



STATUS OF IMPLEMENTATION OF SADC  
PROTOCOL ON TRADE, SADC  
INDUSTRIALISATION STRATEGY AND ROAD MAP,  
AND SADC REGIONAL AGRICULTURAL POLICY

**November 2020**

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**A Southern Africa Trust publication**



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## LIST OF ACRONYMS / ABBREVIATIONS

Acronym	Explanation
ADF	SADC Agricultural Development Fund
AEO	Authorised Economic Operator
AfCFTA	African Continental Free Trade Area
AFFM	African Fertilizer Financing Mechanism
AIMS	Regional Agricultural Information Management System
AIMS	Agricultural Information Management System
AnGR	Animal Genetic Resources
ARV	Anti-retroviral value chains
ASEAN	Association of South East Asian Nations
AU	African Union
BIAT	Boosting Intra-Africa Trade
CBM	Coordinated Cross Border Management
CCARDESA	Centre for Coordination of Agricultural Research for Southern Africa
CITES	Convention on International Trade in Endangered Species
COMESA	Common Market for Eastern and Southern Africa
COMESA	Common Market for Eastern and Southern Africa
DIFID	Department for International Development
EAC	East African Community
EPA	The EU-SADC Economic Partnership Agreement
FANR	Food Agriculture and Natural Resources
FAO	Food and Agriculture Organisation of the United Nations
FCS	Food Consumption Score
FCS	Food Consumption Score
FIES	Food Insecurity Experience Scale
FLEGT	Forest Law Enforcement Governance and Trade
FMD	Food and Mouth Disease
FNSS	Food and Nutrition Security Strategy
FTA	SADC Free Trade Area
GDP	Gross Domestic Product
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GMO	Genetically Modified Organism
HSRS	The SADC Harmonised Seed Regulatory System
ICPs	International Cooperating Partners
IDPF	Industrial Development Policy Framework
IPR	Intellectual Property Rights
IUMP	Industrial Upgrading and Modernisation Programme
IUU	Illegal unreported and unregulated fishing
MDGs	Millennium Development Goals
MVA	Manufacturing Value Added
MVA	manufacturing value added

NAFTA	North American Free Trade Agreement
NBF	The NEPAD Business Foundation
NEPAD	New Partnership for International Development
NMSs	National Meteorological Services
NTB	Non-Tariff Barriers
NTMs	Non-tariff measures
PGR	Plant Genetic Resource
PPD	Public-Private Dialogue
PTIS	The Protocol on Trade in Services
RAIP	Regional Agricultural Investment Plan
RAP	Regional Agricultural Policy
REC	Regional Economic Community
RECs	Regional Economic Communities
RISDP	Regional Indicative Strategic Development Plan
RISDP	Regional Indicative Strategic Development Plan
RSAP	The SADC Regional Strategic Action Plan
RVAA	The SADC Regional Vulnerability Assessment and Analysis
SACU	Southern African Customs Union
SADC	Southern African Development Community
SADCC	Southern African Development Coordination Conference
SAFAC	Southern African Forum Against Corruption
SDC	and the Swiss Development Agency
SDIS	SADC Documentation & information systems
SIPO	Strategic Indicative Plan for the Organ on Politics, Defence and Security Cooperation
SIPS	SADC Industrialisation and Productive Sectors
SISR	SADC Industrialisation Strategy and Roadmap
SISR	SADC Industrialisation Strategy and Roadmap
SISR	Strategy Roadmap
SNRL	SADC National-Regional Linkages Programme
SPA	SADCC's Programme of Action
SPS	Sanitary and Phyto-Sanitary
STI	Science, Technology and Innovation
STR	Simplified Trade Regime
TADs	Trans-boundary Animal Diseases
TFP	Trade Facilitation Programme
TIDOs	Trade Information Desks and Trade Information Desk Officers
TNF	Trade Negotiating Forum
TRF	Trade Related Facility
TUPNR	Transboundary Use and Protection of Natural Resources
WTO	World Trade Organisation

# CHAPTER ONE: INTRODUCTION

## 1. BACKGROUND AND CONTEXT

This paper is produced with the financial support of GIZ through the “Strengthening National-Regional Linkages” (SNRL) Programme, a partnership programme between SADC and the German Federal Ministry for Economic Cooperation and Development (BMZ) with co-funding by the European Union (EU). The programme, which currently provides support to 10 Southern African Development Community (SADC) Member States (Botswana, Democratic Republic of Congo, Eswatini, Lesotho, Malawi, Mauritius, Mozambique, Namibia, Tanzania and Zambia), is being implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

### 1.1. Background

Commissioned by the Southern Africa Trust (SAT) with the support of GIZ, this paper analyses and provides an overview of the status of implementation of three Southern African Development Community (SADC) policy frameworks, namely: the SADC Protocol on Trade; the SADC Industrialisation Strategy and Road Map (2015 – 2063); and the SADC Regional Agricultural Policy. The paper focused on examining:

- a. The successes, challenges and constraints the SADC region has faced in the implementation of the three selected strategic frameworks;
- b. How the COVID-19 pandemic has affected the implementation of these frameworks; and
- c. What opportunities exist to facilitate the effective implementation of these frameworks going forward.

The paper is expected to provide policy recommendations and is structured into Chapters as follows:

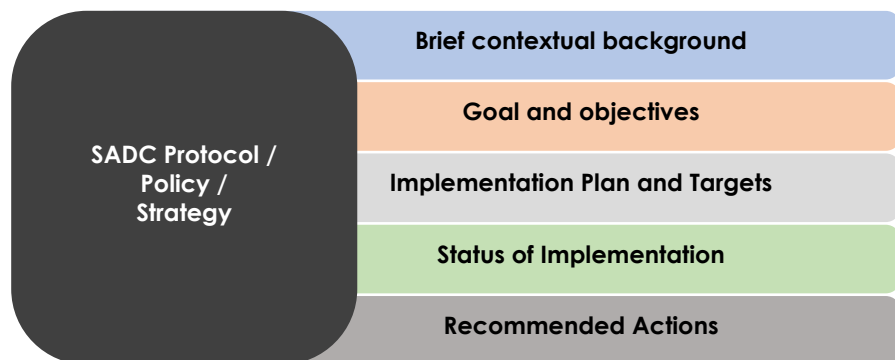
- **Chapter 1** presents a brief overview of the Southern African Development Community (SADC), definition of selected terms, brief overview of the SADC Treaty;
- **Chapter 2** presents a brief overview of SADC guiding frameworks with the view to providing an anchor for the selected protocols and frameworks to be analysed in further detail, and an overview of the overall results framework of SADC’s strategic orientation;
- **Chapter 3** presents the overview and status of implementation of the SADC Protocol on Trade, how COVID-19 has affected its implementation and what opportunities exist to facilitate its effective implementation going forward;
- **Chapter 4** presents the overview and status of implementation of the SADC Industrialisation Strategy and Road Map (2015 – 2063), how COVID-19 has affected its implementation and what opportunities exist to facilitate its effective implementation going forward;
- **Chapter 5** presents the overview and status of implementation of the SADC Regional Agricultural Policy, how COVID-19 has affected its implementation and what opportunities exist to facilitate its effective implementation going forward;
- **Chapter 6** draws key conclusions and makes overall recommendations.

To allow for a grounded understanding of the status of implementation of the selected protocol,





strategy and policy, Chapters 3, 4 and 5 will be structured to present the following:



In the discussions on 'status of implementation', successes, challenges, constraints and bottlenecks to implementation of the selected frameworks will be outlined. Issues emerging from these discussions and those on the impact of COVID-19 on implementation will form the basis for the closing Chapter.

## 1.2. Context

The Southern African Development Community (SADC) comprises sixteen member countries, Angola, Botswana, Comoros, Democratic Republic of Congo (DRC), Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Republic of Tanzania, Zambia and Zimbabwe. The countries are diverse both economically and in their resource endowments. Overall, the region has a wide range of natural resources including fisheries and forestry; an abundance of arable land; a generally favourable climate for growing food and non-food crops; an adaptable labour force; a decent network of core road, rail and port infrastructure; and rich mineral deposits. With these diverse endowments, the region has the potential to be the breadbasket of Africa and a significant global player (SADC 2012).

The evolution of SADC dates back to 1975 when the then Southern African states grouping generally referred to as the 'Front Line States' put together structures for the purpose of promoting regional co-operation. That marked the origins of the Southern African Development Coordination Conference (SADCC) which was created in 1980 by the then nine majority-ruled states of Southern Africa who were motivated to work together by the desire for political liberation of the region (SADC 2003). The region then was characterised by mass poverty, economic backwardness and threats of hostile governments particularly the then apartheid ruled South Africa. Against that background, SADCC's goal aimed to pursue economic liberation and promote economic and social development following political independence (SADC 2003; Schoeman 2009). This, the region believed, could be achieved by 'the forging of links to create a genuine and equitable regional integration' (SADC 1993) on the basis of sustainable integrated development of their economies (SADC 2003).

In response to the global integration trends in the 1990s that followed the end of the cold war, as well as in response to the African continental shifts led by the now African Union, and the political liberation of most countries in the Southern African region, SADCC was transformed in 1992 through the "Declaration and Treaty of the Southern African Development Community" (SADC 1992) from a loose association into a legally binding arrangement as a Community, the Southern African Development Community (SADC 2003; SADC 1993). This transformation was promoted by the desire to deepen economic integration with the aim of addressing mass poverty and the economic backwardness of the region.

## 1.3. Definition of Key Terms

To better understand this report, it is imperative that certain terms and conditions be defined. The

following are key terms (alphabetically) in this report:

<b>Council</b>	means the Council of Ministers of SADC established by Article 9 of the SADC Treaty.
<b>Member State</b>	means a member of SADC.
<b>Policy</b>	means a course or principle of action adopted or proposed by an organization or individual.
<b>Protocol</b>	means an instrument of implementation of the SADC Treaty and includes any amendment thereto. Unlike a policy of strategy, a SADC Protocol is legally binding on the State Parties.
<b>Strategy</b>	means a plan of action designed to achieve a long-term or overall aim ordinarily spelt out in a 'policy'. In this context, a strategy implements a policy
<b>Treaty</b>	means the SADC Treaty establishing SADC and includes any amendment hereto.

## 1.4. SADC Treaty and Protocols

Article 5 (Objectives) of the Treaty of SADC of 1992 articulates the main objectives of establishing SADC (SADC 1992). The key objective is to 'achieve development and economic growth, alleviate poverty, enhance the standard and quality of life of the people of Southern Africa and support the socially disadvantaged through regional integration' (SADC 1993). This and other economic and non-economic objectives are oftentimes referred to as the SADC Common Agenda. The SADC Common Agenda was a response to several issues and challenges identified in Article 21(3) (Areas of Cooperation) of the Treaty (SADC 1992). These challenges, which remain valid to today, included food security, land and agriculture; infrastructure and services; trade, industry, finance, investment and mining; social and human development and special programmes; science and technology; natural resources and environment; social welfare, information and culture; and politics, diplomacy, international relations, peace and security (SADC 1993).

To implement the provisions of the Treaty, SADC agreed, under Article 22 of the Treaty that Member States shall conclude protocols as may be necessary in each area of co-operation. Such protocols were to spell out the objectives and scope of and institutional mechanisms for cooperation and integration. Upon being ratified by two thirds of the SADC Member States, such protocols would come into force and become legally binding on the State Parties. As at 2020, the SADC region had developed 32 protocols. Annex 1 is a listing of these protocols, their objectives and briefly, some of the key challenges to their implementation. The ratification process of a protocol requires that it be domesticated at the national level implying that legislative provisions at the national level take such protocols into legal account.

# CHAPTER TWO: KEY SADC STRATEGIC FRAMEWORKS

## 2. CONTEXTUAL BACKGROUND

### 2.1. From Decentralised Sector Coordination to Centralised Approach to Implementing the SADC Regional Integration Agenda

Since 1992, SADC has signed at least 32 Protocols (Annex 1) with a few not yet having come into force. Up until 2005, SADC Member States were each assigned an area of focus and related protocols to implement. Table 1 are 21 sectors that SADC Member States were responsible for till 2001. In response to implementation challenges arising from this decentralised approach, the Report on the Review of Operations of SADC Institutions of 2001 recommended that a Regional Indicative Strategic Development Plan (RISDP) be developed (SADC 2001) to deepen the integration agenda of SADC with the view to accelerating poverty eradication and the attainment of other economic and non-economic development goals (SADC 2003) by enhancing the effectiveness and efficiency of implementation of various protocols, policies and strategies developed to implement the provisions of the SADC Treaty. The introduction of the RISDP was accompanied by the dismantling of the above decentralised coordination mechanism and in place, introduced for the implementation of SADC's protocols. This approach was replaced by the current centralised approach to implementing SADC protocols, policies and strategies through several technical Directorates of the SADC Secretariat.

**Table 1: SADC's Sector Co-ordinators (July 2001)**

<b>Angola:</b>	Energy Commission
<b>Botswana:</b>	Agricultural Research and Training; Live-stock Production and Animal Disease Control
<b>Lesotho:</b>	Environment and Land Management; Water
<b>Malawi:</b>	Inland Fisheries; Forestry; Wildlife
<b>Mauritius:</b>	Tourism
<b>Mozambique:</b>	Culture, Information and Sport; Transport and Communication Commission
<b>Namibia:</b>	Marine Fisheries; Legal Affairs
<b>South Africa:</b>	Finance and Investment; Health
<b>Swaziland:</b>	Human Resources Development
<b>Tanzania:</b>	Industry and Trade
<b>Zambia:</b>	Employment and Labour; Mining
<b>Zimbabwe:</b>	Crop Production; Food, Agriculture and Natural Resources

**Source: Isaksen et al 2001**

With respect to peace and security, the region also developed and adopted the Strategic Indicative Plan for the Organ on Politics, Defence and Security Cooperation (SIPO) whose main objective is to promote peace and security in the SADC region (SADC 2010) .

### 2.2. Regional Indicative Strategic Development Plan

Dubbed the 'main blueprint for the SADC programme of action' to guide regional integration in

SADC (SADC 2015), the first 15-year long SADC Regional Indicative Strategic Development Plan (RISDP) (SADC 2003), was approved by SADC Summit in August 2003 and was launched in Arusha, Tanzania in March 2004. It came into effect in 2005. In 2015, the RISDP was revised for the remaining 5 years to 2020. Structured on four pillars, the Revised RISDP's goal under the industrial development and market integration pillar was to facilitate competitive and diversified industrial development, trade and financial liberalization and integration, macroeconomic stability and convergence, as well as increased investment for deeper regional integration and poverty eradication (SADC 2015).

In the area of market integration for goods and services, the Revised RISDP objective was to increase intra and extra SADC-trade on the basis of fair, mutually equitable and beneficial trade arrangements. This was to be achieved through the consolidation of the SADC Free Trade Area (FTA) by addressing, among other measures: (a) the rules of origin; (b) implementation of tariff phase downs schedules; (c) accession by States not party to the SADC Trade Protocol; (d) non-tariff barriers to trade (NTBs); (e) trade facilitation; and (f) trade in services. All these are elements of the SADC Protocol on Trade.

In the area of sustainable industrial development, productive competitiveness and supply side capacity, the objective of the Revised RISDP was to promote regional value chains and increase value addition for agricultural and non-agricultural products through, among several measures: (a) the operationalisation of the Industrial Policy Framework which framed the basis for the SADC Industrialisation Strategy; and (b) the implementation of the Regional Agricultural Policy.

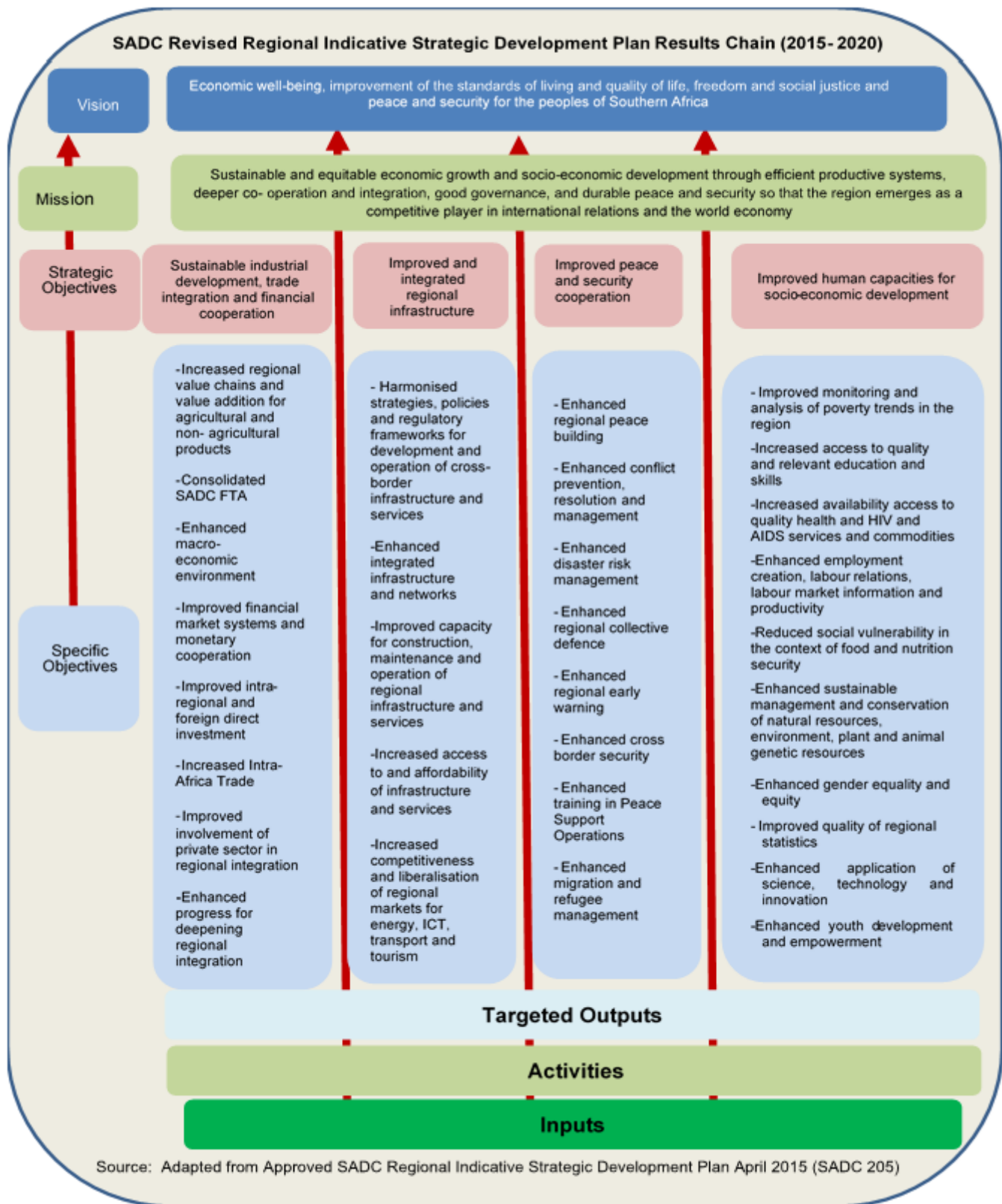
Deriving from the above, the focus of this paper on the SADC Protocol on Trade, the SADC Industrialisation Strategy and Road Map and the SADC Regional Agricultural Policy is coherently in synch with the strategic directions of the SADC Revised RISDP. Figure 1 depicts the Results Framework of the Revised RISDP and therefore the orientation the region agreed to towards enhancing and deepening regional integration in the SADC Region supported by four strategic objectives.

