rehabilitation and expansion of water infrastructure	Feasibility studies for joint water projects including transfer schemes, storage and irrigation.	2003 – 2018	Feasibility studies for joint water projects for consideration by donors.	Member States & Secretariat
Promote awareness and public participation in IWRM	Ensure participation of stakeholders in the formulation of policy, strategy and programme for IWRM	Conduct awareness campaigns and consultative forums with key stakeholders	2003 – 2018	Participation of key stakeholders in IWRM.	Member States, Secretariat & key stakeholders

TABLE 4.12 SUSTAINABLE FOOD SECURITY

PRIORITY INTERVENTION AREA: Sustainable Food Security

GOAL: Achieve lasting access to safe and adequate food at all times by all people in SADC for an active and health life

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To improve food availability through increased production, productivity and profitability of crops, livestock and fisheries	<p>Improving access to land by small-scale farmers</p> <p>Promoting farmers access to key agricultural inputs such as improved seeds, fertiliser/ manure, drug/pesticides and credit.</p>	<p>Establish a technical facility to support land reform programmes</p> <p>Increase fertiliser consumption from 44.6 kilograms per hectare of arable land to 65 kilograms per hectare of arable land (world average is 98.8Kg/ha)</p>	<p>2005 – 2006</p> <p>2004 – 2015</p>	<p>Number of resources poor and women farmers accessing land</p> <p>Average yields per hectare; food production per capita; food trade data; purchases of agricultural inputs; and Food Balance Sheet.</p>	SADC Secretariat, FANR, Directorate, other Directorates, Member States, Farmers, Private Sector and ICPs
Promoting efficient irrigation systems	Promoting efficient irrigation systems	Double cropland under irrigation from 3.5% to 7% as percentage of the total	2004 – 2015	Irrigated land	
Strengthening research-farmer-extension linkages to facilitate dissemination and adoption of technologies (including biotechnology) to farmers and other stakeholders	Strengthening research-farmer-extension linkages to facilitate dissemination and adoption of technologies (including biotechnology) to farmers and other stakeholders	Double the adoption rate of proven technologies such as improved seed varieties, management of water and land	2004 – 2015	Adoption rates for improved seeds, fertilisers and other inputs	
Improvement of soil fertility through use of appropriate technologies	Improvement of soil fertility through use of appropriate technologies	Increase cereal yield in kilograms per hectare from an average of 1,392 during to 2,000 (world average)	2004 – 2015	Increased cereal yields per hectare.	

TABLE 4.12 SUSTAINABLE FOOD SECURITY *continued*

PRIORITY INTERVENTION AREA: Sustainable Food Security

GOAL: Achieve lasting access to safe and adequate food at all times by all people in SADC for an active and health life

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Improvement of soil fertility through use of appropriate technologies	Promoting diversification and intensification of agricultural production systems			More diverse crop and livestock systems	Member States & Secretariat
Protecting the environment and promoting sustainable use and management of natural resources, including Land, Fisheries, Forestry, and Wildlife				Land under forest, land area protected, GDP per unit of energy use, and pollutants emissions per capita	
Empowering women to have access to key productive resources including land, credit and training.		Gender mainstreaming and legislation.	2004 – 2015	Increased number of women owning land, accessing credit, training etc. Laws which provide women with land rights	
Encouraging the involvement of commercial or large-scale farmers in food crop production through appropriate policies					
Prevention and progressive control of trans-boundary animal diseases		Reduce incidences of TADs particularly FMD by half by 2015 with ultimate objective of elimination	Current spread of FMD stopped by 2005	Reduced incidences of TADs	

TABLE 4.12 SUSTAINABLE FOOD SECURITY *continued*

PRIORITY INTERVENTION AREA: Sustainable Food Security

GOAL: Achieve lasting access to safe and adequate food at all times by all people in SADC for an active and health life