### 2.3. SADC Vision 2050 and RISDP 2020-2030

With the coming to an end of the Revised RISDP (2015 – 2020), a new 10-year strategic plan, the RISDP (2020 – 2030) was developed to guide the region towards attaining SADC Vision 2050. Both these strategic frameworks were approved in August 2020. The RISDP (2020-2030) combines what previously was the RISDP and the Strategic Indicative Plan for the Organ on Politics, Defence and Security Cooperation (SIPO). The new RISDP and Vision 2050 are both aligned to the African Union Agenda 2063.



Figure 1: SADC Revised Regional Indicative Strategic Development Plan Results Chain (2015- 2020)



The RISDP 2020-30 is anchored on six inter-linked strategic priorities:

- Industrial development and market integration;
- Infrastructure development in support of regional integration;
- Social and human capital development;
- Crosscutting issues, including gender and youth, climate change and disaster risk management;
- Peace, security and good governance; and,
- Strategic management of the RISDP.

The overall goal of the Industrial Development and Market Integration priority of the RISDP (2020 – 2030) is for SADC to be an industrialised and integrated market, where industry and citizens equitably benefit from the opportunities of a stable regional market. To achieve this, the 10-year plan targeted the following interventions as priority:

1. An industrialised regional economy that sustainably exploits its natural resources, leveraging on science, technology, and innovation.
2. Enhanced regional technological capability and capacity.
3. A transformed agricultural sector that practices sustainable management of the environment and its natural resources.
4. Developed, sustainable, and integrated Blue and Green economies that generate revenue and employment.
5. Free movement of goods, services and skills.
6. Increased financial integration, monetary cooperation, and investment.
7. Enhanced macroeconomic stability and convergence.

The RISDP (2020-2030) therefore continues, to a very large degree, on a similar path to that set out in the Revised RISDP (2015 – 2020) by focusing on industrialisation guided by, among other SADC strategic frameworks, the SADC Industrialisation Strategy and Roadmap; agriculture and value chain development guided by the SADC Regional Agricultural Policy (RAP) and Regional Agricultural Investment Plan (RAIP); and Protocol on Trade and Protocol on Trade and Services.

The implementation plan for RISDP 2020 – 2030 was being formulated at the time of this report. As such, this paper is a deep dive into the SADC Protocol on Trade, SADC Industrialisation Strategy and Road Map and the SADC Regional Agricultural Policy based on the strategic planning envisaged in the Revised RISDP (2015 - 2020). The next Chapters will therefore discuss the status of implementation of the three strategic frameworks based on the implementation plans of the Revised RISDP (2015 – 2020).

# CHAPTER THREE: SADC PROTOCOL ON TRADE

## 3. SADC PROTOCOL ON TRADE

### 3.1. Contextual Background

Trade in goods and services constitutes a major area of cooperation in the SADC region. Guiding SADC's efforts to increase regional trade within and amongst its Member States and beyond is the SADC Protocol on Trade signed in August 1996 but only came into force in 2001. The Protocol is primarily about eliminating barriers to trade including tariffs; easing customs procedures including rules of origin; harmonising trade policies and procedures based on international standards, quality, accreditation and metrology; and prohibiting unfair business practices including non-tariff barriers in a bid to liberalise trade in services for enhanced intra-regional trade in support of SADC's goals of economic development and poverty eradication .

### 3.2. Goal and Objectives

Against the goal of enhanced intra-regional trade, the objectives of the SADC Protocol on Trade, as articulated under Article 2 (Objectives) of the Protocol, are to:

- A. Further liberalise intra-regional trade in goods and services on the basis of fair, mutually equitable and beneficial trade arrangements, complemented by Protocols in other areas;
- b. Ensure efficient production within SADC reflecting the current and dynamic comparative advantages of its Members;
- c. Contribute towards the improvement of the climate for domestic, cross-border and foreign investment;
- d. Enhance the economic development, diversification and industrialisation of the Region; and
- e. Establish a Free Trade Area in the SADC Region.

Articles 3 to 8 under part two (Trade in Goods) of the protocol are dedicated to elimination of barriers to intra-SADC trade; elimination of import duties; elimination of export duties; removal of non-tariff barriers; removal of quantitative import restrictions; and removal of quantitative export restrictions (SADC 1996). Table 2 is a summary of the specific objectives of the SADC Protocol on Trade under each of these key measures. For several of these focus areas, specific Annexes to the Protocol were also developed to further elaborate on the measures. Table 3 below is a summary of the nine (9) Annexes to the Protocol on Trade.

**Table 2: Specific Objectives of the SADC Protocol on Trade**

Article	Specific Objectives
<b>ARTICLE 3 (Elimination of barriers to intra-SADC trade)</b>	<ol style="list-style-type: none"> <li>1. The process and modalities for the phased elimination of tariffs and non-tariff barriers shall be determined by the Committee of Ministers responsible for trade matters (CMT) having due regard to the following: <ol style="list-style-type: none"> <li>a. The existing preferential trade arrangements between and among the Member States.</li> <li>b.</li> <li>c. That the elimination of barriers to trade shall be achieved within a time frame of eight (8) years from entry into force of this Protocol.</li> <li>d.</li> <li>e. That Member States which consider they may be or have been adversely affected, by removal of tariffs and non-tariff barriers (NTBs) to trade may, upon application to CMT, be granted a grace period to afford them additional time for the elimination of tariffs and (NTBs). CMT shall elaborate appropriate criteria for the consideration of such applications.</li> <li>f.</li> <li>g. That different tariff lines may be applied within the agreed time frame for different products, in the process of eliminating tariffs and NTBs.</li> <li>h.</li> <li>i. The process and the method of eliminating barriers to intra-SADC trade, and the criteria of listing products for special consideration, shall be negotiated in the context of the Trade Negotiating Forum (TNF).</li> </ol> </li> <li>1. The agreed process and modalities for eliminating barriers to intra-SADC trade shall upon adoption, be deemed to form an integral part of this Protocol.</li> </ol>
<b>ARTICLE 4 (Elimination of Import Duties)</b>	<ol style="list-style-type: none"> <li>1. There shall be a phased reduction and eventual elimination of import duties, in accordance with Article 3 of this Protocol, on goods originating in Member States.</li> <li>2. The process should be accompanied by an industrialisation strategy to improve the competitiveness of Member States.</li> <li>3. The CMT shall adopt such measures as may be necessary to facilitate adjustment arising from application of this Article. The CMT shall review such measures from time to time.</li> <li>4. Pursuant to paragraph 1, Member States shall not raise import duties beyond those in existence at the time of entry into force of this Protocol.</li> <li>5. Nothing in Paragraph 4 of this Article shall be construed as preventing the imposition of across-the-board internal charges.</li> <li>6. This Article shall not apply to fees and similar charges commensurate with costs of any services rendered.</li> </ol>
<b>ARTICLE 5 (Elimination of Export Duties)</b>	<ol style="list-style-type: none"> <li>1. Member States shall not apply any export duties on goods for export to other Member States.</li> <li>2. This Article shall not prevent any Member State from applying export duties necessary to prevent erosion of any prohibitions or restrictions which apply to exports outside the Community, provided that no less favourable treatment is granted to Member States than to third countries.</li> </ol>



Article	Specific Objectives
<b>ARTICLE 6 (Non-Tariff Barriers)</b>	<p>Except as provided for in this Protocol, Member States shall, in relation to intra-SADC trade:</p> <ol style="list-style-type: none"> <li>adopt policies and implement measures to eliminate all existing forms of NTBs.</li> <li>refrain from imposing any new NTBs.</li> </ol>
<b>ARTICLE 7 (Quantitative Import Restrictions)</b>	<ol style="list-style-type: none"> <li>Member States shall not apply any new quantitative restrictions and shall in accordance with Article 3, phase out the existing restrictions on the import of goods originating in Member States, except where otherwise provided for in this Protocol.</li> <li>Notwithstanding the provisions of paragraph 1 of this Article, Member States may apply a quota system provided that the tariff rate under such a quota system is more favourable than the rate applied under this Protocol.</li> </ol>
<b>ARTICLE 8 (Quantitative Export Restrictions)</b>	<ol style="list-style-type: none"> <li>Member States shall not apply any quantitative restrictions on exports to any other Member State, except where otherwise provided for in this Protocol.</li> <li>Member States may take such measures as are necessary to prevent erosion of any prohibitions or restrictions which apply to exports outside the Community, provided that no less favourable treatment is granted to Member States than to third countries.</li> </ol>

**Source: SADC Consolidated Protocol on Trade (SADC 2001a)**

**Table 3: Annexes to the SADC Protocol on Trade**

Annex	Description	Specific Measures
Annex I (Addresses provisions of Article 12 of the Protocol)	Concerning the Rules Of Origin for Products to be Traded Between the Member States of the Southern African Development Community	<p>This Annex characterises goods accepted as originating from a SADC Member State if:</p> <ol style="list-style-type: none"> <li>the goods have been wholly produced in any Member State as provided for in this Annex; or</li> <li>they have been obtained in any Member State incorporating materials which have not been wholly produced there, provided that such materials have undergone sufficient working or processing in any Member State within the meaning of rules outlined in the Annex.</li> </ol>
Annex II (Addresses provisions of Article 13 of the Protocol)	Concerning Customs Co-Operation within the Southern African Development Community	<p>The objective of this Annex is to simplify and harmonise Customs laws and procedures by:</p> <ol style="list-style-type: none"> <li>providing for common measures with which Member States shall undertake to comply in the formulation of their Customs laws and procedures;</li> <li>establishing appropriate institutional arrangements at regional and national levels;</li> <li>co-operating to prevent fraud and illicit trade.</li> </ol>

**Source: SADC Consolidated Protocol on Trade (SADC 2001a)**

Annex	Description	Specific Measures
Annex III (Addresses provisions of Article 14 of the Protocol)	Concerning Simplification and Harmonisation of Trade Documentation and Procedures	The objective of this Annex is to promote co-operation among Member States in simplifying and harmonising trade documentation and procedures for the purpose of facilitating intra-SADC trade.
Annex IV (Addresses provisions of Article 15 of the Protocol)	Concerning Transit Trade and Transit Facilities	This Annex talks to provisions regarding transit traffic freedom to traverse their respective territories by any means of transport suitable for that purpose.
Annex V (Addresses provisions of Article 26 of the Protocol)	Concerning Trade Development	The Annex promotes that: <ul style="list-style-type: none"> <li>a. Member States shall adopt coherent trade development strategies.</li> <li>b. Member States shall develop internal capacities for trade development and create awareness on the role and importance of trade and economic development; and</li> <li>c. In order to ensure effective distribution of goods and services, Member States shall undertake to strengthen infrastructure related to trade especially in the areas of transport and storage facilities</li> </ul>
Annex VI (Addresses provisions of Article 32 of the Protocol)	Concerning the Settlement Of Disputes Between The Member	

**Source: SADC Consolidated Protocol on Trade (SADC 2001a)**

Annex	Description	Specific Measures
ANNEX VII	Concerning Trade in Sugar	<p>The objectives of this agreement are:</p> <ul style="list-style-type: none"> <li>a. to promote, within the Region, production and consumption of sugar and sugar- containing products according to fair trading conditions and an orderly regional market in sugar for the survival of the sugar industries in all sugar producing Member States, in anticipation of freer global trade;</li> <li>b. in support of the long term objective set out in paragraph 1 of Article 3, to provide temporary measures to insulate Member States' sugar producing industries from the destabilising effects of the distorted global market, and in this regard to harmonise sugar policies and regulate its trade within the Region during the interim period until world trade conditions permit freer trade in sugar;</li> <li>c. to create a stable climate for investment, leading to the growth and development of sugar industries in the Member States;</li> <li>d. to improve the competitiveness of the sugar producing Member States in the world sugar market;</li> <li>e. to facilitate the sharing of information, research and training with a view to improving the efficiency of growers, millers and refiners of sugar in the Member States;</li> <li>f. to facilitate the development of small and medium sugar enterprises, and</li> <li>g. to create stable market conditions in the Member States so as to encourage the rehabilitation and development of all sugar industries with a view to facilitating direct foreign investment and the creation of employment opportunities.</li> </ul>
ANNEX VIII	Concerning Sanitary and Phytosanitary Measures (Human, Animal and Plant Life or Health)	<p>The objectives of this Annex are:</p> <ul style="list-style-type: none"> <li>a. to facilitate the protection of human, animal or plant life or health in the territory of the Member States;</li> <li>b. to enhance the Member States' implementation of the WTO Agreement on the Application of Sanitary and Phytosanitary Measures;</li> <li>c. to enhance Technical capacity to implement and monitor SPS measures, including promoting greater use of international standards and other matters concerning SPS</li> <li>d. to provide a regional forum for addressing sanitary and phytosanitary matters;</li> <li>e. to provide a forum for resolving trade related sanitary or phytosanitary issues.</li> </ul>
ANNEX IX	Concerning Technical Barriers to Trade	The objective of this Annex is to establish a common technical regulation framework supported by appropriate regional TBT Cooperation Structures.

**Source: SADC Consolidated Protocol on Trade (SADC 2001a)**

### 3.3. Implementation Plan and Targets

The plans and targets for the implementation of the Protocol on Trade and Services for the period 2015-2020 were articulated in the Revised RISDP (2015-2020) under the intervention area of Industrial



Development and Market Integration whose objective is to facilitate competitive and diversified industrial development, trade and financial liberalization and integration, macroeconomic stability and convergence, as well as increased investment for deeper regional integration and poverty eradication. The targets are given in Table 4.

**Table 4: Revised RISDP (2015 – 2020) Targets for Protocol on Trade**

Immediate outcomes	Targeted outputs
Consolidated SADC FTA	<ol style="list-style-type: none"> <li>1. Accession to the Protocol on Trade by remaining Member States by 2020</li> <li>2. SADC Rules of Origin revised by 2019</li> <li>3. Timely resolution of Non-Tariff Barriers (NTBs) as are reported by 2020</li> <li>4. Regional Trade Development and Promotion Framework developed and implemented by 2018</li> <li>5. Negotiations on services in six priority sectors completed by 2016</li> <li>6. Protocol on Trade in Services ratified and implemented by 2020</li> <li>7. Additional sectors (phase 2) for negotiations identified by 2020</li> <li>8. SADC Aid for Trade Strategy developed and implemented by 2017</li> <li>9. Capacity of Member States to develop and enforce competition policies and law strengthened by 2020</li> <li>10. Regional programme on Trade facilitation developed and implemented by 2020</li> <li>11. Customs operations in Member States modernized and harmonized by 2020</li> <li>12. Trade Related Facility Project on Trade Protocol and EPA implemented by 2020</li> <li>13. Regional SQAM Infrastructure strengthened by 2020</li> <li>14. Regional Sanitary and Phytosanitary (SPS) Regulatory Agencies by 2020</li> </ol>
Increased Intra-Africa Trade	<ol style="list-style-type: none"> <li>1. Regional Implementation Plan Boosting Intra-Africa Trade (BIAT) initiative developed and implemented by 2015</li> </ol>

### 3.4. Status of Implementation

The next sub-sections will highlight the successes, challenges and constraints faced in the SADC region in achieving a selected number of targeted outputs as outlined in Table 4.

#### 3.4.1. Consolidation of SADC Free Trade Area

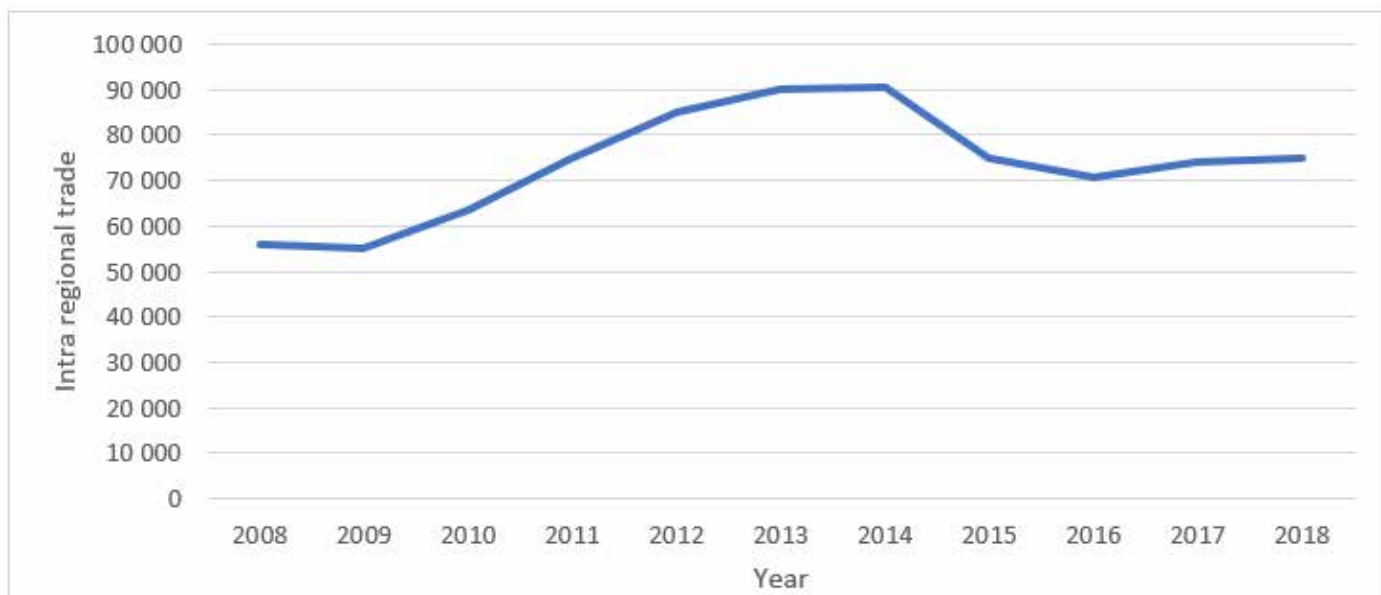
Minimum conditions for an FTA were attained in 2008 with 85% of tariffs on goods zero rated by almost all FTA participating countries. Maximum tariff liberalization was attained in 2012 when tariffs on sensitive products were removed. The 2012 Audit confirmed that intra-SADC trade substantially increased following the implementation of the SADC Protocol on Trade, more than doubling in absolute terms between the year 2000 and 2009. The SADC focus for 2015-2020 was on consolidation of the FTA, which is perceived to set the stage for higher levels of integration.

Further progress has been made with regard to the implementation of the SADC Free Trade Area (FTA) by Member States between 2015 and 2020. All parties to the SADC Protocol on Trade, except for three Member States currently facing implementation challenges (Angola, Comoros and Democratic Republic of Congo), have completed or are on track to completing the envisaged

phase out. While the Free Trade Area (FTA) is being implemented, the goods market in the region remains small.

Figure 2 shows the trend in intra-SADC trade for the period 2008 – 2018 with total trade in the region of approximately US\$75 million.

**Figure 2: Intra-SADC Trade in US\$ million, 2008-2018**



**Source: Adapted from SADC Selected Economic and Social Indicators, 2018**

The percentage share of intra-SADC trade in relation to the region's total trade with the world has however, remained at between 15 per cent and 21 per cent. This is significantly low compared to other regions such as ASEAN (30 per cent); EU (60 per cent); and NAFTA (40 per cent) (SADC Selected Social and Economic Indicators Report, 2018) . On a positive note, however, intra-SADC trade, though small, rose from 16.3 percent in 2008 to 21.6 percent in 2016. Intra-SADC trade slowed down to 20.0 percent in 2017 and again to 19.3 percent in 2018.

Although intra-SADC trade is significantly less compared to other regions, there are indications that the momentum had been created towards improving SADC intra-trade. This improvement happened at the back of significant progress in the implementation by Member States of the SADC FTA. However, indications are that SADC Member States face risks associated with the slowdown of their economies due to the negative effects of COVID-19 which might affect intra-regional trade. The 16 member states of the regional bloc are experiencing disruption in their economic activities, including on agricultural production, food security and cross-border trade.

SADC has responded to COVID-19 by adopting regional guidelines to facilitate trade and at the same time, contain the virus. The guidelines aim for the harmonization and facilitation of the movement of critical goods and services across the region during COVID-19. To limit the spread of COVID-19, SADC has implemented transport-related COVID-19 measures in cross-border transportation, facilitating the flow of essential goods such as fuel, food and medicines. The guidelines also limit unnecessary and mass movement of passengers across borders and reduce the close contact between the customs, border officials and traders. The implementation of simplified trade and automated systems at the borders can expedite the movement and clearance of goods.

### 3.4.2. SADC Rules of Origin

The SADC Protocol on Trade, in Annex I provides that goods shall be accepted as eligible for

preferential treatment when traded among SADC Member States if they originate in Member States, and the definition of such products shall be as provided in Article 3 and Appendix I of Annex I of SADC Protocol on Trade. The rules are aimed at encouraging the optimum utilization of regional resources and allowing for forward and backward linkages in the various production chains. They are needed to provide a transparent, clear and predictable criterion for determining whether or not the traded products are eligible for the benefits that SADC Free Trade Area provides.

For goods to be accepted as originating in a Member State, they should be, according to the SADC rules of origin (Annex I rule 2), consigned directly from a Member State to a consignee in another Member State and, among other criteria, should have been wholly produced/obtained in that Member State. The product is considered as wholly obtained or produced in a SADC Member State if the product is entirely grown, mined, fished, born and raised there. Products produced exclusively from materials/components that qualify in their own right as originating in a SADC Member State etc (Annex I rule 4) also qualify as originating from a Member State. This does not include products of the same kind purchased in a SADC Member State that were imported from a Non-SADC country; or have been produced in a Member State using non-originating materials.

Several studies and audits of the implementation of SADC initiatives indicated that from a private sector perspective, these rules of origin were complex and deserve continuous review to ensure that they are supportive to enhancing intra-regional trade and competitiveness. Due to these restrictive rules, trade among SADC countries is mostly taking place under bilateral agreements and under the Southern African Customs Union (SACU) or under the comes Common Market for Eastern and Southern Africa (COMESA) trade regime (for countries that are members of both COMESA and SADC FTA) whose rules are friendlier (RISDP Mid-Term Review, 2019).

### 3.4.3. Resolution of NTBs

While progress has been made in lowering tariff barriers to intra SADC trade, non-tariff barriers (NTBs) or non-tariff measures (NTMs) are a growing concern for the private sector in the SADC region. Private Sector operators, especially informal cross border traders argue that NTBs and NTMs have become widespread posing a more serious hinderance to trade than insufficient and sometimes poor-quality physical infrastructure. Examples of NTBs that adversely impact investment into regional value chains include regulatory (import/export bans), documentation, technical and regulatory matters and sometimes unnecessary charges/fees, even police road blocks. All these rent seeking NTBs and NTMs fuel corruption, cause logistical inefficiencies, and general disruption to trade activities.

To track and address NTBs, Ministers of Trade in 2007 adopted an online web based (<http://tradebarriers.org/>) electronic mechanism for reporting, monitoring and eliminating NTBs in SADC. The mechanism which was created jointly by COMESA, EAC and SADC is accessible to economic operators, government functionaries, academic researchers and other interested parties for the removal of NTBs. The mechanism has concrete timelines for the elimination of NTBs. It offers the region a platform to address NTBs in a consistent manner, recognizing the challenges posed by overlapping membership of Regional Economic Communities (RECs) in the Southern and East African region. All stakeholders namely Private Sector operators, government NTBs focal points and the three Secretariats are involved in identifying, following and resolving the NTBs.

The system came into effect in May 2013. Since then, a total of 451 complaints have been registered of which 343, or 76%, were successfully resolved and 108, or 24%, remain unresolved . Most of the NTBs are to do with lengthy and costly customs procedures, closely followed by issues to do with rules of origin, SPS and the costly road user fees, which have remained the most difficult to resolve. Work is ongoing to strengthen the national NTBs structures and to set them up where they do not exist in order to ensure their effectiveness in addressing NTBs.



Apart from regulatory type challenges and constraints, there are numerous other cross-border constraints that hinder effective intra-regional trade. Noting that the subject of challenges and constraints in cross-border trade has been analysed, documented and reported on by many a researcher such that there is a huge amount of material on the subject matter, Table 5 below is a summary of examples of some of the issues identified. This is given purely as an example of such challenges being faced in the SADC region in relation to trade.

**Table 5: Examples of Challenges and Constraints in Cross-Border Trade in the SADC Region with a focus on Zambia and Malawi (using the Soybean Value Chain as an example)**

Category	Challenges and Constraints
Import / export bans	<ul style="list-style-type: none"> <li>• Unstable trade policies and lack of transparency and predictability of trade policies are a cause for serious concern with ad hoc import/export bans on both soybean and soybean products under the guise of protectionist measures for domestic producers and stock feed industry – against cheap imports including palm oil imports;</li> <li>• There is potential conflict in rules of origin as SADC members belong to different RECs and with the coming of the African Continental Free Trade Area (AfCFTA), this adds another layer. As an example, Zambia continues to receive an influx of cheap imported edible oil, mostly from the Far East and East Africa. It is reported that some of these imports into Zambia from COMESA member states are not wholly produced in the supposedly “originating” countries as in most instances the oil is imported crude with minimal processing, it is then repacked as originating from COMESA countries.</li> <li>• While still banning imports of GMO seeds, there has been a recent (2019) relaxation on ban of GMO processed and intermediate goods into Zambia and these could include oil and cake.</li> <li>• The development of export clusters under the Malawi National Export Strategy opens up for trade in soybeans as Oilseeds Products are part of the Export Strategy.</li> </ul>
SPS and Border-Crossing documentation	<ul style="list-style-type: none"> <li>• There is lack of standardised phytosanitary procedures across some countries causing serious border crossing delays;</li> <li>• There are also differences in certificates and documentation required at border crossings adding to the delays in clearance of goods even for transit;</li> <li>• While there are efforts at harmonising border crossing requirements (including SPS standards and procedures), progress has been slow in some instances as there is, for instance, no regional association of transporters / farmers / logistics association to talk with one voice on border and transit issues.</li> </ul>
Trade Policies and Tax Regimes	<ul style="list-style-type: none"> <li>• Unfavourable in-country tax regimes including crop levies across district boundaries for goods movement including soybean (in Zambia) raises transaction costs</li> <li>• In Zambia, VAT has been imposed on locally produced edible oil products yet there is no VAT on imported products from Kenya and Tanzania – price competitiveness becomes skewed in favour of imports</li> <li>• No tax incentives on value adding processes in-country but only on agricultural production equipment (in Zambia)</li> </ul>
Logistical challenges	<ul style="list-style-type: none"> <li>• Preferred and most accessible mode of transport (particularly to informal traders) is by road which is more expensive than rail transportation but more flexible</li> </ul>

#### 3.4.4. Protocol on Trade in Services ratified

- b. To support the free movement of services in the region, the Protocol on Trade in Services has now been ratified by seven Member States. The Protocol is the primary instrument for the promotion of economic integration of services markets and was signed by most Heads of

State and Government in August 2012 (and subsequently by all other SADC Member States apart from recently-acceded Comoros). The objectives of the Protocol are to:

- c. Progressively liberalise intra-regional trade in services on the basis of equity, balance and mutual benefit with the objective of achieving the elimination of substantially all discrimination between State Parties and a liberal trading framework for trade in services with a view to creating a single market for trade in services;
- d. Promote sustainable economic growth and development, thereby raising the standard and quality of life of the people of Southern Africa, supporting the socially disadvantaged and alleviating poverty through regional integration in the area of services;
- e. Enhance economic development, diversification, local, regional and foreign investment in the services economies of the region;
- f. Ensure consistency between liberalisation of trade in services and the various Protocols in specific services sectors;
- g. Pursue services trade liberalisation, while fully preserving the right to regulate and to introduce new regulations; and

Enhance the capacity and competitiveness of the services sectors of State Parties.

The first round of negotiations was completed in 6 priority sectors identified in the Protocol namely communication, finance, tourism and transport services, construction and energy-related services.

### 3.4.5. Trade Facilitation and Border Management

The way of doing business is distinguishable between large corporate business and small-scale cross border traders. Small scale cross-border trade is very significant and results in employment and generation of income for many. The need for tailored conditions to enable small scale cross-border trade resulted in the initiative to develop a Simplified Trade Regime (STR) for small scale traders. The STR is one of key programmes in the implementation of the SADC Industrialisation Strategy. This is a tool designed to streamline and simplify procedures, processes, documentations and formalities for import/export within the FTA.

Arising from a 2017 study commissioned (with the support of GIZ) to address trade facilitation; simplification of Rules of Origin; simplification of Customs Procedures; and reduction of NTBs in the SADC region with a focus on small-scale cross-border traders, a series of recommendation were considered. These included:

- a. That the STR could cover both wholly obtained and substantively transformed products so as to support small scale manufactures and the Regional Industrialisation Strategy;
- b. The instrument could have a Regional common product list. This would enhance transparency, predictability, and prevent discrimination in the application of the instrument;
- c. A need for institutionalisation of Trade Information Desks and Trade Information Desk Officers (TIDOs) to support small scale cross border traders with information and trade related support at the borders;
- d. That the threshold of US\$1,000 be lifted up to US\$5,000 with registration for all small-scale traders in customs management systems; and





- e. That the instrument should take a more comprehensive approach – designed as a Trade Facilitation instrument, that takes care of other cross cutting issues such as gender, corruption and non-tariff barriers.

At the time of compiling this report, details of progress in the implementation of the SADC STR recommendations could not be compiled for reporting. Further research into this is necessary.

Another of the instruments that SADC considered for development and implementation that impacts on the trade of goods across the region was the Coordinated Cross Border Management (CBM) guidelines. These guidelines were approved in Maputo, Mozambique in November 2012. The CBM was designed as a tool which involves cooperation and coordination amongst border agencies to facilitate trade.

Yet another related programme developed is the Trade Facilitation Programme (TFP). the TFP is designed to support the following, among other measures:

- SADC Protocol on Trade and Trade in Services and Annexes are effectively implemented through monitoring and resolving non-tariff barriers; supporting harmonisation of technical regulations in the region to reduce barriers to trade resulting from differing technical requirements for similar products; supporting relevant structures in the harmonisation of standards and alignment of Regional/National Standards with international standards; supporting enhancement of recognition of competence of conformity assessment bodies in the region; and supporting identification and harmonisation of SPS Measures and SPS issues affecting trade in the region;
- Trade Flows within the SADC Region along the North-South Corridor by supporting selected border posts along the North-South Corridor for implementation of the WTO Trade Facilitation Agreement and the SADC Coordinated Border Management Guidelines; supporting development of a regional framework for Authorised Economic Operator (AEO); supporting Public-Private Sector Cooperation and Transparency on customs related matters; supporting the development and implementation of the Regional Framework of E-Certificate of Rules of Origin; and supporting the implementation of the SADC Regional Customs Transit Regional Bond Guarantee.

It is expected that the support provided by the European Union under the Trade Facilitation Project (TFP) that is to run for five years from 2019 at a total cost of €14.75 million will assist in these areas.

### 3.4.6. Trade Related Facility Project on Trade Protocol and EPA

To improve the participation of SADC Member States in regional and international trade in order to contribute to sustainable development in the SADC region, the SADC Trade Related Facility was established with an initial €31.6 million operational budget from the 10th European Union Development Fund (EDF) granted by the European Union in 2014 for five years. This is a mechanism for financial and technical support given to SADC Member States to assist them to implement commitments made under the SADC Protocol on Trade and the Economic Partnership Agreement (EPA) between the EU and the SADC EPA Group. Specifically, the SADC Trade Related Facility aims to enhance the implementation of the SADC Protocol on Trade and the EPA to increase intra and inter-regional trade flows of the concerned Member States. The main areas of support that are common to the SADC Protocol on Trade and the EPA window include:

- a. Enhancing customs cooperation;
- b. Technical Barriers to Trade;
- c. Sanitary and Phytosanitary Measures;



- d. Rules of Origin;
- e. Trade Facilitation;
- f. Industrial Development;
- g. Trade Promotion and Development; and
- h. Trade in Services.

The EU-SADC Economic Partnership Agreement (EPA), is being implemented by six SADC EPA States (Botswana, Lesotho, Mozambique, Namibia, South Africa and Eswatini), and it entered into force in October 2016. The 12 SADC Member States that are implementing the Trade Related Facility (TRF) with their project proposals having been approved in 2017 and financing agreements signed also in 2017 are the following: Botswana, Eswatini, Lesotho, Mozambique, Namibia (each receiving to the tune of €780,000 funding); and Malawi, Madagascar, Mauritius, Seychelles, Tanzania, Zambia and Zimbabwe (each accessing €420,000 funding).

The approved projects largely reflect SADC integration priorities, with most TRF interventions targeting industrial development and enhanced market integration through addressing non-tariff barriers induced by critical gaps in customs operations, trade facilitation, technical barriers to trade (TBT), sanitary and phyto-sanitary (SPS) measures and rules of origin. Table 6 is an outline of most of the key projects being implemented across SADC under this programme.

**Table 6: Areas of focus in the implementation of TRF by Member States**

#	Member State	Areas of focus
1	Botswana	Development of E-Commerce Strategy; customs administration and trade barriers
2	Eswatini	Customs administration and barriers to trade
3	Lesotho	Implementation of rules of origin; SPS issues
4	Malawi	Agro-based sectors
5	Mauritius	Textiles and sugar industries
6	Mozambique	Fisheries. Non-tariff barriers to trade; customs administration
7	Namibia	The assessment in implementing the Industrial Upgrading and Modernisation Programme (IUMP) and the identifications of its institutional redesign and financing; the Development and Implementation of targeted programmes to enhance productivity and competitiveness of firms, including participation in regional value chains; the improvement of the Trade Ministry to formulate and implement industrial policy and strategies; the development of a demand-driven approach to industrial development; as well as the implementation of business processes of key agencies involved in the National Single Window (NSW) system. The SADC TRF is expected to assist in the enhancement of the Automated System for Customs Data world systems to intersect with the NSW systems. The TRF, under the EPA window, will also support enhancing the capacity for effective implementation of the Rules of Origin.
8	Tanzania	Designing and implementing procedures for the removal of up to 20% of non-tariff barriers to trade such as red tape and customs delays to increase trade volumes and investment in Tanzania.
9	Zambia	Gold Mining and Agro-based Sectors which include Aquaculture, Dairy, Pineapples and Rice.
10	Zimbabwe	Strengthening the national quality infrastructure towards the full implementation of technical barriers to trade (TBT) and sanitary and phytosanitary (SPS) agreements,

Source: RISDP Mid-term Review, 2019

National level project management structures have been put in place to implement the project. All participating countries are implementing the programme, although at a lower pace than expected. The implementation requires a lot of stakeholder consultations and hence the low pace. The advances can only be replenished upon submission of proof of expenditure. The pace at which MS are implementing may mean the total support may not be used by the end of the project. There is need to continue strengthening the capacities of the Member States to implement the project.

### 3.4.7. Regional Sanitary and Phytosanitary (SPS) Regulatory Agencies

SADC has recognized the import and export restrictions that are put in place by Member States to preserve the health of humans, animals, and plants (sanitary and phyto-sanitary measures). Most of these have become non-tariff barriers for the purposes of market protection, rather than health and welfare. Requirements include tolerance limits for additives or contaminants, quarantine requirements to eliminate pests, performance requirements and conformity assessments such as inspection or certification. The application of these requirements can be abused to protect the local industry from competitive imports. SPS measures require 'scientific justification', according to WTO regulations, but this is somewhat subjective.

The SADC Protocol on Trade sets out specific solutions for sanitary and phyto-sanitary measures that do not obstruct legitimate trade. A SADC SPS Coordinating Committee with three subcommittees: food safety, animal health and plant protection has been formed as part of the process to strengthen the regional sanitary and phytosanitary regulatory mechanism. A number of achievements were made with regard to the harmonisation of animal health measures in particular the approval of veterinary medicines; plant protection measures and the response to emergency outbreaks of plant pests in the region such as *Tuta absoluta*, Lethal Maize Necrosis diseases, Banana Bunchy Top Virus disease, *Fusarium oxysporum* wilt, and Fruitfly that pose a threat to regional food security and trade.

In terms of SPS Infrastructure, Phytosanitary regulations for 21 fresh horticultural fruits and 19 horticultural plants for planting and trading amongst SADC Member States were harmonised. The purpose of the harmonisation is to enhance safer and faster movement of horticultural fruits through establishment of science based phytosanitary measures. Plant Health experts from eleven SADC Member States that were participating in the regional fruit-fly project sponsored by the FAO, were trained in South Africa in 2019 on the development of pest database using Access Microsoft.

Four out of the sixteen SADC Member States have fully established national SPS committees and the SADC Secretariat has prioritised the revival of national SPS Committees, as they are crucial to the advancement of the regional SPS agenda.

### 3.4.8. Continental Free Trade Area

The African Continental Free Trade Area (AfCFTA) is a free trade area, outlined in the African Continental Free Trade Agreement among 52 of the 55 African Union nations. The free-trade area is the largest in the world in terms of participating countries since the formation of the World Trade Organization.

The Agreement Establishing the African Continental Free Trade Area (AfCFTA) and its Protocols on Trade in Goods, Trade in Services, and Rules and Procedures on the Settlement of Disputes were adopted by the Assembly of Heads of State and Government, at its 10th Extra-Ordinary Session held in Kigali, Rwanda on 21st March 2018. The threshold of twenty-two ratifications required for the Agreement to enter into force was reached on 2 April 2019. The agreement went into force on May 30 and will enter its operational phase following a summit on July 7, 2019. Three SADC Member States – Eswatini, Namibia and South Africa – are among the 15 countries that had at the time of compiling the report deposited their instruments of ratification with the Chairperson of the African Union Commission. Zimbabwe had received parliamentary approval for ratification.

## 3.5. Summary and Recommendations

Several instruments and guidelines have been developed in SADC all with the aim of facilitating the ease of doing business with particular focus on easing constraints faced by cross-border businesses. While good on paper, implementation seems to have been a major challenge with little progress reported on implementation in some of these instruments. A comprehensive analysis of each of



these instruments in terms of extent of implementation and meeting their objectives adds valuable lessons to policy reforms. Based on the few areas focused on in the above sections, suffice for this report to conclude this section with the following few observations.

### 3.5.1. Importance of the Protocol on Trade

The SADC Protocol on Trade is one of the most important protocols developed but also one the most complex to implement as it involves so many facets of livelihoods of the people of the region. In its formulation, the SADC Region recognised that trade in goods and services and the enhancement of cross-border investment are major areas of co-operation among the Member States of the Community; that the development of trade and investment was essential to the economic integration of the Community; and that an integrated regional market would create new opportunities for a dynamic business sector. Consequently, the Protocol on Trade was formulated as a framework of trade co-operation among Member States based on equity, fair competition and mutual benefit will contribute to the creation of a viable Development Community in Southern Africa.

The Protocol can make a major contribution to sustainable and equitable development of Member States. For this potential to be realized, there must be recommitment by SADC Member States to implement, deepen and extend measures agreed under the current Protocol. This must be accompanied by equally strong initiatives for trade liberalization and domestic market reforms. Such policies are the responsibility of the individual Member States. This is appropriate, since the principal beneficiaries of SADC and of the complementary reforms will be the citizens of these Member States (Interviews with SADC Secretariat, 2020).