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To improve access to food through transformation of subsistence agriculture to commercial production and promotion of rural industries	Promoting effective coordination and linkages between FANR and other areas in particular, Trade, Industry, Health, Water, Transport and Communications	Increase the daily per capita dietary energy and protein intake from 2,1600 kcal to 2,700 kcal and 49g to 68g by 2015 respectively	2004 – 2015	Proportion of people suffering from hunger; earnings; household income and expenditure survey data; value added in agri-business, level of employment in formal and informal sectors, and Food Balance Sheet	SADC Secretariat, FANR Directorate, other Directorates, Member States, Farmers, Private Sector and NGOs
	Promoting rural non-farm income generating activities, including agro-processing	Halve the proportion of people suffering from hunger by 2015			
	Promoting entrepreneurship development in rural areas.				
	Promoting Agri-Business				
	Promoting effective food preservation and storage technologies				
	Improving rural infrastructure for rural industries including provision of electricity, water and banking services				

TABLE 4.12 SUSTAINABLE FOOD SECURITY *continued*

PRIORITY INTERVENTION AREA: Sustainable Food Security

GOAL: Achieve lasting access to safe and adequate food at all times by all people in SADC for an active and health life

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To improve nutritional value of food consumed	Promoting standardisation and improving quality of processing, packaging, preparation and preservation of food. Promoting consumer/- food education and awareness. Promoting food safety and in particular the safe use of biotechnology. Promoting the consumption of nutritious food, especially among vulnerable groups, such as people living with HIV AND AIDS, under five children, pregnant women and old people.	Halve the proportion of underweight children who are less than five years by 2015	2004 – 2015	Average per capita dietary energy intake levels, proportion of underweight children and Food Balance Sheet	SADC Secretariat, FANR Directorate, other Directorates, Member States, Private Sector and Consumer Associations
	Promoting food fortification, particularly for micronutrients. Promoting effective coordination with other stakeholders, particularly Water and Infrastructure				

TABLE 4.12 SUSTAINABLE FOOD SECURITY *continued***PRIORITY INTERVENTION AREA:** Sustainable Food Security**GOAL:** Achieve lasting access to safe and adequate food at all times by all people in SADC for an active and health life

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Reduce impact of food related disasters through forecasting, prevention, mitigation and recovery from adverse effects of natural disasters	Broadening and strengthening the early warning system to cover food availability, access to food, information on staple food markets, and information on crop and livestock pests and diseases	Develop an integrated regional agricultural information management system based on existing networks	As and when there has been crisis.	Timely information on food availability, access to food, and food markets	SADC Secretariat, FANR Directorate, Member States and Private Sector
Promoting food related safety nets	Promoting food related safety nets	Harmonise and coordinate National Emergency Preparedness plans	For the safety nets, as the crisis occurs	Safety nets	
Adopting measures to ensure availability of and access to agricultural inputs; and rehabilitate land and infrastructure.	Adopting measures to ensure availability of and access to agricultural inputs; and rehabilitate land and infrastructure.				
Promote food related safety nets	Promote food related safety nets				
Establishing a food reserve facility.	Establishing a food reserve facility.	Facilitate the implementation of the Facility	2005 – 2008	Food Reserve Facility (funds, physical stocks and guarantee schemes)	

TABLE 4.12 SUSTAINABLE FOOD SECURITY *continued*

PRIORITY INTERVENTION AREA: Sustainable Food Security

GOAL: Achieve lasting access to safe and adequate food at all times by all people in SADC for an active and health life