The entire SADC market is very small – smaller than Turkey. An inward-looking strategy based solely on preferential access to this market is doomed to failure. To achieve sustainable and equitable development of the Member States, the SADC Trade Protocol must be part of a broader strategy of integration with the global economy to improve regional competitiveness. This outward looking approach to regional integration is generally described as “open regionalism” (RISDP Mid-term Review, 2019).

Failure to embrace open regionalism will pose several dangers. At best, it will make SADC irrelevant in the development plans and prospects of the Member States. At worst, if the Member States embark on an inward-looking strategy for regional integration, they may be drawn into an economic dead-end that will seriously impede the development prospects of their citizens (RISDP Mid-term Review, 2019).

Many of the elements of an outward-oriented strategy are already foreseen in the Trade Protocol. Harmonization of Customs and cooperation in improving other parts of the machinery and regulatory framework of the trade infrastructure in the region, for instance, can play a major role in achieving the goals of international integration of the SADC countries. Removal of other non-tariff trade barriers will have similar effects.

Taking a leaf off from the Africa Growth and Opportunity Act (AGOA), it comes at a fortuitous time for SADC. By providing broad, secure and preferential access to the US market for eight years, it sends a signal about the benefits of global integration and provides strong incentives and opportunities to improve the region's competitiveness in the world market. There are already encouraging signs of the response of foreign and domestic investors in accelerating industrial restructuring processes in the textiles and garments sectors in a number of SADC countries. Policies to deepen SADC integration will give all Member States a major advantage in capitalizing on the opportunities provided by AGOA (SADC Monitoring and Evaluation System, 2020).



### 3.5.2. Recommended Action Plan

In the immediate short run, it is important at least for the Member States to sign on officially to implementation of the Protocol by submitting their Instruments of Implementation. A surprising amount of misunderstanding of and non-compliance with these conditions is apparent in the documentation available at this time.

It is important as well to develop an agenda and begin to move on all the non-tariff trade issues covered in the Protocol. Identification and cataloging of existing NTBs is a necessary first step. This includes not only a listing of such measures, but also development of processes for changing them and of safeguards against their use as instruments of hidden protection. In this exercise, NTBs must be interpreted broadly to include all policy measures affecting economic incentives, especially those that unnecessarily raise costs and otherwise cause harm to the investment environment.

A further step must be to find ways of prioritizing reforms by determining the beneficial and harmful effects of existing measures. This requires quantifying their effects on economic incentives facing investors, producers and other economic actors.

# CHAPTER FOUR: SADC INDUSTRIALISATION STRATEGY AND ROAD MAP (2015 – 2063)

## 4. SADC INDUSTRIALISATION

### 4.1. Contextual Background

Acknowledging that industrial development is central to diversification of their economies, the development of productive capacity and the creation of employment in order to reduce poverty and set their economies on a more sustainable growth path, SADC Member States signed in January 2014 the SADC Industrial Development Policy Framework. Further acknowledging that industrial policies are essentially a national prerogative, the Industrial Policy Framework encouraged Member States to formulate and implement national industrial policies and strategies for stimulating and enhancing their productive capacities. In addition to national policies and strategies, the Framework also sought to leverage and build on SADC's mutually beneficial opportunities to address the common challenges of industrialization across the region through the development of strategies or activities coordinated at the regional level.

It is also important to note that the SADC Protocol on Trade, under Article 4, emphasised the point that elimination of import duties should be accompanied by an industrialisation strategy to improve the competitiveness of Member States.

To the above effect, the Revised RISDP (2015 – 2020) set out as one of its targets the development of a regional SADC Industrialisation Strategy by 2015/16. The development of the SISR would be in line with the Revised RISDP (2015 – 2020) aim under the area of sustainable industrial development, to promote regional value chains and increase value addition for agricultural and non-agricultural products through, among several measures, the operationalisation of the Industrial Policy Framework.

In April 2015 in Harare, Zimbabwe, the SADC Industrialisation Strategy and Roadmap (SISR) (2015–2063) was approved by SADC Summit. Its primary orientation is to place the importance of technological and economic transformation, modernisation, skills development, science and technology, competitiveness, financial deepening, geographical considerations, among other factors, at the heart of regional integration and economic prosperity. Infrastructure to support industrialisation, and peace and security cooperation as a pre-requisite to achieving the industrialisation agenda, have also remained priorities of SADC in its quest to achieve Regional Integration and socio-economic transformation.

The SISR focuses on three mutually compatible growth paths:

- a. **agriculture-led growth** including agricultural value chains;
- b. **natural resource-led growth** including minerals beneficiation and processing, also linking into value chains, both regional and global; and
- c. enhanced participation in **domestic, regional and global value chains** (SADC 2015).

A detailed costed Action Plan for the implementation of the SISR was also developed and approved in March 2017 in Pretoria, South Africa. It covers the first fifteen years (2015-2030) of the Industrialization Strategy. The Action Plan's major objective is therefore to assist countries in their quest to participate in the higher levels of the value chains, where more value can be derived. To achieve this, the Action Plan calls on countries to take decisive actions to promote investment, trade, and industrial regionalization. The SISR requires national policies that support the growth of

productive capacities of the countries and that are aligned to the regional economy.

The SISR takes a long-term perspective, and is aligned to national, regional, continental and international frameworks including the African Union Agenda 2063. It recognizes that for trade liberalization to contribute to sustainable and equitable development, and thus to poverty reduction, it must be complimented by the requisite capacities to produce, and to trade effectively and efficiently. Effectively, there must be production in order for trade to take place.

Specifically, industrialization is to be achieved through the development and implementation of targeted industrial policies to increase investment in infrastructure to facilitate the growth of high impact and value adding sectors such as agriculture and manufacturing. This is expected to be supported by the development of viable and competitive national and regional value chains that can easily be integrated into the global value chains. Emphasis on the development of regional value chains rises from the realization that there is very little trade between and among SADC countries. Regional value chains are expected to spur trade between the countries and subsequently into the global value chains particularly for manufactured products.

## 4.2. Goal and Objectives

The SADC Industrialisation Strategy and Roadmap (SISR) is structured to achieve two strategic goals. It envisages:

- a. substantial quantitative shifts in the industrial structure, manufacturing production, exports, particularly those in the medium- and high-technology categories, while doubling industrial employment. Under this strategic goal, the Strategy aims to:
  - i. Lift the regional growth rate of real GDP from 4 percent annually (since 2000) to a minimum of 7 percent a year.
  - ii. Double the share of manufacturing value added (MVA) in GDP to 30 percent by 2030 and to 40 percent by 2050, including the share of industry-related services.
  - iii. Increase the share of medium-and-high-technology production in total MVA from less than 15 percent at present to 30 percent by 2030 and 50 percent by 2050.
  - iv. Increase manufactured exports to at least 50 percent of total exports by 2030 from less than 20 percent at present.
  - v. Build market share in the global market for the export of intermediate products to East Asian levels of around 60 per cent of total manufactured exports.
  - vi. Increase the share of industrial employment to 40 percent of total employment by 2030.
- b. socio-economic transformation nationally and regionally. Under this strategic goal, the Strategy seeks to:
  - i. Achieve a major socio-economic and transformation at the national and regional levels.
  - ii. Accelerate the growth momentum and enhancing the comparative and competitive advantage of the economies of the region.
  - iii. Diversify and broaden the industrial base and interdependences.
  - iv. Enhance the productive capacity, productivity and competitiveness of SADC economies.

- v. Provide a framework for technological and industrial catch-up, export diversification, natural resources beneficiation, enhanced value-addition and increased regional trade and employment generation.
- vi. Develop viable regional value chains capable of interacting with global value chains and identify areas where the SADC region can have the greatest success in capturing high opportunities based on present and future strengths and capabilities.
- vii. Build a collaborative but challenging strategic partnership between governments, the private sector, the civil society and the development partners as a compact for industrialization.
- viii. Ultimately, build firm and enduring foundations for a modernized SADC economy.

### 4.3. Implementation Plan and Targets

Articulated in the Revised RISDP (2015-2020) under the intervention area of Industrial Development and Market Integration whose objective is to facilitate competitive and diversified industrial development, trade and financial liberalization and integration, macroeconomic stability and convergence, as several targets that involve the SISR. These are highlighted in Table 7 (overleaf).

The Revised RISDP frontloads industrialisation as a primary driver for economic growth and socio-economic development. The Strategy is anchored on three core pillars: (i) Industrialization - to facilitate economic and technological transformation in the region; (ii) Competitiveness - (at firm/industry, country and regional levels) as an active process to translate comparative advantage to competitive advantage; and (iii) regional integration (and geography) - for collective industrial development and economic prosperity.





**Table 7: Revised RISDP (2015 – 2020) Targets for Industrialisation Strategy / Intra-regional Trade and Value Chains**

Immediate outcomes	Targeted outputs
Increased regional value chains and value addition for agricultural and non-agricultural products	<ol style="list-style-type: none"> <li>1. Regional Industrialisation Strategy and Roadmap developed by 2015/16</li> <li>2. Regional agriculture and non- agriculture value chain and value addition strategies in selected sectors developed and implemented by 2020</li> <li>3. Policies and Strategies for exploitation of industrial development opportunities in cooperation with other regions developed and implemented by 2018</li> <li>4. Regional centres of excellence and specialisation for selected priority sectors identified and strengthened by 2020</li> <li>5. Legal and Institutional Capacity for formulating, implementing and enforcing Intellectual Property Rights ( IPR) including Traditional Knowledge and Bio Diversity developed by 2020</li> <li>6. Protocol on Industry developed and operationalized by 2020</li> <li>7. Model legislation and regulations for the prioritised sectors developed and implemented by 2017</li> <li>8. Regional skills forecasting model to guide future training programmes for industrialisation developed and implemented and regional accreditation framework developed [to be moved under outcome on education and skills] by 2020</li> <li>9. Strategy for leveraging Regional Infrastructure Development Master Plan (RIDMP) to catalyze industrial development completed by 2018</li> <li>10. Industrial Upgrading and Modernisation Programme (IUMP) Implemented by 2020</li> </ol>

The Strategy further identifies various strategic interventions, which include the removal of binding constraints, financing, delineation of stakeholder roles and responsibilities, gender mainstreaming and the identification of growth paths. The Industrialization Strategy is operationalized through the Costed Action plan for the SADC Industrialization Strategy and Roadmap which was approved by Summit in Lozitha, Eswatini, 18 March 2017 and implemented through Annual Work Programmes and Budgets (Corporate Plan) of different Directorates/Units Institutions and Agencies of the Community. The Action Plan that covers the period 2015-2030, aims to create an enabling environment for sustaining industrial development as a driver of economic transformation; and to establish an enduring alliance for industrialisation consisting of the public and private sectors as well as strategic partners.

The industrialization action plan strives to deepen regional integration and create an enabling environment in which the private sector can thrive, while also addressing issues of cross-border trade facilitation, infrastructure development, investment in human capital and access to investment finance. The Action Plan seeks to establish a coherent and synergistic implementation scheme containing strategic options and general policies towards the progressive attainment of time-bound targets set out in the strategy and roadmap. Table 8 outlines the strategic and policy areas of focus. Annex 3 is a detailed elaboration of the challenges facing the region in each of the policy areas identified, the proposed interventions to address those challenges, the objectives the SISR intends to achieve by addressing these policy areas, and the expected outputs.

**Table 8: Strategic and Related Policy Areas for the SADC Industrialisation Strategy and Roadmap (2015 – 2063)**

Strategic Area	Policy Area	
Industrialisation	1.	Key drivers of industrialization
	2.	Industrial Development Policy Framework (IDPF)
	3.	Agro- processing
	4.	Agricultural Value Chains
	5.	Minerals beneficiation and value addition
	6.	Pharmaceuticals production
	7.	Transformation of manufacturing SMEs
	8.	Industrial Upgrading and Modernization Programme (IUMP)
	9.	Regional private sector partnership and collaboration strategy
	10.	Regional strategy on inclusive business
	11.	Policy and strategies for exploitation of industrial development opportunities in cooperation with other regions
	12.	Centres of Excellence and Centres of Specialization for selected priority sectors identified and strengthened
	13.	Model legislation and regulation for intra-SADC processing and value addition for mineral products
	14.	Protocol on industry developed and operationalized
	15.	Strategy for leveraging Regional Infrastructure Development Master Plan (RIDMP) to catalyse industrial development completed
	16.	SADC rules of origin
	17.	Implementation of Trade in Services Protocol monitored annually
	18.	Capacity of Member States to develop and enforce competition policies and laws
	19.	Implementation of Trade Protocol and EPA
	20.	Industrial development pillar of the Tripartite finalised
	21.	SADC Regional Development Fund legal instrument operationalised
Competitiveness	22.	Improvement of micro-economic environment for firms and enterprises
	23.	Enhancing capacity of the private sector in strategy development, innovation, management and technology use
	24.	Skills and factor mobility
	25.	Regional SQAM infrastructure strengthened
	26.	Regional Sanitary and Phyto-Sanitary (SPS) regulatory agencies
	27.	Intra-SADC trade
Regional Integration	28.	Supporting regional infrastructure development to enhance industrialization
	29.	Trade facilitation mechanisms
	30.	Deepening regional integration
	31.	Tripartite FTA Agreement signed and ratified
	32.	Trade Monitoring and Compliance Mechanism implemented
	33.	Mainstreaming Gender and Youth into Structural Transformation
	34.	ICT & Electronic Manufacturing
Cross-cutting Issues	35.	Environmental Sustainability (Green economy)
	36.	Environmental Sustainability Blue Economy Development Policy Framework (BEDPF)
	37.	SADC Raw Material Initiative

Some of the policy areas identified in the SISR have already been discussed under the previous section on the Protocol on Trade. This is so as these two instruments are intertwined. In the next section, a selection of some of the key policy areas is discussed with reference to their status of implementation.

#### 4.4. Status of Implementation



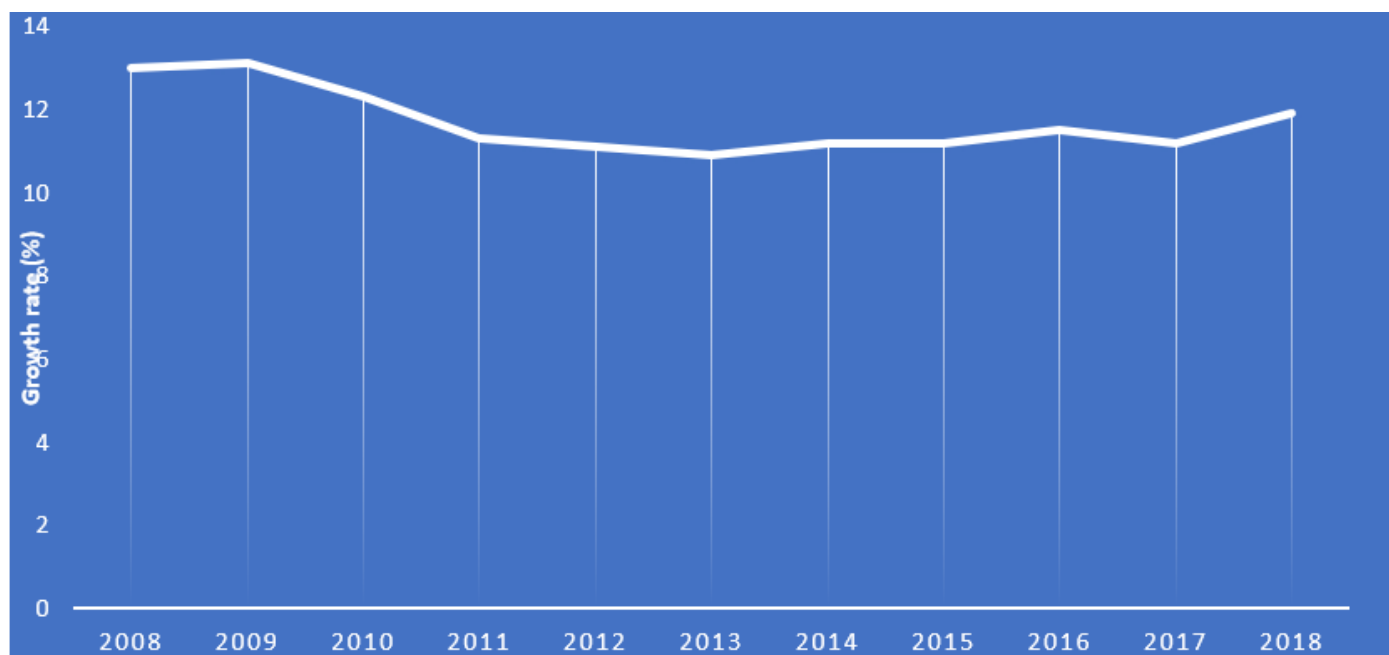
### 4.4.1. Popularisation of the SADC Industrialisation Strategy and Roadmap

Since industrial development has been placed at the core of the integration agenda of SADC with the acknowledgement that it is central to diversifying the region's economies, its dissemination and popularization of the Industrial Strategy and Roadmap (ISR) has become an annual event in line with Council Decision of August 2015 which urged all Member States to popularize the Strategy. Advocacy and Communication for SADC Industrialization Strategy has been integrated in the ongoing implementation of the SADC Communication and Promotional Strategy.

### 4.4.2. Overall Performance of SADC in Industrialisation

The SADC region registered an estimated average growth rate of 1.8% in 2018 compared to 2.1% in 2017 as illustrated in Figure 3. The Manufacturing sector, identified as the prioritized key engine of growth to drive the industrialization process in SADC for the coming decades, grew by 4.3% in 2018 compared to 4.6% in 2017. The region's overall growth has been increasing at a lower path since post global crisis in 2009 while the manufacturing sector has been experiencing higher growth rates post 2015. This sector has been performing better than other economic sectors in the region for the period 2014 - 2018 since the manufacturing sector growths have been higher than the overall growth for the region.

**Figure 3: Share of Manufacturing GDP for the SADC Region**



**Source: Adapted from SADC Selected Economic and Social Indicators.**

The share of manufacturing sector to overall GDP for SADC region in 2018 stood at 11.9%, against 11.2% in 2017 (Table 9). However, the share of the manufacturing sector to overall GDP in SADC region has been declining marginally since 2009 from 13.1% to reach its lowest point to 10.9% in 2013. The Post 2013 period has shown a slight recovery of the sector for gradual increase in its share to the GDP increasing to about 11.9% in 2018.

**Table 9: Share of Manufacturing GDP to Total GDP in SADC (%), 2008-2018**

SADC Member States	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Angola	3.5	5.2	4.6	4.2	4.3	4.8	5.2	5.1	5.0	5.0	7.4
Botswana	6.4	7.2	7.1	6.4	6.6	6.4	5.8	6.4	5.7	5.6	5.7
Comoros	7.4	7.7	7.5	7.7	7.3	7.8	8.1	8.2	8.6	9.0	9.2
DRC	23.2	26.5	17.0	16.2	16.4	16.6	16.7	17.7	20.4	20.8	18.8
Eswatini	36.1	36.3	34.0	33.3	33.4	31.8	32.9	34.0	33.2	33.0	32.8
Lesotho	21.1	17.5	13.2	13.1	12.1	11.8	11.4	12.5	12.0	12.1	14.5
Madagascar	14.6	14.4	14.3	14.3	14.3	14.1	14.0	13.8	12.9	13.2	14.1
Malawi	12.6	11.2	10.7	10.4	10.1	10.1	10.1	10.2	10.1	9.8	9.2
Mauritius	17.2	16.7	15.9	15.7	15.5	15.7	15.3	14.7	14.0	13.4	12.9
Mozambique	13.4	11.9	11.3	11.2	10.0	9.5	9.9	10.0	9.6	9.5	10.3
Namibia	12.3	14.1	13.5	14.8	13.1	11.9	10.8	10.5	12.0	11.7	11.0
Seychelles	10.8	9.2	9.7	9.4	10.3	8.6	7.9	7.2	7.0	7.4	7.9
South Africa	16.0	15.0	14.4	13.3	13.0	12.9	13.4	13.4	13.5	13.2	13.2
Tanzania	7.4	7.3	7.3	8.1	7.9	6.8	6.0	5.7	5.3	5.9	8.7
Zambia	9.0	9.0	8.0	8.0	7.5	6.4	7.3	7.9	8.1	7.9	9.9
Zimbabwe	15.9	15.4	12.7	12.3	11.5	11.0	10.4	9.9	9.9	9.3	13.3
SADC Total	13.0	13.1	12.3	11.3	11.1	10.9	11.2	11.2	11.5	11.2	11.9

**Source: SADC Selected Economic and Social Indicators, 2018**

#### 4.4.3. Regional agriculture and non-agriculture value chains and value addition strategies

Among the specific measures that the SISR aims to implement is the development of regional value chains. Under this area of cooperation, the strategy promotes the development of regional value chains by (a) jointly determining the priority regional value chains to be promoted; (b) facilitating cross-border participation of firms and companies in regional value chains; and (c) collaborating with the private sector in the development of industrial projects and programmes to encourage cross-border linkages in regional value chains.

The Costed Action Plan of the SADC Industrialisation Strategy and Roadmap as approved by Summit in March 2017, identifies six priority value chain clusters namely: Agro-processing, Mineral Beneficiation, Pharmaceuticals, Capital goods, Consumer goods and Services. Annex 4 identifies which of the SADC Member States have potential in which value chains. Profiling of regional value chains in the priority sectors of agro-processing, mineral beneficiation, pharmaceuticals and services having been completed identified a total to four (4) profiled value chains in the six priority clusters.

In the area of agricultural value chains, the profiling results gave focus on agro-processing. The profiling noted that increased agricultural productivity and higher quality products are central to the development of agro-industry and agriculture-based value chains. Further noting that productivity is much lower in agriculture than in other sectors, the strategy emphasised the importance of vigorous promotion of productivity growth in agriculture with particular attention at improved access and availability of high-quality inputs, as proposed in SADC's Regional Agricultural Policy; promotion of value addition in agriculture; participation in agro-industry value chains paying particular attention at the product standardisation, reduction of post-harvest losses, improvement of marketing and infrastructure facilities and provision of market information; and lastly the upgrading of agro-industrial production processes and capacities in terms of quality and the modernization of production systems to bring them in line with international standards (SADC 2015).

Analysis and mapping of regional value chain in two mining sub-sectors (Copper & Cobalt) and mining inputs was also initiated. This review, with funding from the AfDB, was meant to explore local value addition options to minimise imported batteries and to gain more value from cobalt. This is intended to lead to the development of viable regional value chain projects capable of interacting with global value chains. The results are also expected to identify areas where the SADC region can have the greatest success in capturing high value investment opportunities.

The particular interest in this area covers copper, energy-storage (batteries) and mining inputs value-chains in the SADC region. The assessment was to cover the current markets for upstream inputs into each of the targeted value-chains and downstream products beyond their current level of beneficiation in the SADC region. The assessment was also intended to analyse feedstock to determine the adequacy of supply to produce the above products and associated sub-clusters in the SADC region.

#### 4.4.4. The SADC Industrialization and Productive Sectors (SIPS)

The SADC Industrialisation and Productive Sectors (SIPS) programme is a SADC programme supported by the European Union and the German Government whose overall objective is to increase investment in the SADC region as a means to achieve sustainable and inclusive growth and support job creation by improving the performance and growth of selected regional value chains and related services within the agro-processing and pharmaceutical sectors.

The two chosen value chains on which these funds will be used are the leather and related industries value chains and the regional Anti-retroviral (ARV) value chains. The SIPS programme is split into two components:

- **Component 1** is about enhancing the policy, regulatory and business environment at national and regional levels for the development and sustainable operation of regional value chains (for selected products) in the agro-processing and pharmaceutical sectors. This component is funded by the European Union in the amount of €18 million.
- **Component 2** is about enhancing private sector participation in regional Anti-retroviral (ARV) and leather value chains. This component is funded by the European Union to the tune of €10 million and by the German Government to the tune of €2.5 million.

Both these programmes were operationalised in 2019 and will be running for approximately 4 years each. This support is in line with SADC Industrialisation Strategy to which the Regional Agricultural Investment Plan (RAIP) (which operationalises the SADC Regional Agricultural Policy) contributes through needs identified in its Value Chain Facility and the Markets and Trade Facility.

#### 4.4.5. Development of Protocol on Industry

The SADC Protocol on Industry, as called for in the SISR, was approved by the 39th SADC Summit held in Dar es Salaam, Tanzania in August 2019. The Protocol aims to improve the policy environment for industrial development and support implementation of the regional industrialization strategy and roadmap. The Protocol is expected to promote the development of a diversified, innovative and globally competitive regional and national industrial base to enable the Region to achieve sustainable and inclusive industrial development. The Protocol will enter into force following ratification by two-thirds of SADC Member States, and by end of March 2020, only Seychelles had ratified the Protocol.

#### 4.4.6. Industrial Upgrading and Modernisation Programme (IUMP)

An Industrial Upgrading and Modernization Programme (IUMP) was formulated and adopted in



2009 to contribute towards strengthening of industrial capacities in SADC countries to enable them to face the double-challenge of regional and world integration and improve competitiveness, thus support efforts of growth, employment creation, export promotion and poverty reduction. Specifically, the Programme is aimed at generating the momentum for the upgrade and improvement of the competitiveness of industries and related services. This is envisaged to improve industrial competitiveness, growth by improving productivity and quality to enhance access to national, regional and international markets in the context of globalization and trade liberalization as well as economic diversification.

During the reporting period (2019/2020), the SADC Secretariat commissioned a study to review the status of the implementation of the IUMP and its effectiveness at Member State level as a tool for realizing the underlying objectives of the SADC industrialization Strategy and Roadmap. Achievements and challenges of implementing the IUMP have been noted in order to inform the region's competitiveness in the context of the SADC industrialization Strategy and Roadmap. The observations from the study review include the following:

- Challenges related to resource funding gaps: The failure to roll out the proposed regional Industrial Development Fund is identified as one of the critical factors affecting the implementation of the IUMP. The assumption at the design stage was that the fund would assist in funding feasibility studies, hard infrastructure and other industrial upgrading projects to complement annual budgetary resources from Member States.
- Lack of a coordinated Monitoring Framework to track progress. It was observed that there has been little monitoring of progress at national level by both the SADC Secretariat and responsible national authorities to keep abreast of the development progress of the IUMP at national level. Although an Monitoring and Evaluation (M&E) framework was developed at program design phase, follow-ups on activities in terms of implementation has largely been limited in most Member States. In the absence of a proper M&E system, it was not evident whether the funds were used on the projects they were granted for.
- Poor Linkage with the SADC Industrialization Strategy and Road Map (SISR) 2015-2063 agenda and national priorities: It was noted that in order to realize the objectives of the SADC Industrialization Agenda, there is a need to ensure that the IUMP is aligned and be incorporated fully into the SISR framework. Pilot projects implemented under IUMP should provide lessons in the implementation of the SISR.

## 4.5. Summary and Recommendations

### 4.5.1. Determinants of Success of Industrialisation Strategy

Industrialization remains key for transforming the economies of SADC Member States. The region envisages moving from factor-driven development stage to efficiency driven stage and ultimately to innovation driven stage as a development continuum. However, the implementation of the strategy needs to be strengthened through the domestication of the strategy by the Member States and alignment of national industrial policies with the strategy. The popularization of the strategy needs to be scaled up targeting all the stakeholders including the private sector. A lot of effort is still needed to realise the potential value chains in the region. Capacity challenges at the SADC Secretariat have affected the coordination of regional industrial activities.

To ensure the success of the SISR, the SADC Secretariat has continued to strengthen the central role of various stakeholders including but not limited to Member States, financiers, technical partners, think tanks and academia by facilitating the establishment of the Regional Private Sector Association. The 37th SADC Council of Ministers Meeting in August 2017 in South Africa directed the SADC Secretariat to develop an engagement mechanism to enable the private sector to become

more active in industrialisation at the regional, national, provincial and local levels. Pursuant to the Council directives, the SADC Secretariat undertook a scoping study to analyse how the public sector and the private sector are currently organised in order to engage with each other, and as a result, develop a model mechanism to strengthen this engagement, both at the regional and at the national level.

Following this study, the apex body for the private sector in the region, the SADC Business Council, was officially launched on 5 August 2019, during the SADC Industrialisation Week held in Dar-es-Salaam, United Republic of Tanzania. The NEPAD Business Foundation (NBF) was nominated as the interim Secretariat for the SADC Business Council. In addition, the United Republic of Tanzania took over chairpersonship of the Council through the Tanzania Private Sector Foundation (TPSF), replacing Namibia, which held the position since July 2018.

Since then, the SADC Secretariat has engaged the SADC Business Council towards the finalization of the SADC Private Sector engagement mechanism. Upon finalization, the Business Council will formally submit the mechanism to the SADC Secretariat for onward submission to Council for approval. The SADC Secretariat has continued to exchange notes and ideas on the impact of COVID-19 on private sector operations and to explore ways of addressing the challenges ahead. These interactions have also guided the regular reports on the socio-economic impact of COVID-19 the SADC region that have been shared with Member States.

Sustainability of the industrialization strategy is likely to be attained if Member States align their national policies with the regional IS. Member States therefore need to be capacitated to align their national industrial policies with the regional industrialization strategy. The SADC Secretariat, through the Strengthening the National-Regional Linkages in SADC" (SNRL) Programme which is being implemented by GIZ on behalf of SADC, is supporting Member States to align their national industrialization policies with the regional strategy. A tool to guide alignment of national with regional strategies is under development.

#### 4.5.2. Recommended Action Plan

The region has done some commendable work in the development of the industrialization strategy and its costed action plan. However, the implementation of the strategy has not gathered adequate momentum. Industrialization policies have not been fully aligned with the regional strategy. Most of the industrialization policies were developed before the SISR was approved in 2017 and hence alignment could not be done for those national strategies which were already under implementation. The Protocol on Industry is not yet in place although work is in progress.

The profiling of value chains has been initiated but Member States are yet to implement the value chains. In order to upscale the implementation of the SISR, the following are recommended:

- a. There is need to step up awareness campaigns in Member States.
- b. Structures for coordinating the implementation of the strategy need to be strengthened at the national level. There is need to align national industrialisation policies with the SISR. The SADC Secretariat should facilitate the alignment through capacity building initiatives. Guidelines for alignment may also be necessary to help the Member States.
- c. Political will and commitment is needed in the development and subsequent ratification of Protocol on Industry to enable Member States to cooperate in the implementation of the SISR.
- d. The SADC statistical and monitoring and evaluation systems still have gaps with regard to industrialization data. This calls for the strengthening of national level monitoring and evaluation systems for industrialization.



# CHAPTER FIVE: SADC REGIONAL AGRICULTURAL POLICY

## 5. FOOD, AGRICULTURE AND NATURAL RESOURCES SECTOR

### 5.1. Contextual Background

The RISDP (2005) had indeed noted that that “The absence of a binding legal instrument on food security and agricultural development in general is a major weakness in the food security strategy” (SADC 2005). To this effect, one of the key targets in the RISDP results framework was to develop, by 2006/7, relevant legal instruments on Food Security and Agriculture. Noting this guidance, Heads of State and Governments pronounced themselves in May 2004 in the Dar-es-Salaam Declaration on Agriculture and Food Security in the SADC Region by adopting:

- a. In the short-term (2004 – 2006), measures for improving the provision of key agricultural inputs; encouraging agro-industrial development and processing; controlling crop and livestock pests and diseases; improving crop, livestock and fisheries production; and improving water management and irrigation; and
- b. In the medium to long-term (2004 – 2010), measures for improving sustainable use and management of natural resources; enhancing disaster preparedness; enhancing research, technology development and dissemination; improving private sector involvement in agriculture and rural development; improving market access; improving agricultural financing and investment; improving training and human resource development; enhancing gender equality; and enhancing human health and mitigation of HIV and AIDS and other chronic diseases (SADC 2004).

In August 2007 in Lusaka, Zambia, the SADC Council of Ministers approved the special programmes of regional dimension. In particular, the SADC Council approved the review and harmonisation of the policy for Agriculture and Natural Resources as one of the region’s top priorities (SADC 2007; SADC 2007a). With the support of the FAO and funding from the French Ministry of Foreign Affairs, the SADC Regional Agricultural Policy (RAP) was initiated. In August 2014 in Victoria Falls, Zimbabwe, the SADC RAP was endorsed by the SADC Council as the overarching policy framework in the agriculture sector of the SADC region.

The RAP, as a policy, is not legally binding on SADC Member States but provides a guiding framework for good agricultural practices. It recognises the existence and importance of SADC Protocols and policies with direct or indirect impact on the region’s agriculture. These include but are not limited to the SADC Protocol on Trade and associated annexes including the Annex on Sanitary and Phytosanitary (SPS); Protocol on Fisheries; Protocol on Forestry; Protocol on Wildlife Conservation and Law Enforcement; Protocol on Shared Water Courses; Protocol on Gender and Development; Protocol on Transport, Communication and Meteorology, the SADC Water Policy, the Protocol on Environment and the SADC Industrialisation Policy. The Policy is a key instrument in the attainment of the fourth pillar of the SADC Revised RISDP of 2015 on agriculture and food security, and in the attainment of the SADC Industrialisation Strategy and Roadmap (2015 – 2063). In the long-run, the RAP targets to improve agricultural growth in the SADC Region in alignment with the African Union continental Comprehensive Africa Agricultural Development Plan (CAADP) and its successor, the Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods. Table 10 are the targets set out by the SADC RAP.

**Table 10: Indicators and Targets for Regional Agricultural Investment Plan 2017-2022**





Impact Indicator	Baseline (2013)	Target (2022)	CAADP/Malabo target (2025)
Annual Agricultural Growth Rate for the SADC Region	2.6	6	6
Poverty headcount ration at regional poverty line of \$1.25 a day (% of population) (2012)	50	32	50
Net trade in agricultural products for the SADC Region			
SADC food import bill vs total merchandize exports			
Employment in agribusiness			
Income share held by the highest 20%	56	50	
Share of Agricultural GDP to total GDP (%)	8.1	8	
Undernourishment prevalence (% of population) (2012)	24.6	20	

**Source: SADC Monitoring and Evaluation System, 2019**

By its nature, the RAP is a long-term document. Implementing the RAP are phased five-year Regional Agricultural Investment Plans (RAIP) with the first adopted and approved by SADC Council in March 2017 for the period 2017 – 2022. The RAIP prioritises programmes and interventions for implementation of the RAP during a prescribed five-year period. The need to accelerate the implementation of the RAIP spurred the development of the SADC Agricultural Development Fund (ADF) whose main purpose is to provide financial support for the implementation of the national agricultural investment plans within the framework of the RAP and RAIP. The ADF was approved by the SADC Council in August 2017.

## 5.2. Goal and Objectives

The RAP defines common agreed objectives and measures to guide, promote and support actions at regional and national levels in the agricultural sector of the SADC Member States in contribution to regional integration and the attainment of the SADC Common Agenda. The RAP aims to:

- a. Enhance sustainable agricultural production, productivity and competitiveness;
- b. Improve regional and international trade and access to markets of agricultural products;
- c. Improve private and public sector engagement and investment in the agricultural value-chains; and
- d. Reduce social and economic vulnerability of the region's population in the context of food and nutrition security and the changing economic and climatic environment.

## 5.3. Implementation Plan and Targets

The Regional Agricultural Investment Plan (RAIP) (2017 – 2022) prioritised the following programmes for the implementation of the RAP during this period:

**1. Increased Agricultural Production, Productivity and Competitiveness Programme** whose key objective, in the short-term, aims to attain regional food self-sufficiency in basic strategic commodities, increase incomes, reduce hunger and poverty. In the long-term, the programme aims to assist Member States individually and collectively become major regional and global suppliers of selected strategic commodities through the:

- a. Strengthened regulatory frameworks for agricultural development;



- b. Enhanced agricultural research, development and innovation;
- c. Improved capacities for monitoring and assessing agriculture production and productivity;
- d. Improved infrastructure for agricultural production and marketing; and
- e. Promotion of low carbon and efficient (green economy) agricultural production systems;

**2. Increased Access to Markets and Trade of Agriculture Products Programme** whose key objective is to develop a conducive environment for the trade and marketing of agricultural products by improving the efficiency of regional input/output markets and stimulating broad farmers' participation in domestic, regional and international markets; improving the regional and international trade regulatory environment; and improving the development of agricultural marketing infrastructure through.

- a. Improved regulatory frameworks for agricultural trade; and
- b. Improved infrastructure for access to markets and trade of agricultural products with a focus on strengthening agricultural value chains

**3. Increased Investments in and Access to Finance for Agriculture Programme** whose objective is to support national efforts in promoting agri-business value chains, including agro-processing; and agricultural financing through improved regulatory frameworks for agricultural finance and investments;

**4. Reduced Social and Economic Vulnerability in the Region Programme** whose objective is to reduce vulnerabilities in the agricultural sector brought about by climate change and variability; socio-economic factors such as gender inequality, HIV/AIDS and migration; and food insecurity in a changing economic environment; and

**5. Improved Food and Nutrition Security for the Region Programme.**

The Operational Plan of the SADC Secretariat Food Agriculture and Natural Resources (FANR) Directorate derives from these RAIP prioritised programme. To this effect, the FANR's indicative Five-Year Operational Plan (2018 – 2022) outlined critical interventions in the region's agriculture space and Table 11 is a selection of some of these interventions and expected outcomes. In the next section on Status of Implementation of the RAP, a few of these will be used as examples. Annex 5 provides more details including targeted outputs of this indicative operational plan.