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Institutional Framework and capacity building	Developing relevant legal instruments to foster cooperation in Food Security, Agriculture, and Natural Resources	Relevant legal instruments on Food Security and Agriculture	2004 on wards for new protocols/ MOUs	Protocol and MOUs	SADC Secretariat, FANR Directorate, Private Sector, Member States and ICPS
	Developing a Medium-term Action Plan for FANR addressing food security issues	Medium-term Action Plan on food security	2000 – 2005 for developing the Action Plan	Action Plan	
	Completion of the Annex to the Trade Protocol on Sanitary and Phytosanitary measures	Completion of the Annex to the Trade Protocol	2004 – 2005	SPS Annex to the Trade Protocol	
	Implementation of existing Protocols on Fisheries, Forestry and Wildlife	Implementation of existing protocols on Fisheries, Forestry and Wildlife on-going up to 2015	2004 – 2005		
	Capacity building to implement strategies highlighted in the RISDP	Develop capacity for food security management and policy formulation in Member States and the region.	2004 – 2005	Increased numbers of people trained and improved policies on food security	

TABLE 4.13 HUMAN AND SOCIAL DEVELOPMENT AND SPECIAL PROGRAMMES

PRIORITY INTERVENTION AREA: Priority Intervention Area: Social, Human Development and Special Programmes

Goal: To improve the availability of educated, skilled, healthy, productive and efficient human resource for the promotion of equitable economic growth, sustainable socio-economic development of the SADC region and enhancement of its competitiveness in the global economy.

OBJECTIVES	STRATEGIES	MEASURES	INDICATORS	TIME FRAMES	RESPONSIBILITY
To increase access to quality and appropriate education, training, welfare and social development, nutrition, health, cultural, sporting services and information, including science and technology and ICT.	Coordination, harmonisation, monitoring the implementation and engendering of regional policies, strategies and protocols on education, training, health, nutrition, welfare and social development, culture, information and sports for combating human poverty and HIV and AIDS.	Review national policies; coordinate the harmonisation, monitoring the implementation of gender-sensitive policies in education, training, health, nutrition, welfare and social development, culture, information and sports.	Policies on education, training, health, nutrition, welfare and social development, culture, information and sports harmonised.	2005 – 2015	Member States and Secretariat;
		Coordinate and monitor the ratification and implementation of Protocols, conventions and other legal instruments in the above-mentioned areas.	Protocols conventions and other legal instruments in above-mentioned areas ratified and being implemented.	2005 – 2015	Member States Secretariat, Stakeholders and cooperating partners
		Increase allocation of resources as a share of GDP to above-mentioned areas, including the combating of HIV and AIDS, TB, malaria and other major diseases	Universal primary education achieved; secondary and tertiary net enrolment ratios increased; gender disparities in education and training eliminated.	2005 – 2015	Member States and Secretariat
		Under-five Mortality Rates reduced by two thirds; Maternal Mortality Rates reduced by three quarters.			Member States & Secretariat

TABLE 4.13 HUMAN AND SOCIAL DEVELOPMENT AND SPECIAL PROGRAMMES

PRIORITY INTERVENTION AREA: Priority Intervention Area: Social, Human Development and Special Programmes

Goal: To improve the availability of educated, skilled, healthy, productive and efficient human resource for the promotion of equitable economic growth, sustainable socio-economic development of the SADC region and enhancement of its competitiveness in the global economy.

OBJECTIVES	STRATEGIES	MEASURES	INDICATORS	TIME FRAMES	RESPONSIBILITY
To increase the supply and availability of qualified personnel in critical skills areas, including science and technology and ICT.	Establishment of centres of specialisation and excellence in critical skill areas; standardization of the qualification and accreditation systems;	Design and coordinate mechanisms for the joint procurement and production of essential drugs for the combating of HIV and AIDS, TB and major diseases. Design intra-regional skills development programmes; harmonize accreditation and qualification systems and frameworks ;	The spread of HIV and AIDS and other deadly diseases halted in all Member States and their incidence reversed. Centres of excellence and specialization; standardized educational and training qualification systems and frame-works;	2005 – 2015 2005 – 2015	Member States, Stakeholders and Secretariat Member States, Stakeholders and Secretariat
To consolidate cultural ties and promote the spirit of regional identity as well as the integration of labour markets.	Establishment of exchange and cultural programmes and mechanisms in the areas of culture, labour and sports for key stakeholders	Design and facilitate the implementation of exchange and cultural programmes as well as framework for the free movement of labour	Cultural and exchange Programmes and framework for the free movement of labour in place.	2005 – 2015	Member States, Stakeholders and Secretariat
To increase employment and income generating opportunities.	Harmonisation and coordination of policies, for enhancing the labour absorptive capacity of the SADC economy;	Institute policy dialogue among stakeholders and tripartite partners on employment creation and on retention of high level personnel and combat HIV and AIDS.	Policies on labour and employment harmonised and mechanisms for policy dialogue in place.	2005 – 2015	Member States, Stakeholders and Secretariat

TABLE 4.13 HUMAN AND SOCIAL DEVELOPMENT AND SPECIAL PROGRAMMES

PRIORITY INTERVENTION AREA: Priority Intervention Area: Social, Human Development and Special Programmes

Goal: To improve the availability of educated, skilled, healthy, productive and efficient human resource for the promotion of equitable economic growth, sustainable socio-economic development of the SADC region and enhancement of its competitiveness in the global economy.

OBJECTIVES	STRATEGIES	MEASURES	INDICATORS	TIME FRAMES	RESPONSIBILITY
To stem the loss of personnel through brain drain and mitigate the impact of HIV and AIDS on the workforce.	Harmonisation and coordination of policies to attract and retain of skilled personnel as well as to mitigate the impact of the HIV and AIDS pandemic	Design and coordinate the implementation of policies and strategies for the retention and motivation of skilled personnel as well as alleviate the impact of HIV and AIDS	Policies on labour retention and mitigation of the impact of HIV and AIDS in place.	2005 – 2015	Member States, Stakeholders and Secretariat.
To increase media diversity as well as increased access to the media to the population of SADC, including promoting behavioural change to combat HIV and AIDS.	Harmonise and coordination of media and information policies and programmes	- increased investment in the both the print and electronic media and communications infrastructure - use of indigenous languages in the dissemination of information	Media diversity and wide access to information especially by the rural community and disadvantaged groups	2005 – 2015	Member States, Stakeholders and Secretariat.
To adopt labour standards and social security provisions that promote conducive labour market environment;	Harmonisation of policies on labour standards, social protection; monitor the implementation of the ILO Core Conventions; and regional labour policy Frameworks;	Ratification and implementation of ILO Core Conventions; development of regional labour policy frameworks that are supportive of a competitive labour market.	Harmonised policies on labour standards and social protection; ILO Core Conventions ratified and implemented;	By 2007	Member States, Stakeholders, Social partners and Secretariat.
To improve productivity and labour - management relations	Formulation and harmonization of policies and programmes on productivity and harmonious labour-management relations	Review and align national policies and programmes on productivity and strengthen tripartism in SADC integration agenda.	Productivity policies and programmes in place and tripartism maintained	By 2007	Member States, Stakeholders, Social partners and Secretariat.

TABLE 4.14 COMBATING ILLICIT DRUGS

PRIORITY INTERVENTION AREA: Drug Control: Combating Illicit Drugs

OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
A better investment climate and faster economic growth in the SADC region by reduced production, trafficking and abuse of illicit drugs and related criminal activities such as corruption and money laundering.	Mainstreaming of Drug Control concerns into the relevant sub-sectors SADC Directorates, including the Gender Unit. Regional capacity development in drug demand and supply reduction.	Regular inputs on drug control/ substance abuse issues into Directorates, including Gender Unit. Develop regional networks to share information on drug abuse and trafficking trends, and national policy implications.	2005 – 2010	Drug control/ substance abuse concerns incorporated into development projects/proposals. Regional networks in drug abuse epidemiology & supply and demand reduction measures established.	SADC Secretariat Member States
	Support to regional anti-corruption and anti-money laundering activities	Assistance with the establishment of regional anti-corruption & anti-money laundering programmes		Regional and national structures established and functional re anti-corruption and anti-money laundering; collaboration with Drug Control structures to update policy implications regularly	

Glossary

Adult literacy rate is the percentage of people aged 15 and above who can, with understanding, both read and write a short, simple statement on their everyday life.