**Table 11: Selection of RAIP Intervention Focus Areas that Define FANR's Operational Plan**

Operational Strategic Objective 1: Enhance sustainable production, productivity and competitiveness	
STRATEGIC FOCUS AREA	EXPECTED OUTCOME
Improve Land Administration, Use and Management	<ul style="list-style-type: none"> <li>• Improved land administration, use and management</li> </ul>

Operational Strategic Objective 1: Enhance sustainable production, productivity and competitiveness	
STRATEGIC FOCUS AREA	EXPECTED OUTCOME
Improve availability and access to Productivity Enhancing Inputs	• Improved farmer access to improved plant and animal genetic material and the adoption of biotechnology in crop and livestock development
	• Livestock production and productivity improved.
	• Enhanced conservation and sustainable use of plant and animal genetic resources for food and agriculture
	• Effective soil fertility management systems
	• Improved management of trans-boundary threats including pests and diseases
	• Improved management of water resources for agriculture
	• Improved energy use in agriculture and sustainable bio-energy production by agriculture
Improve Farm support systems and services	• Agricultural research and development in crops, livestock, fisheries and forestry promoted
	• Enhanced regional and national agricultural, forestry and fisheries information systems
	• Enhanced capacity of institutions involved in agricultural development
Ensure sustainable use of natural resources through the implementation of the Protocol on Fisheries	• Improved and sustainable Fisheries production

**Table 11 (Cont): Selection of RAIP Intervention Focus Areas that Define FANR's Operational Plan**

Operational Strategic Objective 2: Improved Regional and International Trade and Access to Markets of Agricultural Products	
STRATEGIC FOCUS AREA	EXPECTED OUTCOME
Improve the efficiency and effectiveness of the region's input and output markets and stimulate broad farmers' participation	• Improved farmers' access to and participation in regional input and output markets
	• Enhanced price risk management and stabilization
Improve the regional and international trade environment for agriculture products	• Reduced non-tariff measures and barriers on trade of agriculture goods and services
	• Improved coordination of trade relations with third parties with regards to agriculture and food
Improve the development of agriculture related market infrastructure	• Agriculture-related infrastructure developed
Improve Fisheries production and utilisation	• Improved processing and trade of fisheries resources
Improve Forestry management and utilisation	• Improved processing and trade of forest resources

**Table 11 (Cont): Selection of RAIP Intervention Focus Areas that Define FANR's Operational Plan**

Operational Strategic Objective 3: Improved Private & Public Sector Engagement & Investment in the Agricultural Value Chains	
STRATEGIC FOCUS AREA	EXPECTED OUTCOME
Promote Value-Chain development in Agriculture	• Enhanced enabling agri-business, farming and agro-industry environment
Mobilise Financial capital for agriculture, agro-industry and agri-business	• Regional level mechanisms and instruments that support agricultural and rural financing developed
Operational Strategic Objective 4: Reduced Social & Economic Vulnerability in the Context of Food and Nutrition Security and the Changing Economic and Climatic Environment	
Reduce chronic and transitory vulnerability to the diversity of food security risks in a changing economic environment	• Enhanced food security and reduced vulnerability in the Region

Operational Strategic Objective 3: Improved Private & Public Sector Engagement & Investment in the Agricultural Value Chains	
STRATEGIC FOCUS AREA	
Addressing climate change, variability and related vulnerability	<ul style="list-style-type: none"> <li>Improved region's capacity to adapt to and mitigate climate change and variability</li> </ul>
Mitigating gender related vulnerability and marginalisation	<ul style="list-style-type: none"> <li>Effective mainstreaming of gender issues of relevance to agriculture and food and nutrition security into regional and national policies and strategies</li> <li>Effective mainstreaming of maternal and child malnutrition issues of relevance to agriculture and food nutrition security into regional and national policies and strategies</li> </ul>
Mitigating HIV/AIDS related vulnerability and marginalisation	<ul style="list-style-type: none"> <li>Comprehensive research to inform policies and strategies on effective mitigation of HIV/AIDS impact on agriculture and food security</li> </ul>
Mitigating the vulnerability of migrant/mobile rural people	<ul style="list-style-type: none"> <li>Knowledge, guidelines and common norms on vulnerability issues affecting rural migrants, including cross-border migrants and farm workers developed and shared</li> </ul>
Fighting against un-employment and marginalization of the rural youth	<ul style="list-style-type: none"> <li>Knowledge on issues and strategies affecting employment of the rural youth along the agricultural value-chain generated and shared</li> </ul>
Operational Strategic Objective 5: Enhanced Sustainable Development and Management of the Environment	
Ensure Equitable and Sustainable use of Environment	<ul style="list-style-type: none"> <li>Harmonized policy environment, as well as legal and regulatory frameworks to promote regional cooperation on all issues relating to</li> <li>environment and natural resources management including trans-boundary ecosystems</li> <li>Integration of environmental and sustainable development issues into sectoral, national and sub-national socio- economic planning</li> <li>Improved sharing of environment information on environmental conditions and trends in the SADC Region.</li> <li>Improved capacity for environmental management in the region</li> <li>Coordinated regional positions in the negotiations and implementation of MEAs; and other agreements</li> </ul>

**Table 11 (Cont): Selection of RAIP Intervention Focus Areas that Define FANR's Operational Plan**

Operational Strategic Objective 6: Enhanced Sustainable Management and Conservation of Wildlife and Transboundary Natural Resources	
STRATEGIC FOCUS AREA	EXPECTED OUTCOME
Ensure sustainable use of natural resources through the implementation of the Protocol on Wildlife Conservation and Law Enforcement	<ul style="list-style-type: none"> <li>Facilitate implementation of fisheries strategies and programmes</li> <li>Facilitate implementation of strategies and programmes on wildlife and TFCAs</li> <li>Integration of wildlife and transboundary natural resources issues into sectoral, national and sub-national socio- economic planning</li> <li>Improved sharing of information on wildlife and transboundary natural resources in the SADC Region</li> <li>Improved capacity for wildlife and transboundary natural resources management in the region</li> <li>Coordinated regional positions in the negotiations and implementation of MEAs on fisheries, forestry, TFCAs and wildlife</li> <li>Development of regional guidelines and standards for TFCAs, fisheries, forestry and wildlife</li> </ul>

Operational Strategic Objective 6: Enhanced Sustainable Management and Conservation of Wildlife and Transboundary Natural Resources	
STRATEGIC FOCUS AREA	EXPECTED OUTCOME
Ensure sustainable use of natural resources through the implementation of the Protocol on Forestry	Facilitate implementation of Forestry strategies and programmes
	Improved sharing of information on Forestry and transboundary natural resources in the SADC Region
Operational Strategic Objective 7: Improved Legal Frameworks, Effective Networks and Stakeholder Dialogue Forums	
Strengthen Institutional Frameworks and Capacity Building	Enhanced capacity of institutions involved in agricultural development
Enhanced Networks and dialogue fora for improved coordination and implementation of agricultural policies, strategies and initiatives	Improved collaboration with International and Regional Cooperating Partners on Agriculture and Food Security

**Source: FANR 5 Year Operational Plan (2018-22)**

To accelerate the implementation of the RAIP, SADC approved in 2017 the establishment of the SADC Agricultural Development Fund (ADF) as a financial mechanism intended to provide financial support for the implementation of the national agricultural investment plans within the framework of the RAP and RAIP. The ADF comprises the following facilities:

- a. **The Value Chain Facility** whose objective is to support the effective and efficient value addition processes for selected agricultural commodities and products;
- b. **The Agriculture Infrastructure Development Facility** whose objective is to enhance access to agriculture infrastructure including water, energy, land, roads, storage and other relevant agriculture infrastructure in order to ensure effective and efficient production systems for improved productivity and heightened competitiveness;
- c. **The Market and Trade Facility** which focuses on the marketing of, and trading in, agricultural products by strengthening institutional and regulatory frameworks, and improving access to market and trade information;
- d. **The Agriculture Information Management Facility** which aims to promote agricultural development by providing policy makers, planners and economic players access to reliable and timely information that is necessary for policy development, emergency preparedness, planning, and decision making;
- e. **The Food and Nutrition Security Facility** which aims to support preparedness, response and recovery from food and nutrition security related disasters;
- f. **The Environment and Natural Resources Facility** which aims to improve the effective, efficient and sustainable utilization of environmental and natural resources with the view to increasing resilience of the agricultural sector while also reducing or limiting Greenhouse Gas (GHG) emissions; and
- g. **The Governance and Institutional Development Facility** which aims to provide financial and technical support for the establishment of institutional, governance and management structures required to implement the RAIP at both the regional and national levels; and provides for the formulation of the rules, regulations or guidelines for measures under all the Facilities at regional and national levels.

## 5.4. Status of Implementation



Since approval of the SADC Regional Agricultural Investment Plan (RAIP) in March 2017, the Food Agriculture and Natural Resources (FANR) Directorate of the SADC Secretariat, which is mandated to operationalise interventions in the agriculture and natural resources sectors, has adopted the RAIP (2017 – 2022) as its operational plan for the period. A significant amount of success has been recorded in the implementation of this plan. Only a few examples will be covered in this paper. There are also serious challenges to the implementation of some of the planned interventions and a selection of these will also be covered under this paper.

### 5.4.1. Agricultural Information Management System

One of the important strategies to implement the RAP is the development of the Regional Agricultural Information Management System (AIMS). As early as 2004, the Extra-Ordinary Summit on Agriculture and Food Security held in Dar-es-Salaam, Tanzania indicated that sustainable Food Security depends to a large degree to policy decisions based upon quality information. Information gathering and management is a responsibility where the comparative advantage of regional action is not disputed. Hence the SADC Secretariat was directed to improve its capacity in gathering, analysing and disseminating data and information. This has led to the desire and need to develop an AIMS strategy for the Region.

Under the programme sponsored by the EU through 11th EDF funding, the SADC Support Towards the Operationalization of the SADC Regional Agricultural Policy Programme (supported to the tune of €9.05 million for four years starting in 2019) was designed to implement the SADC RAP with a focus on:

- enhancing information on agricultural production, sustainability and competitiveness for evidence-based decision-making;
- improving access to markets through implementation of plant and animal pest and disease control strategies at the regional level; and
- facilitating implementation of some components of the Regional Food and Nutrition Security Strategy (FNSS) in SADC Member States.

The first two focus areas involve the AIMS programme. Specifically, this project aims to:

- a. enhance access to information on agricultural production, productivity, sustainability and competitiveness for evidence-based decision-making through the strengthening of country databases in 15 SADC Member States linked to the regional database to form the SADC Agricultural Information Management System (AIMS) and the dissemination of agri-production data in SADC Member States in a standardized and sustainable way; and
- b. improve access to markets through implementation of animal and plant pests and diseases strategies at the regional and national levels by harmonizing regional control and management strategies for trans-boundary animal diseases and crop pests and diseases as they affect trade in animals and plant products and by coordinating control and management of trans-boundary animal and plant diseases and pests at regional level while strengthening pest and disease management capacities at regional and national levels for effective surveillance and early warning systems and implementation of control measures.

The total expected budget is €7.050 million over a two-year period starting 2019.

### 5.4.2. Food and Nutrition Security Strategy

In specific response to the fourth specific objective of the RAP and the fifth programme of the



RAIP, the Food and Nutrition Security Strategy (FNSS) (2015 -2025) was developed and approved by Council in August 2014. The Food and Nutrition Security Strategy has a set of Indicators used to track implementation of food and nutrition security actions at Member States level.

The goal of FNSS is to significantly reduce food and nutrition insecurity in the Region by 2025. This will be achieved by: (a) promoting availability of food through improved production, productivity and competitiveness; (b) improving access to adequate and appropriate food in terms of quality and quantity; (c) improving the utilisation of nutritious, healthy, diverse and safe food for consumption under adequate biological and social environment with proper health care; and (d) ensuring stable and sustainable availability, access and utilisation of food.

The responsibility for implementation of the Strategy lies solely with the Member States with the SADC Secretariat facilitating the execution, monitoring and evaluation of its implementation. The SADC Secretariat has been implementing the FNSS since 2015. The indicators in Table 12 will be monitored against implementation of the FNSS.

**Table 12: Indicators to be monitored under SADC Food and Nutrition Security Strategy**

Monitoring and Evaluation (Results Framework)	
<b>1. Food Security</b>	
1.1 Impact indicators	Food Consumption Score (FCS)
	Prevalence of undernourishment
	Prevalence of moderate and severe food insecurity in population based on the Food Insecurity Experience Scale (FIES)
1.2 Outcome Indicators	Cereal Import Dependency Ratio
	Per CAPITA Income (USD)
	Average income of small-scale food producers
	Food Price Anomalies
	Average dietary energy supply adequacy
	Per capita supply of major protein (g/day)
	Per capita supply of carbohydrate (g/day)
	Per capita supply of fat (g/day)
1.3 Output indicators	Percentage of arable land equipped for irrigation (%) (3-year average)
	Percentage contribution of agriculture value added to GDP
	Proportion of diversified agricultural, fishery products (crops, livestock, fisheries) produced
	Percentage public Investment in Agriculture
<b>2. Nutrition</b>	
2.1 Impact indicators	Proportion of children 0 to 59 months who are stunted (moderate and severe)
	Proportion of live birth with low birthweight (live births < 2500 g)
	Proportion of children 0 to 59 months who are wasted (moderate and severe)
	Proportion of children 0 to 59 months who are underweight
	Proportion of children 0 to 59 months who are overweight
	Proportion of women of reproductive age 15-49 years with anaemia
	Proportion of children under 5 years old with anaemia

Monitoring and Evaluation (Results Framework)	
2.2 Outcome indicator	Percentage of women aged 15-49 years who are underweight
	Proportion of women 18+-49 years of age who are overweight and/or obese
	Prevalence of overweight in school age children and adolescents 5-19 years
	Number of births during a given reference period to women aged 15-19 years/ 1000
	Proportion of children 0 to 6 months who are exclusively breast fed (EBF)
	Proportion of children aged 6 -23 months receiving minimum acceptable diet
	Proportion of children aged 6-23 months receiving minimum dietary diversity
	Percentage of women 15 to 49 years with minimum dietary diversity
2.3 Output indicators	Proportion of pregnant women receiving iron and folic acid supplements
	Proportion of children 6-11 months who received one age appropriate dose of vitamin A in the past 6 months
	Proportion of children 12-59 months who received two age appropriate doses of vitamin A in the past 12 months
	Proportion of mothers of children 0-23 months who have received counselling, support or messages on optimal breastfeeding at least once in the last year
	Proportion of children breastfed within an hour after birth
	Proportion of population using safely managed water services
	Proportion of population using safely managed sanitation services
	Proportion of population with basic hygiene services, including a hand-washing facility with soap and water
	Proportion of children 0-59 months affected by severe acute malnutrition, admitted into treatment (total)
	Proportion of children 0-59 months with SAM who recovered/cured
	Proportion of children 0-59 months with SAM who defaulted
	Proportion of children 0-59 months with SAM who did not recover
	Proportion of children 0-59 months with SAM who died
	Children under 5 years of age with diarrhoea receiving oral rehydration solution and Zinc
	Number of countries with legislations/regulations fully implementing the international code of marketing of breastmilk substitutes (resolution WHA 34.22) and subsequent relevant resolutions adopted by the health assembly
	Number of countries with maternity protection laws or regulations in place
	Legislation on mandatory fortification of foods
	Proportion of national budget allocated for nutrition

**Source: SADC Monitoring and Evaluation System, 2020**

As alluded to under discussions on the AIMS above, the implementation of the FNSS has benefited from support under the 11th EDF of the European Fund from which is received approximately €2 million for its operationalisation. Closely linked to the FNSS are other SADC programmes that have been operational for some time and support the objectives of the RAP. These include the SADC Regional Vulnerability Assessment and Analysis (RVAA) Programme which for more than 23 years has operational. DIFID has played a significant role supporting the programme for more than 8 years and currently, the programme is being supported by both DIFID and the Swiss Development Agency (SDC) with collaboration from the World Food Programme of the United Nations. The RVAA programme supports resilient and sustainable rural and urban livelihoods, environments and institutions in reducing poverty and enhancing well-being in the SADC region by ensuring the timely provision of credible vulnerability information; while strengthening capacities to meet the ever-increasing information needs of governments and partners for developmental programming and emergency response.



### 5.4.3. Aquaculture Strategy

SADC has also developed various Protocols for domestication and implementation by Member States. One such key protocol is the SADC Protocol on Fisheries (2001) which is recognized in the RAP and the anchor on which RAP interventions in the area of fisheries is based. The objective of this Protocol is to promote responsible and sustainable use of the living aquatic resources and aquatic ecosystems of interest to State Parties, in order to:

- a. promote and enhance food security and human health;
- b. safeguard the livelihood of fishing communities;
- c. generate economic opportunities from nationals in the region;
- d. ensure that future generations benefit from these renewable resources; and
- e. alleviate poverty with the ultimate objective of its eradication.

In 2011 SADC Ministers responsible for Fisheries and Aquaculture prioritized sustainable aquaculture development and established a Working Group to guide the development of the regional aquaculture strategy in line with Article 13 of the SADC Protocol on Fisheries. The SADC Regional Aquaculture Strategy and Action Plan (2016 – 2026) was approved by the SADC Ministers responsible for Agriculture and Food Security, and Fisheries and Aquaculture in May 2017, in Ezulwini, Eswatini and it now implements the RAP.

SADC Secretariat has worked with partners to promote implementation of this Strategy, and the key partners are the African Union Inter-African Bureau for Animal Resources (AU-IBAR), FAO, LUANAR, NEPAD SANBIO, and WorldFish. Several instruments to support sustainable development of aquaculture in Member States were developed, more so these instruments were also developed to assist Member States in domesticating and implementing the Strategy. The instruments include the:

- i. "Aquaculture Evaluation Tool for the SADC Region" which was developed with the aim of providing a systematic mechanism for evaluating the development of aquaculture industries and projects in the SADC region;
- ii. "Regional Framework on Environmental Management for Sustainable Aquaculture Development in Southern Africa" to strengthen the capacity of Member States to make more realistic and appropriate aquaculture development plans, approve appropriate projects and institute environmental management assessments more effectively; and
- iii. "Guidelines for Aquaculture Management in the SADC region" with the purpose of providing SADC Member States with a set of guidelines for aquaculture management with requirements that minimise or eliminate environmental and social impacts of aquaculture while promoting improved management. The Guidelines recognise the diversity of aquaculture environments, candidate aquaculture species and production systems in the SADC region; and provide a framework for Governments in collaboration with all relevant Non-State Actors (NSAs) in Member States to draft more country specific Best Practice Guidelines, indicators and criteria applicable to their environment, candidate species, and production systems.

Implementation of the SADC Protocol on Fisheries and its related strategies and programmes have been affected by capacity and resource constraints at regional and national levels. As a result, the Protocol and its related strategies and programmes have not sufficiently generated the benefits that SADC Member States are expected to derive from the Regional Integration Agenda.

For instance, aquaculture in Southern Africa is poised to offer multiple and varied opportunities to locals and investors from both the commercial and public sectors. The undeveloped nature of the industry makes the selection of projects that are economically, environmentally and socially viable complex. Guidance required to pick systems that could give them the greatest chances for long-

run success – “picking the winners” - is limited. This has led to poor development of aquaculture in the region.

In 2016, SADC Secretariat, in partnership with WorldFish and Advance-Africa, developed an Aquaculture Evaluation Model for the SADC region that creates a picture of 'sector/project issues' that will inform governments and funders as to the sets of drivers that are likely to determine sector/project success or failure. In the process of developing this model, it was established that most national aquaculture strategies, plans and programmes, are outdated and not responsive to the current needs to develop a sustainable sector. Whereas the SADC Regional Aquaculture Strategy and Action Plan has incorporated key elements and best practices to ensure sustainable development of aquaculture in the Region, most national strategies, plans and programmes are still not well aligned with the regional strategy..

In response to the above challenges, there is a need for better domestication and implementation of regional instruments. Hence, the SADC Secretariat is assisting Member States to better align and mainstream the Regional Integration agenda in national aquaculture strategies, plans and programs. This initiative started in March 2020 with support from SNRL. The support is using three case studies, Botswana (representing an inland country with limited aquaculture activity) , Malawi (representing an country with huge potential and capacity but limited output) and Namibia (representing a marine country with limited output), and facilitate development of an alignment and mainstreaming policy brief as a tool that other Member States will adapt and apply in their aquaculture planning and implementation processes. Through this initiative, the three Member States have revised the existing national aquaculture strategies to ensure that there are aligned with the regional strategy

#### 5.4.4. Access Agricultural Inputs and Markets

This is one of the key areas of focus in the RAP under its first and second specific objectives. It is essential to note that the term 'agriculture' in the RAP is identified to include crops, livestock, fisheries and forestry products and services. Among the many issues that fall under this area of focus including productivity-enhancing inputs such as seeds, fertilisers and agro-chemicals and Plant and animal disease control, this paper will focus on the issue of seeds and fertilisers in the SADC region.

In the area of improved seed provision, the RAP set out as one of its key policies the need for **SADC to complement national interventions by promoting and supporting measures to improve farmer access to improved plant and animal genetic material and the adoption of biotechnology in crop and livestock development** (SADC 2014). Interventions envisaged in the RAP to implement this policy included:

- a. Facilitating private/public sector initiatives that promote economies of scale in production and distribution of improved seeds, as well as other plant and animal genetic materials;
- b. Promoting regional value-chain partnerships in stock feed production;
- c. Facilitating agreement on a harmonised approach to the safe use of modern biotechnology and clarifying how to deal with GMOs;
- d. Promoting national capacity and regional collaboration for research in biotechnology and biosafety; and
- e. Facilitating the implementation of the SADC Harmonised Seed Regulatory System (SADC 2014).