Affirmative action refers to programmes designed to remedy effects of past and continuing discriminatory practices in the recruiting, selecting, developing and promoting of women or other disadvantaged groups. Affirmative action programmes seek to create systems and procedures to prevent future discrimination by ensuring an equality of outcomes, such as quota percentages, timetables, and affirmative action training programmes.

Aid refers to flows that qualify as official development assistance (ODA) or official aid. Also known as foreign aid.

Aquaculture means all activities aimed at producing in restricted areas, processing and marketing aquatic plants and animals from fresh, brackish or salt waters.

Balance of payments is a summary statement of a nation's financial transactions with the outside world.

Budget deficit or surplus refers to central government current and capital revenue and official grants received, less total expenditure and lending minus repayments.

Chronic diseases means diseases having a long course.

Common market is a form of economic integration in which there is free internal trade, a common tariff, and free movement of labour and capital among partner states.

Community means the organisation for economic integration established by Article 2 of the SADC Treaty.

Community based wildlife management means the management of wildlife by a community or group of communities, which has the right to manage the wildlife and to receive the benefits from that management.

Comparative advantage. A country has a comparative advantage over another if in producing a commodity it can do so at a relatively lower opportunity cost in terms of the forgone alternative commodities that could be produced.

Conservation means the protection, maintenance, rehabilitation, restoration and enhancement of natural resources and includes the management of the use of natural resources to ensure the sustainability of such use.

Corridor means a major regional transportation route along which a significant proportion of Member States' or

non-Member States' regional and international imports and exports are carried by various transport modes, the development of which is deemed to be a regional priority.

Corruption means any act referred to in Article 3 of the Protocol Against Corruption and includes bribery or any other behaviour in relation to persons entrusted with responsibilities in the public or private sectors which violates their duties as public officials, private employees, independent agents or other relationships of that kind and aimed at obtaining undue advantage of any kind for themselves or others.

Council refers to the Council of Ministers of SADC established by Article 9 of the SADC Treaty.

Culture means, as the totality of a people's way of life, the whole complex of distinctive spiritual, material, intellectual and emotional features that characterise a society or social group, and includes not only arts and literature, but also modes of life, the fundamental rights of the human being, value systems, traditions and beliefs.

Current account balance is the difference between exports of goods and services plus inflows of unrequited official and private transfers, and imports of goods and services plus unrequited transfers to the rest of the world. Included in this figure are all interest payments on external public and publicly guaranteed debt.

Customs union is a form of economic integration in which two or more nations agree to free all internal trade while levying a common external tariff on all non-member countries.

Debt burden is the sum of interest payments and repayments of principal on external public and publicly guaranteed debt expressed as percentage of export of goods and services.

Deep integration refers to profound and far reaching regional co-operation and integration in terms of the breadth and depth of the areas covered and in the mechanisms for reaching and enforcing common decisions.

Demand reduction, as used with respect to illicit drugs, means those measures that encompass all primary,

secondary and tertiary activities taken to reduce, and to deter the use of illicit drugs.

Development is the process of improving the quality of all human lives. Important aspects of development are raising people's living levels, creating conditions conducive to the growth of people's self-esteem and increasing people's freedom of choice.

Development integration is an approach to regional integration that combines coordination of programmes/-projects with trade and factor market liberalisation.

Direct taxes are taxes levied directly on individuals or businesses; e.g., income taxes.

Disability means any restriction or lack of ability to perform an activity in the manner or within the range considered normal for a human being.

Distance education means a system of learning and teaching that is grounded in the principles of open and resource-based learning and takes place in different contexts at a multiplicity of sites, through a variety of mechanisms and learning and teaching approaches.

Dropout rate is the proportion of school-aged children who do not complete a particular school cycle.

Drugs means any narcotic drug or psychotropic substance.

Double taxation is the situation in which the same tax base is taxed more than once.

Economic co-operation means two or more countries working together to promote their common economic interests through joint projects and programmes, physical or otherwise.

Economic growth is the steady process by which the productive capacity of the economy is increased over time to bring about rising levels of national output and income.

Economic integration is the merging to varying degrees of the economies and economic policies of two or more countries in a given region.

Enrolment ratio, gross is the number of students enrolled in a level of education, regardless of age, as a percentage of the population of official school age for that level. The combined gross primary, secondary and tertiary enrolment ratio refers to the number of students at all these levels as a percentage of the population of official school age for those levels.

Energy pooling refers to co-operation among parties or entities in development, transmission, conveyance and storage of energy in order to obtain optimum reliability of service, economy of operation, and equitable sharing of costs and benefits.

Equal opportunity measures seek to provide women with an enabling environment and optimum conditions to reach equal status with men.

Export duties means any duties or charges of equivalent effect imposed on, or in connection with, the exportation of goods from any Member State to a consignee in another Member State.

External debt is the debt owed by a country to non-residents that is repayable in foreign currency, goods or services.

Fish means any aquatic plant or animal, and includes eggs, larvae and all juvenile stages.

Fishing means all activities directly related to the exploitation of living aquatic resources and includes transshipment.

Fish stock means a population of fish, including migratory species, which constitutes a coherent reproductive unit.

Foreign direct investment is capital provided by a foreign investor to an affiliate enterprise abroad in the form of equity capital or re-invested earnings or loans.

Free trade area is a form of economic integration in which there exists free internal trade among member countries but each member is free to levy different external tariffs against non-member nations.

Gender refers to the socially and culturally constructed roles, privileges, responsibilities, power and influence, social relations, expectations and value of men and women, girls and boys. There are significant differences in what women and men can or cannot do in one society when compared to another. In all cultures, the roles of women and men are distinct, as are their access to productive resources and their authority to make decisions. Typically, in most cases, men are held responsible for the productive activities outside the home, while the domain of women are the reproductive and productive activities within the home. In most societies, women have limited access to income, land, credit, education, limited ownership and control over these resources.

Gender and Development (GAD) approach originated from the analysis of the social relations between women and men to explain why women were still marginally benefiting from development processes despite the fact that their specific contributions were being recognized. GAD approaches correlate unequal gender relations and the unequal access to natural, social and economic resources. This approach does not consider women, their roles, needs and aspirations, in isolation from those of men. Indeed, the responsibilities assigned to women differ among households, communities and societies but they are all determined in relation to those of men. It is the social arrangements of these responsibilities between women and men that are the main focus of GAD policies.

Gender empowerment is a process of awareness and capacity-building leading to greater participation in transformative action, to greater decision-making power and control over one's life and other processes. Empowerment of women as a policy objective implies that women legitimately have the ability and should, individually and collectively, participate effectively in decision-making processes that shape their societies and their own lives, especially about societal priorities and development directions.

Gender equality is based on the idea that no individual should be less equal in opportunity, access to resources and benefits or in human rights than others. It is based on the notion that "all people are created equal therefore

should have equal share of the world's resources and benefits". In this case, therefore, women and men have an equal right to access and control over resources and benefits, participation in politics and decision making, gainful employment, and so forth.

Gender equity, though often used interchangeably with gender equality, is a very distinct concept. Equity programmes favour treating women and men differently in order to achieve the equal status of women and men. Such programmes are based on the premise that if women and men were treated the same way (equally) there would be a risk of reaching unfair outcomes due to original disparities.

Gender gap is any statistical gap between the measured characteristics of men and women in areas such as educational attainment, wage rates, or labour force participation.

Gender mainstreaming is defined by the United Nations as the: process of assessing the implications for women and men of any planned action, including legislation, policies and programmes, in any area and at different levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension in the design, implementation, monitoring and evaluation of policies and programmes, in all political, economic and societal spheres so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

Gender-related Development Index (GDI) is a composite index using the same variables as the Human Development Index. The difference is that the GDI adjusts the average achievement of each country in life expectancy, educational attainment and income in accordance with the disparity in achievement between women and men.