With respect to fertilisers and agro-chemicals, the RAP set out as one of its key policies the need for **SADC to complement and support national interventions to promote effective soil fertility management**

**systems** (SADC 2014). According to the RAP, soil fertility decline is generally widespread throughout the region due to a range of factors including depletion of soil nutrients that results from continuous cropping without replenishment, poor land management and poor general agricultural practices. Raising the levels of organic and non-organic nutrient application and good agricultural practices including conservation agriculture (CA) were seen as not only improving soil-fertility but also reducing environmental costs while offering interesting options for smallholder farming intensification (SADC 2014). Interventions envisaged in the RAP to implement this policy included:

- a. Promoting implementation of integrated soil fertility management programmes based in particular on soil mapping and adapted to soil diversity;
- b. Promoting private and public sector initiatives that promote economies of scale in the production, importation and distribution of fertilisers and complementary soil-fertility enhancing inputs; and
- c. Facilitating the harmonisation and standardization of guidelines on the proper use and disposal of fertilizer and other agrochemicals (SADC 2014).

The next sub-sections will discuss briefly the regulatory frameworks developed to implement the RAP policies, the challenges and constraints impeding progress and suggested recommendations to resolving some of these challenges.

#### 5.4.4.1. SADC Harmonized Seed Regulatory System

The SADC Harmonised Seed Regulatory System (HSRS) was developed and adopted by SADC with the objective of facilitating seed trade across the region and integrating small and isolated national markets into one larger SADC market for seeds. The ultimate expected result of implementing the HSRS is improved availability of elite crop varieties and high-quality seed of targeted crops to improve agricultural productivity, production and consequently regional food and nutrition security (SADC 2020). This was to be achieved by promoting entry of new and improved high quality seed varieties in the region; easing of movement (and reducing cost of movement) of existing and new varieties of quality seeds; enhancing investment in the seed sector; and establishing a sustainable funding mechanism for supporting the System. Through a Memorandum of Understanding (MoU), that came into force in 2014 when two thirds of SADC Member States signed the MOU (SADC 2020), the region formally established a legal framework to cooperate in the implementation of the HSRS (SADC 2014a). As at December 2019, 12 out of 16 SADC Member States had signed the MOU (FfF 2020).

The HSRS is structured into three components, the Variety Release and Registration, Seed Certification and Quality Assurance, and Quarantine and Phytosanitary Measures. The Variety Release and Registration system and accompanying catalogue was developed as part of the HSRS to register SADC approved seeds for trade in the region. The procedures for submitting a new variety for listing, registration and release are contained in the MOU (SADC 2014a). Varieties entered into the SADC Variety Catalogue remain registered for 20 years. The use of the SADC Variety Catalogue system has been increasing with the number of varieties doubling from 2017 to 2019 with 50 varieties registered (FfF 2020). As at June 2020, the total number of registered crop varieties available for trade within the SADC region had risen to 84 (SADC 2020). Maize varieties still dominate the listing, but more and more varieties of other crops are being registered. Only 2 soybean varieties, however, have so far been registered (FfF 2020). According to the Feed the Future report of 2020, there is a corresponding Variety Catalogue by COMESA, however, the main companies using the SADC Variety Catalogue are said to rarely register varieties in the COMESA Variety Catalogue. Overall, the SADC Variety Release System is said to have become more user-friendly although the registration process has historically been slower than COMESA's system (FfF 2020).

The Seed Certification and Quality Assurance component of the HSRS regulates the certification and



quality of seed of registered varieties to be traded and the standards are outlined in the MOU (SADC 2014a). Seeds of registered seed varieties that meet the SADC Certification and Quality Assurance standards are awarded the SADC seal paving the way for its trade in the region. According to the Feed the Future report of 2020, it was noted, however, there still exist issues with the implementation of the HSRS system manifesting in lack of mutual recognition of the seed varieties. Despite the SADC seal, some countries still require the re-testing the seed (FF 2020). In the component of quarantine and phytosanitary measures, more work on procedures and the general acceptance of same still needs to be done. According to the Feed the Future 2020 report, differences in certificates and documentation required at the border have hampered seed trade. There is a lack of standardized phytosanitary procedures for the seed trade in the SADC region (FF 2020). Table 13 (overleaf) summarises some of the key challenges in the implementation of the SADC HSRS.

Turning to the practical use of the HSRS, SADC seed labels were first successfully used in cross-border trade in 2019, marking a significant implementation achievement (FF 2020). Through the USAID Seed Trade Project, Malawi and Zambia have been involved in piloting seed production for regional trade. Through this exercise, Zambia produced in the 2019 season 200 metric tonnes of seed for direct export to DRC (personal information from SADC Secretariat). This piloting of seed production is continuing and is expected to be scaled up.

Suggested recommended actions to resolve some of the challenges and constraints as outlined in Table 13 above in the implementation of the SADC HSRS, and hence potential policy reform areas for which interventions could be meaningful include:

- a. Supporting the establishment and/or strengthening of appropriate infrastructure and institutions (seed and plant protection centres, extension services for seed production, and legislative systems) at the national level to domesticate the HSRS;
- b. Supporting the raising of awareness of the importance, role and functions of the SADC HSRS but more particularly of the availability of seeds to farmers that this system provides. The general SADC citizenry particularly farmers are not aware of this system and its benefits and therefore have not exerted any pressure on their authorities to sign or implement the HSRS in order for them to benefit from it;

**Table 13: Challenges and Recommended Actions in the Implementation of the SADC HSRS**

Category	Challenges and Constraints
Regulatory and Institutional challenges	<p>a. HSRS requires the change of national level legislation and rules and regulations to be in alignment with the SADC HSRS system – this is taking time in some member states to be achieved. 5 countries (Madagascar, Mozambique, South Africa, Zambia and Zimbabwe) have fully aligned national legislation with SADC HSRS. Other countries are at various stages towards aligning with HSRS.</p> <p>b. Comoros &amp; Seychelles have not yet signed the SADC HSRS MoU or aligned their national legislation to HSRS.</p> <p>c. Angola and Madagascar have not signed HSRS MoU but are both in the process of aligning their national legislation to SADC HSRS.</p> <p>d. Domestication will ensure full implementation of the system and allow for recognition of procedures by all Member states in the region making it easy for seed to move between countries in less time and less cost.</p> <p>e. Protectionist tendencies for local seed industry in some SADC member states has hindered effective operationalisation of the HSRS system</p> <p>f. The benefits of the HSRS have not been sufficiently publicised in the SADC countries – in order to generate buy-in and farmer/producer generated demand for HSRS processed seeds.</p> <p>g. Lack of trust / acceptance among SADC Member States' institutions to use HSRS system is still prevalent – sometimes simply due to rent seeking behaviour from traders who are currently benefiting from high prices on exports / imports into SADC countries</p> <p>h. Delays in trials and sharing results of tests conducted by governments on seeds for registration has been recorded – fees of losing competitive advantage for local industry; and</p> <p>i. Weak national regulatory systems on seed production and overall regional harmonisation processes.</p>
Institutional Infrastructure Challenges	<p>a. Despite efforts in domesticating the HSRS, implementation of the HSRS requires infrastructure (regulations and dedicated personnel in Plant and Protection units of member states including extension services) and additional measures such as developing or strengthening institutions.</p>
Source: Martin Muchero based on various SADC documents and literature reviewed	

Category	Challenges and Constraints
Seed Registration	<p>a. Seed varieties registered on HSRS system doubled from 2017 to 2019 to 50 varieties (with only 2 soybean varieties registered by Zimbabwe) as at December 2019.</p> <p>b. As at June 2020, 84 crop seed (maize, soybean, wheat, ....) varieties have since been registered and these can now be traded across SADC region (see next slides)</p> <p>c. SADC is the only REC that currently allows for the registration of landrace varieties in the SADC Variety Catalogue. Landrace varieties are local varieties produced by farmers.</p> <p>d. SSC needs development of additional procedures to implement the system fully, e.g. the development of guidelines to register and release publicly bred crop varieties which are considered international or national public goods – an area where there is limited private sector interest in marketing these varieties as there are no exclusivity rights to the seed.</p> <p>e. Most stakeholders have reported little knowledge of the SADC Variety Catalogue and the registration process.</p>
Protocol for Protection of New Varieties of Plants (Plant Breeders' Rights) in SADC	<p>a. Protocol needs two thirds of the SADC member states for it to come into force. Lack for formalised seed systems in some countries has resulted in their not taking action to prioritise the signing of the Protocol</p>

Source: Martin Muchero based on various SADC documents and literature reviewed

- c. Raising awareness among the seed stakeholders of the presence and functions of the Seed Centre to encourage registration of crop varieties in the HSRS Seed Variety Catalogue;
- d. Raising awareness among seed stakeholders to increase use of the SADC Seed Centre website for information and regional crop variety release application;
- e. Encouraging production and trade of landrace varieties to reduce cost to smallholder farmers and encourage them to use quality seeds;
- f. Supporting the development of additional procedures to implement the HSRS system including facilitation of alignment in testing and standards across the region; and
- g. Considering harmonisation of SADC and COMESA seed systems and bring in EAC in the standard COMESA-EAC-SADC Tripartite type of arrangement.

#### 5.4.4.2. Protocol for Protection of New Varieties of Plants (Plant Breeders' Rights) in SADC

For the effective implementation of the SADC HSRS, Plant Breeders' Rights need to be protected. To that effect, SADC approved in March 2017 the SADC Protocol for Protection of New Varieties of Plants (Plant Breeders' Rights). The protocol provides for the establishment of an effective system of plant variety protection; promotes the development of new varieties of plants for the benefit of the region; and provides for the granting and protection of breeders' rights.

For the protocol to come into force, however, requires two thirds of the SADC Member states to sign it. The protocol has, however, since been signed by 8 Member States on June 2020 (Angola, DRC, Eswatini, Lesotho, Mozambique, Namibia, Tanzania and Zambia). The lack of formalised seed systems in some countries has been cited as one of the reasons why they have not taken action to prioritise the signing of the Protocol. The signing of a protocol is generally a long drawn out



domestication process that involves national legislative processes to ensure alignment with national legal frameworks. Once it comes into force, the protocol will grant plant breeders' rights in all State Parties to the protocol based on one application in any of the State Parties' jurisdictions. The lack of a legally binding protocol is a disincentive for seed breeders to release their seeds for regional consumption.

#### 5.4.4.3. SADC Seed Centre

The implementation of the SADC HSRS required the establishment of institutional structures to operationalise it and SADC approved in 2017 the Charter establishing the SADC Seed Centre (SSC) for that purpose. Once signed by two thirds or more SADC MS, the Charter will give the SSC legal status and a formal standing to coordinate the Seed Variety Registration Process and operationalise the HSRS. In the meanwhile, under a hosting agreement with the Government of Zambia, the SSC is hosted in Lusaka, Zambia and is temporarily housed within the SADC Plant Genetic Resource Centre (SPGRC), another institution of SADC responsible for the conservation of plant genetic resources. A functional SSC will provide both regional policy and technical guidance to realise full implementation of the HSRS.

According to its Charter, the funding for the operations of the SSC was to include fees payable by stakeholders for the registration of their seeds on the system and for accessing the SADC conditions of trade which would allow for free movement of seeds; for any other services rendered by the SSC; any grants or donations made to it; and from any other sources as may be directed (SADC 2017b). Until the Charter establishing the SSC comes into force, its revenue generation is rather limited. Furthermore, the major source of funding, fees by stakeholders, has to some degree been a deterrent for them to register their seeds with the system as most of the region's seed companies already operate in multiple countries in the SADC region. Registering with the SSC compared to simply having their seed material locally registered is seen as an added and unwarranted cost. In addition, publicly bred crop varieties are considered an international or national public good which leads to limited private sector interest in marketing these seeds since no type of exclusivity is given, except for maize hybrids (SADC 2020). The revenue sources expected to support the SSC have not materialised and the above and other reasons, the SSC has been left high and dry for its operational needs including the cost of staffing and daily operations.

The USAID has since proposed to support the SSC for an initial 2-year period while SADC prepares a longer-term financial sustainability plan. As at June 2020, the USAID funding agreement was pending signing by the SADC Secretariat. Previously and during the development of the HSRS, USAID provided funding for the then interim Seed Centre coordinator. USAID has also supported the engagement of consultants to develop procedures required in the registration of publicly bred crop varieties through the HSRS. Support in the development of an alternative sustainability and viability plan and model for the SSC will be key to ensuring its implementation that would allow for the maintenance of its on-line registration systems and the operations of the HSRS system.

#### 5.4.4.4. Up-scaling of Seed Production for Export

With the support of the USAID Seed Trade Project, three countries (Zimbabwe, Malawi and Zambia) have been involved in the trial production in 2019 of seed for trade in the region. A total of 200 metric tonnes of seed for direct export to DRC was achieved. This model can be scaled up for seed production for trade in the SADC region under the SADC HSRS. Such a programme can be targeted at the smallholder seed producers to improve on the capacity for seed multiplication but more so, the seed can be targeted for smallholder soybean production in the target countries. Such action would ensure farmers are getting the right quality of seeds and with increased levels of seed production, the long term effect will be affordable seed costs for the farming community as currently costs are driven by the lack of availability of quality seeds.

#### 5.4.4.5. Awareness Raising on the SADC Harmonised Seed Regulatory System (HSRS)

Policy reforms arise when awareness is heightened. Currently, the SADC HSRS is not fully understood by key stakeholders in the region and as such it is not fully utilised and governments have been slow at legislating appropriate laws and regulations that make trade in seeds across the region more meaningful and cost effective. Publicising the HSRS at the legislative assemblies and farmer organisational levels is key to improved trade in quality seeds. Supporting and making quality seeds as part of the agenda of apex farmer organisations would add considerable value.

#### 5.4.4.6. Fertilizers and Agro-Chemicals

In June 2018, a study by the African Fertilizer Financing Mechanism (AFFM) noted that Africa imported an average of USD35 billion of food products in 2015, a figure projected to rise to USD 110 billion by 2025 (AFFM 2018) while Africa contains 25% of global landscape that is suitable for crop cultivation which is more than sufficient to drive the continent's economic development and adequately feed its own population (Buchler 2020). This situation is due to low crop productivity levels in Africa that remain the lowest in the world (AFFM 2018). More recently and due to high population growth rates, a decline in arable land per capita, climate change risks and the effects of increased global demand for food, feed, fiber and fuel (AFFM 2018), are expected to exacerbate the already increasing levels of food insecurity in Africa. To therefore meet the increasing food demand, agricultural production needs to grow not through the conversion of additional forests or savanna lands but through better seeds, fertilisers and technologies. The low use of fertilisers, although not the only input, is a key impediment to increased agricultural productivity (AFFM 2018).

According to the assessment by AFFM (2018), the SADC region has huge potential for consumption from medium to large consumers such as Zambia, Zimbabwe, Malawi and South Africa as summarised in Table 14 overleaf (AFFM 2018). However, there are serious marketing and technical constraints that limit production, trade, distribution and consumption of fertilizers. With respect to marketing constraints, these include "uncertain policy environment, weak and ineffective regulatory frameworks/systems, limited agro-dealer network, high inland transport costs, limited access to finance, size of commodity markets and high fertilizer retail prices" (AFFM 2018). With respect to technical constraints, these include "poor farmer knowledge base and extension services, unresponsive soils, limited road and railway infrastructure, and inadequate port facilities" (AFFM 2018).

In the area of fertiliser production, the AFFM (2018) study showed that Africa has adequate reserves of raw materials for the production of fertilisers yet fertiliser production is concentrated among six countries, Egypt, Tunisia, South Africa, Algeria, Nigeria, and Morocco (AFFM 2018). In the SADC region, the study noted that expansion / modernisation of fertiliser plants in South Africa and Zimbabwe and the planned nitrogen project in Mozambique would have a significant influence in the production of fertilisers in that region. Required also in this region are blending plants, storage facilities and rural feeder roads for improved uptake and utilisation of fertiliser (AFFM 2018).

**Table 14: Situational Analysis of Fertiliser Production, and Consumption Levels in SADC**



Country	Abundance in raw materials	Potential Domestic Consumption	Already Producing Some Fertilizers
South Africa	Large reserves of phosphorus and some natural gas deposits	Large consumption of Fertilizer	
(1.950,000 tons)	Yes, many fertilizer plants. Have highly developed fertilizer industry		
Zambia	None	Moderate consumption of fertilizer ((437,000 tons)	None but has blenders (Yara fertilizer Zambia, Nitrogen Chemicals of Zambia) producing N and NPK fertilizers
Malawi		Moderate consumption (342,000 tons)	Has blenders (Farmers World Malawi, Malawi Fertilizer, and Optichem 2000
Zimbabwe	Phosphate rock, Pyrites, Coal, Coal bed and Methane.	Moderate consumption of fertilizers (good	
market) 407,000 tons	Ammonium Nitrate (Sable Chemical Industries Ltd), phosphate Rock, sulphuric Acid, SSP (Zimbabwe Phosphate Industries Ltd) and blender (Zimbabwe Fertilizer Company, FSG, ETG, Grow Agriculture, Windmil Pvt)		
Mozambique	Large reserves of		
oil and natural gas. Has also huge phosphate deposits	Low (87,000 tons)	Yara urea project and has 4 fertilizer Blenders (Omnia, Mozambique fertilizer company, Yara	
Fertilizer Mozambique, Etc. Adubos)			
Botswana	Has reserves of natural gas	Low	None
Namibia	Has offshore phosphate sediments and		
nodules	Low consumption of fertilizer	None but there are two planned projects on phosphate rock	
Overall Assessment of			
SADC Region	Deposits of potash and phosphate	Medium consumers of fertilizer	Limited production but potential for expansion

**Source: African Fertiliser Financing Mechanism (AFFM 2018)**

According to AFFM (2018), good fertiliser policies, along with information on how to use them effectively, can raise agricultural productivity and farm income by creating a system that supplies high-quality fertilisers to farmers at affordable prices. The constraints, however, are that some countries do not have fertiliser policies and laws while also a multiplicity of organisations are known to be involved in fertiliser regulations within the same country thereby causing confusion. While also several countries including in the SADC region have fertiliser input subsidy schemes, challenges remain with respect to targeting, crowding out of the private sector, and the sustainability of the schemes (AFFM 2018). AFFM (2018) further noted that:

“Investment in complementary measures such as seeds, pesticides, irrigation, soil conservation, research and extension; and aggregation of farmers, guaranteed access to output markets, and crop insurance are needed to raise the value–cost ratio of fertilizers” (AFFM 2018).

The SADC Regional Agricultural Policy aims, among other objectives, to promote private and public sector initiatives that promote economies of scale in the production, importation and distribution of fertilisers and complementary soil-fertility enhancing inputs; and to facilitate the harmonisation and standardization of guidelines on the proper use and disposal of fertilizer and other agrochemicals (SADC 2014). To this effect, SADC has since embarked on developing harmonised regional guidelines on the use and disposal of agro-chemicals and fertilisers but this work is still far in its infancy.

As a way forward and as suggested in the AFFM (2018) report, it is recommended that:

- a. The SADC region, as with all other regional economic communities, should not only develop uniform fertilizer strategies but also encourage its member countries to develop their own laws, policies, regulations, etc. but within the context of the regional strategy to ensure harmony and synergy;<sup>2</sup>
- b. The SADC region should strengthen regulatory enforcement by improving both human and technical capacity in the implementation of fertiliser and agro-chemical regulations;
- c. Since domestic and regional transportation costs are a major component in final fertilizer prices, measures to reduce transport costs such as road infrastructure improvements, improved logistics, and removal of anti-competitive tendencies in transport industry should be undertaken; and
- d. Overall, expansion/modernization of existing plants and/or smaller new plants to serve particular markets after an economic assessment be considered in order to increase fertilizer use (AFFM 2018).