Gender responsive budgeting asks if women's and men's needs and interests are included. A gender budget demonstrates recognition of different needs, privileges, rights and obligations that women and men have in society. It recognises the differential contribution of men and women in production of goods, services and human labor in mobilizing and distributing resources. It is a tool

of analysis in which the government budget is disaggregated and the effect of expenditure and revenue policies-especially on poor-women is analyzed.

Globalisation is the increasing integration of national economies into expanding international markets.

Gross domestic investment refers to outlays for additions to fixed assets of both the private and public sectors plus the net value of inventory changes.

Gross domestic product is the total final output of goods and services produced by the country's economy, within the country's territory, by residents and non-residents.

Gross domestic savings is the amount of gross domestic investment financed from domestic output.

Gross national product is the total domestic and foreign output claimed by residents of a country. It comprises gross domestic product plus net factor income from abroad.

Gross national savings is the sum of gross domestic savings and net foreign savings.

Health promotion means the process of enabling people to increase control over, and to improve their health.

Human capital or human capabilities are the productive investments embodied in human persons. These include skills, abilities, ideals, and health resulting from expenditures on education, on-the-job training programmes and medical care.

Human development is the process of enlarging people's choices so that they can live a long and healthy life, be educated, have access to resources for a decent standard of living, enjoy political, economic, social and cultural freedoms, and have human rights, self-esteem and opportunities for being creative and productive.

Human Development Index (HDI) is a composite index based on three indicators: longevity, as measured by life expectancy at birth; educational attainment, as measured by a combination of adult literacy (two-thirds weight) and the combined gross primary, secondary and tertiary

enrolment ratio (one-third weight); and standard of living, as measured by per capita GDP (in PPP US\$).

Human Poverty Index for developing countries measures deprivation in three dimensions of human life; namely, longevity, knowledge and decent standard of living.

Illicit drug trafficking means the offences set forth in Article 3, Paragraphs 1 and 2 of the 1988 UN Convention Against Illicit Drugs and Psychotropic Substances.

Illiteracy rate (adult) is calculated as 100 minus the adult literacy rate.

Import duties means customs duties or charges of equivalent effect imposed on, or in connection with, the importation of goods consigned from any Member State to a consignee in another Member State.

Indirect taxes are taxes levied on goods and services.

Infant mortality rate is the number of deaths among children between birth and one year of age per 1,000 live births.

Inflation is the phenomenon of rising prices.

Infectious diseases are diseases that can be passed on from one person to another.

Informal sector is that part of the economy of developing countries characterised by small competitive individual or family firms, petty retail trade and services, labour-intensive methods, free entry and outside official regulation and control.

Information means knowledge, statistics, reports, and various forms and acts of expressions which are recorded or coded including books, audio, video tapes and electronic digitalisation.

Integrated Committee of Ministers means the Integrated Committee of Ministers established by Article 9 of the SADC Treaty.

Interest rate is the amount paid on credit or deposits.

Labour productivity is the level of output per unit of labour input, usually measured as output per worker-hour or worker-year.

Life expectancy at birth is the number of years a newborn infant would live if prevailing patterns of mortality at the time of birth were to stay the same throughout the child's life.

Macroeconomic convergence is a situation where two or more countries are pursuing similar stabilisation policies and their principal macroeconomic variables are moving towards equality.

Macroeconomic stability is a situation in which a country has low inflation accompanied by falling budget and trade deficits and a low rate of expansion of the money supply.

Mariculture is the breeding of fish in offshore ponds.

Maternal mortality rate is the annual number of deaths of women from pregnancy-related causes per 100,000 live births.

Media means all means, vehicles or channels of communication including print media, broadcast media, film, video and new information technology.

Money laundering means engaging directly or indirectly in a transaction that involves money or property which is proceeds of crime or receiving, processing, conceiving, disguising, transforming, converting, disposing of, removing from, bringing into any territory, money or property that is the proceeds of crime.

Monetary policy refers to activities of central banks designed to influence financial variables such as money supply and interest rates.

Non-tariff barrier means any barrier to trade other than import and export duties.

Organ means the Organ on Politics, Defence and Security Cooperation established by Article 9A of the SADC Treaty.

Policy coordination refers to voluntary and largely

unenforceable alignments of national policies and measures in particular fields.

Policy harmonisation refers to agreement on the manner in which each member state will exercise or use a particular instrument over which it retains control.

Portfolio investment refers to financial investments by private individuals, corporations, pension funds and mutual funds in shares, bonds, certificates of deposit and notes issued by companies and public agencies.

Poverty is the situation facing those in society whose material needs are least satisfied. Inability to afford an adequate standard of consumption because of low income is referred to as income poverty. If, apart from low income, a country is characterised by malnutrition, poor health, low survival rates, low literacy levels, inadequate housing and living conditions, etc., then there is human poverty.

Primary health care means essential health care based on appropriate, acceptable methods and technology, made universally accessible through community participation.

Privatisation is the sale of public assets to individuals or private business interests.

Protocol means an instrument of implementation of the SADC Treaty, having the same legal force as the Treaty.

Public health means the effort of society to protect, promote and restore the people's health through health-related activities in order to reduce the amount of diseases, premature death, and reduce discomfort and disability in the population.

Region means the geographical area of the Member States of SADC.

Regional Development Fund means the Regional Development Fund established by Article 26A of the SADC Treaty.

Regional Indicative Strategic Development Plan means a plan, based on the strategic priorities and SADC Common Agenda, designed to provide strategic direction

with respect to SADC projects and activities.

Reproductive health means the state of complete physical, mental, and social well-being and not merely the absence of diseases or infirmity, in all matters related to the reproductive system and to its functions and processes.

SADC Common Agenda means the set of fundamental principles and values, referred to in Article 5A of the SADC Treaty, that will guide the integration agenda of the organisation.

SADC National Committee means a SADC National Committee established by Article 9 of the Treaty.

Secretariat means the Secretariat of SADC established by Article 9 of the Treaty.

Shared watercourse means a watercourse passing through or forming the border between two or more states.

Small arms include light machine guns, sub-machine guns, including machine pistols, fully automatic rifles and assault rifles and semi-automatic rifles.

Substantive gender equality means genuine, actual or real gender equality; in other words, gender equality that is not slight but substantial.

Summit means the Summit of Heads of State or Government of SADC established by Article 9 of the Treaty.

Sustainable development is a pattern of development that permits future generations to live at least as well as the current generation.

Sustainable use means use in a way and at a rate that does not lead to the long-term decline of natural resources.

Terms of trade is the ratio of a country's average export price to the average import price; also known as the commodity terms of trade.

Transfrontier conservation area means the area or the

component of a large ecological region that straddles the boundaries of two or more countries, encompassing one or more protected areas, as well as multiple resource use areas.

Tribunal refers to the board constituted to ensure adherence to and the proper interpretation of the provisions of the SADC Treaty and subsidiary instruments and to adjudicate upon disputes referred to it.

Troika means the system referred to in Article 9 of the SADC Treaty.

Under-development is an economic situation in which there are persistent low levels of living in conjunction with absolute poverty, low income per capita, low rates of economic growth, low consumption levels, poor health

services, high death rates, high birth rates, dependence on foreign economies, and limited freedom to choose among activities that satisfy human wants.

Underemployment is a situation in which persons are working less than they would like to work.

Unemployment is a situation in which people are without jobs either because they are unwilling to accept available jobs or because there are no jobs available.

Value addition is the amount of a product's value in final or semi-processed form over and above the value in its raw form.

Wildlife means animal and plant species occurring within natural ecosystems and habitats.



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