#### 5.4.5. Agriculture Development Fund

Although approved as a funding vehicle, the ADF still needs to be operationalized. In March 2020, the consultants supporting the development of the fund presented their draft recommendations on the possible modalities for the fund. In the meanwhile, however, the operational plan of the Food Agriculture and Natural Resources (FANR) Directorate of the SADC Secretariat is based on the RAIP priorities and therefore SADC member states funding and development partners' support for FANR effectively implements the RAP/RAIP/ADF prioritised activities. Similarly, support being provided to implement the SADC Industrialisation Strategy is also in support of RAIP specific identified priorities that support the industrialisation agenda.

Whilst awaiting the operationalisation of the ADF, development partners have already begun supporting the implementation of interventions identified in the RAP and RAIP. Two good examples of such support for the RAP/RAIP and SADC Industrialisation Strategy identified priorities include the SADC Support Towards the Operationalization of the SADC Regional Agricultural Policy Programme (supported to the tune of €9.05 million for four years starting in 2019), and the SADC Industrialisation and Productive Sectors (SIPS) programme (supported to the tune of €30.5 million for a four year period starting 2019). These two programmes are directed specifically at regional value chains including promotion of agro-processing, and in enhancing agricultural information and trade in the SADC region. The SIPS programme was discussed at some length under the SADC Industrialisation Strategy section of this paper and the operationalisation of SADC RAP programme was discussed under the Agricultural Information Management System section.

These priority areas were identified in the RAIP/ADF facilities: Markets and Trade Facility; Agriculture Information Management Facility; the Food and Nutrition Security Facility which takes into account disaster preparedness; and the Governance and Institutional Development Facility. This funding, therefore is in direct support of the RAP/RAIP/ADF whilst awaiting for the ADF to become operationalised.

## 5.5. Summary and Recommendations

For the SADC region, agriculture is the mainstay of the economy, contributing 35% to its GDP. The majority (about 70%) of the SADC population depend on agriculture for food, income and employment and it contributes about 13% to total export earnings and about 66% to the value of intra-regional trade. Agricultural performance strongly influences the rate of economic growth, the level of employment, demand for other goods, economic stability and food security, inter alia. In most of the Member States (MS) food security is the first priority. For these and other reasons, all agricultural interventions remain very relevant for the region. In particular, all measures that will improve Member States access to agricultural resources (land, inputs, finance, etc) are considered important. Access to markets and related market information are key to agricultural trade and development.

While notable achievements have been recorded in the implementation of the RAP and prior declarations and guidelines in the agriculture sector, the development of harmonized strategies and policies, their domestication, alignment and implementation, remain a serious challenge. In line with this, the following are recommended actions for consideration by both the SADC Secretariat and SADC Member States, that:

- a. Implementation of regional strategies and policies that have been developed be upscaled, domesticated at the national level and be provided with sufficient means to implement them, e.g. human, financial and political capital;
- b. Regional and national policies and strategies be aligned for effective national level implementation;
- c. Food Agriculture and Natural Resources (FANR) coordination structures at the national level be strengthened; and
- d. Monitoring and reporting systems for protocols, policies and strategies be strengthened through, e.g. periodic assessments of protocol implementation in Member States.

# CHAPTER SIX: CHALLENGES, CONCLUSIONS AND RECOMMENDATIONS

## 6. CONCLUSIONS AND POLICY RECOMMENDATIONS

### 6.1. Conclusions

The general conclusion from the assessment is that SADC region has made significant progress in implementing the Protocol on Trade, the SADC Industrialisation Strategy and Roadmap and the SADC Regional Agricultural Policy although to varying degrees. In summary and in addition to what has already been noted under each section above, the following key achievements are highlighted:

#### 6.1.1. SADC Trade Protocol

The key achievements in the implementation of SADC Trade Protocol include:

Consolidation of the Free Trade Area (FTA) accompanied by increase in intra SADC trade was witnessed over the past five years. The FTA has welfare creating effects by allowing access to larger markets, cheaper goods, wider choice and consumer surplus hence responding to RISDP objective of poverty reduction.

- The implementation of SPS issues have been slow on the part of Member States. Only 4 out of the sixteen SADC Member States have fully established national SPS committees and hence the low pace in the implementation of SPS.
- NTBs remain a thorny issue for the region. Although a monitoring and evaluation system is in place with 24% of the NTBs still remain unresolved.
- Zimbabwe and Zambia provide an example of best practice of one-stop boarder post which is working quite well for the two countries. Other countries are in the process of constructing one-stop border posts including Malawi.

The specific challenges that affected the implementation of SADC Trade Protocol include:

- SADC's rules of origin are difficult to understand making it difficult to trade. Also the rules of origin hinder trade within the region because they are product specific. Currently, some of the Member States seem to be concerned that the rules of origin as they stand at present are not conducive to promoting industrialisation in the less industrialised member states. This is so because the local content threshold that has been set at 60% for most products poses disadvantages to the less industrialized members and provide undue advantage to the more industrialized member states in the region, notably, South Africa. The rules of origin proved to be complex for the private sector and trade among SADC countries is mostly taking place under bilateral agreements and under the Southern African Customs Union (SACU) or under the comes Common Market for Eastern and Southern Africa (COMESA) trade regime (for countries that are members of both COMESA and SADC FTA) whose rules are friendlier.
- NTBs are also still a major constraint to trade. Transportation of goods from one country to another could take up to two weeks instead of a few days, hence some products spoil on the way.

- A further challenge to effective implementation has been the multiple membership to regional organizations. Initiatives have been taken to align some of the Regional Organizations. For instance, the Tri-partite process was formally launched in Kampala in October 2008 by COMESA, EAC and Southern Africa Development Community (SADC) to address the challenges arising from the issue of overlapping membership of these Regional Organizations (ROs). The approach that has been taken is that of working towards harmonisation of their integration agenda, in order to achieve a single Free Trade Area (FTA) and ultimately a single Customs Union, one of the most challenging stage to reach with overlapping membership.

### 6.1.2. SADC Industrialization Strategy and Roadmap

The key achievements in the implementation of SADC Industrialisation Strategy and Roadmap include:

- a. The region has recorded some commendable work in the development of the industrialization strategy and its costed action plan. However, the implementation of the strategy has not gathered adequate momentum. Industrialization policies have not been fully aligned with the regional strategy. Most of the industrialization policies were developed before the SISR was approved in 2017 and hence alignment could not be done for those national strategies which were already under implementation
- b. A lot of effort is still needed in making use of the potential value chains in the region. Six priority value chain clusters namely: Agro-processing, Mineral Beneficiation, Pharmaceuticals, Capital goods, Consumer goods and Services were identified by the Strategy and their profiling of has been ongoing and a total of four (4) out of the six value chains in the priority sectors have been profiled. However, Member States are still to implement the value chains
- c. The Protocol on Industry has been approved and the ratification process is ongoing. Only Seychelles has ratified. The protocol will only enter into force when at least two thirds of the Member States have ratified.

The challenges that have affected the implementation of the Industrialization Strategy include the following:

- a. Awareness about the industrialization strategy is still low at national level among the private sector actors and citizens in general.
- b. Industrialization policies are not fully aligned with the regional policies in some Member States.
- c. Implementation of the strategy is constrained by lack of adequate financial resources at national level.
- d. Lack of resources delayed the profiling of value chains and development of Protocol on Industry.
- e. Structures to coordinate the implementation of the strategy are weak in most Member States. The absence of SADC National Committees in some Member States affects adversely the implementation of SADC programmes.
- f. Political will/commitment is necessary for Member States to effectively support and implement regional programmes and projects. This situation poses a challenge to Member States who are expected to balance national interest and regional interest with a view to furthering a regional agenda.

### 6.1.3. The Regional Agricultural Policy

The key achievements in the implementation of SADC Regional Agricultural Policy include:

- a. The prioritisation of programmes for implementation with impact in the SADC Regional Agricultural Investment Policy have provided the donor and development partners with entry points for support into the region.
- b. The development of the Agricultural Development Fund achieved the 2004 agenda and directive of the region's Heads of State and Governments who called for its establishment as a financial mechanism that would support agriculture development.
- c. The domestication of RAIP and operationalization of ADF have however been slow. Only Malawi completed in May 2017 its National Agricultural Investment Plan in alignment with RAIP. Tanzania, Mozambique and Madagascar are reassessing their NAIPS to be in line with the RAIP, whilst the rest of the Member States are still to align. Member States are keen to participate in the implementation of RAIP.
- d. Implementation of the ADF has not commenced due to lack of resources although indirect support is being provided by the donor and development partners through the direct implementation of various strategies such as the Food and Nutrition Security Strategy, and various aquaculture and natural resources strategies.

The main challenges that have affected implementation of RAP and related instruments include the following:

- a. Lack of general guidelines for alignment may contribute towards the delays.
- b. Commitment on the part of the Member States need to be addressed to facilitate timely implementation of programmes.
- c. Limited funding affected the implementation of RAP. Some significant implementation only took off after the intervention of international cooperating partners.

### 6.2. Recommendations

While recommended actions were outlined for each protocol, policy and strategy as discussed above, a number of overall recommendations can be drawn whose implementation inevitably demands the cooperation of all the key stakeholders. These include but are not limited to:

- a. Enhance domestication and implementation of regional protocols. Structures for coordinating the implementation of the protocol, policy and strategy need to be strengthened at the national level. There is need to align national policies with the SADC protocols. The Secretariat is edged to facilitate the alignment through capacity building initiatives. Guidelines for alignment may also be necessary to help the Member States.
- b. Political will and commitment is needed in the ratification of Protocols, to enable Member States to cooperate in their implementation.
- c. Provision of adequate human and financial capital into the implementation processes is most urgently required from own resources as dependence on donor / development partner support is not long-term sustainable.
- d. Strengthen the monitoring and reporting systems for protocols. This can be done through

periodic assessments of protocol implementation in Member States.

- e. The implications of multiple membership on the implementation of protocols need to be addressed. For instance, the region may interrogate whether the coexistence of both SACU and SADC is operationally going to facilitate industrialization and trade in all members of SACU. More generally, the implications of developing Customs Union in multiple regional organizations to which SADC members subscribe should be explored comprehensively.

## ANNEXES

### Annex 1: SADC Protocols

No.	Name of Instrument	Date Of Signature	Date Of Entry Into Force	Brief outline of objectives	Challenges in Implementation	Implementation Programmes
1	Protocol on Immunities and Privileges	17 Aug 1992	30 Sep 1993	This protocol I determines that heads of state are afforded the immunities and privileges in each member state which are adequate to carry their duties in a proper and full manner.		
2	Protocol on Shared Watercourse Systems	28 Aug 1995	28 Sep 1998	Article 2: to foster close co-operation for judicious, sustainable and co-ordinated management, protection and utilisation of shared watercourses and advance the SADC agenda of regional and poverty alleviation.		
3	Protocol on Energy	24 Aug 1996	17 Apr 1998	Article 3: to harmonise national and regional energy policies, strategies and programmes on matters of common interest based on equity, balance and mutual benefit.		
<b>Source: Compiled by Martin T. Muchero from SADC Website, February 2020</b>						

No.	Name of Instrument	Date Of Signature	Date Of Entry Into Force	Brief outline of objectives	Challenges in Implementation	Implementation Programmes
4	Protocol on Transport, Communication and Meteorology	24 Aug 1996	6 July 1998	Article 5: Member States should facilitate the unimpeded flow of goods and passengers across their respective territories whilst promoting the development of competitive commercial road transport industry.	<ul style="list-style-type: none"> <li>• The SADC region suffers from meteorology infrastructure deficiency.</li> <li>• National Meteorological Services (NMSs). face many challenges in carrying out their work, including poor observation networks, inadequate instrumentation, a shortage of skills, inefficient data management systems and poor telecommunication systems for collecting and disseminating information.</li> </ul>	<ul style="list-style-type: none"> <li>• Corridor Planning Committees and Spatial Development Initiatives</li> <li>• One Stop Border Post Projects.</li> </ul>
5	Protocol on Combating Illicit Drugs	24 Aug 1996	20 Mar 1999	Article 2: to reduce and eventually eliminate drug trafficking, money laundering, corruption and the illicit use and abuse of drugs through cooperation among enforcement agencies and demand reduction through coordinated programmes in the Region.	<ul style="list-style-type: none"> <li>• Weak border control and management capacities</li> <li>• Weak criminal justice systems affected by corruption</li> <li>• Uneven development and social inequality and their linkages to high crime rates.</li> </ul>	The Regional Programme 2013-2020 - Making the Southern African Development Community (SADC) Region Safer from Crime and Drugs - was jointly developed by the United Nations Office on Drugs and Crime (UNODC) and SADC.
6	Protocol on Trade	24 Aug 1996	25 Jan 2001	Article 2: to further liberalise intra-regional trade in goods and services on the basis of fair, mutually equitable and beneficial trade arrangements, complemented by Protocols in other areas.	<ul style="list-style-type: none"> <li>• Overlapping of membership of RECs.</li> <li>• Member States still facing development, economic, trade and political problems.</li> </ul>	<ul style="list-style-type: none"> <li>• SADC Free Trade Area signed in 2008. The Trade Related Facility (TRF) established through a Contribution Agreement between the EU and SADC.</li> </ul>

Source: Compiled by Martin T. Muchero from SADC Website, February 2020



No.	Name of Instrument	Date Of Signature	Date Of Entry Into Force	Brief outline of objectives	Challenges in Implementation	Implementation Programmes
7	Protocol on Combatting Illicit Drug trafficking	24 Aug 1996	--	Article 2: to eliminate the production of illicit drugs and to protect the region from being used as a conduit for drugs destined for international markets.		
8	Protocol on Environment	1997				
9	Protocol on Education and Training	8 Sep 1997	31 July 2000	Article 3: to develop and implement a common system of regular collection and reporting for information by Member States about the current status and future demand and supply, and the priority areas for provision of education and training in the Region.	<ul style="list-style-type: none"> <li>• Poor professional linkages between universities in the region.</li> <li>• Language also remains a primary barrier to participation in collaborative regional programmes.</li> </ul>	The SADC Education and Skills Development Programme facilitates and coordinates the harmonisation and implementation of regional policies and programme to ensure access to relevant and quality education and training in the SADC region.
10	Protocol on Mining	8 Sep 1997	10 Feb 2000	This protocol places emphasis on harmonising national and regional policies, strategies and programmes to procure a thriving minor sector, which in turn should contribute to the growth of a member state's economy.	There is secrecy around the internal processes linked to the interaction between the State and mining companies around licencing processes.	Harmonisation of Mining Policies, Standards, Legislative and Regulatory Framework in Southern Africa.
11	Protocol on the Development of Tourism	14 Sep 1998	26 Nov 2002	Article 2: to use tourism as a vehicle to achieve sustainable social and economic development through the full realisation of its potential for the Region.	Lack of coordination amongst national Tourism bodies in SADC	<ul style="list-style-type: none"> <li>• SADC Tourism Programme</li> <li>• Development of Marketing Tools and Systems, as well as Building Capacity to Create Awareness for the Uni-Visa</li> </ul>

Source: Compiled by Martin T. Muchero from SADC Website, February 2020

No.	Name of Instrument	Date Of Signature	Date Of Entry Into Force	Brief outline of objectives	Challenges in Implementation	Implementation Programmes
12	Protocol on Health	18 Aug 1999	18 Aug 2004	Article 3: to identify, promote and co-ordinate and support those activities that have the potential to improve the health of the population within the Region.	• Unharmonised health policies within the region.	Southern African Regional Programme on Access to Medicines and Diagnostics
13	Protocol on Wildlife Conservation and Law Enforcement MOU on Cooperation in Standardisation, Quality	18 Aug 1999	30 Nov 2003	To develop common strategies to address the health needs of women, children and other vulnerable groups.		<ul style="list-style-type: none"> <li>• SADC Trans frontier Conservation Areas Programme.</li> <li>• Transboundary Use and Protection of Natural Resources (TUPNR).</li> </ul>
14	Protocol on Legal Affairs	7 Aug 2000	1 Sep 2006	Article 4: to establish within the Region and within the framework of the respective national laws of each State Party, common approaches to the conservation and sustainable use of wildlife resources and to assist with effective enforcement of laws governing those resources.	Legal systems of the SADC Member States are different.	
15	Revised Protocol on Shared Watercourses	7 Aug 2000	22 Sep 2003	Article 2: to provide legal assistance to SADC and all its Institutions and Member States in matters relating to the interpretation of the Treaty Protocols and subsidiary legal instruments made thereunder.	The absence of harmonised national water resources policies and legislation,	<ul style="list-style-type: none"> <li>• The SADC Regional Strategic Action Plan (RSAP) for Integrated Water Resources Development and Management is the SADC Water Sector's implementation plan that gives practical effect to the implementation of the SADC Protocol on Shared Watercourses.</li> </ul>

Source: Compiled by Martin T. Muchero from SADC Website, February 2020

No.	Name of Instrument	Date Of Signature	Date Of Entry Into Force	Brief outline of objectives	Challenges in Implementation	Implementation Programmes
16	Protocol on Tribunal and Rules thereof	7 Aug 2000	14 August 2011	Article 2: The overall objective of this Protocol is to foster closer cooperation for judicious, sustainable and co-ordinated management, protection and utilisation of shared watercourses and advance the SADC agenda of regional integration and poverty alleviation		
17	Protocol on Politics, Defence and Security Cooperation	14 Aug 2001	2 Mar 2004	This Protocol outlines the rules on tribunal hearings and their corresponding rulings, granting the signed on member states to have jurisdiction in this hearings.		<ul style="list-style-type: none"> <li>Standby Force and SADC Brigade</li> <li>Regional Peace Keeping Training Centre.</li> </ul>
18	Protocol on the Control of Firearms, Ammunition and Other Related Materials in SADC	14 Aug 2001	8 Nov 2004	Article 2: to promote peace and security in the Region.	Outdated national legislation, obsolete regulatory measures, pervious borders and the lack of capacity on both the governments and civil society to effectively monitor the legal and illegal movement of firearms.	Ministers of Police from the region signed the Agreement in Respect of Cooperation and Mutual Assistance in the field of Crime Combatting.
19	Protocol on Fisheries	14 Aug 2001	8 Aug 2003	Article 3: to prevent, combat and eradicate the illicit manufacturing of firearms, ammunition and, other related materials, and their excessive and destabilising accumulation, trafficking and use in the Region.		

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No.	Name of Instrument	Date Of Signature	Date Of Entry Into Force	Brief outline of objectives	Challenges in Implementation	Implementation Programmes
20	Protocol on Culture, Information and Sport	14 Aug 2001	7 January 2006	Article 3: to promote responsible and sustainable use of the living aquatic resources and aquatic ecosystems of interest to the State Parties.	<ul style="list-style-type: none"> <li>•Sports receives preferential treatment over heritage, arts and culture.</li> <li>•Diversity of cultures within member states themselves and the challenge of reconciling them.</li> </ul>	Revival of the SADC Arts and Culture Festivals.
21	Protocol Against Corruption	14 Aug 2001	6 Aug 2003	Article 17: Member states should cooperate and collaborate in the promotion, establishment and growth of community, commercial, public, regional and global media for free flow of information.	<ul style="list-style-type: none"> <li>•No implementation plan of action or mechanism to enforce implementation.</li> <li>•Lack of political will among the SADC Member States leadership to address the problems that exist.</li> </ul>	Established a Committee made up of stakeholders under the auspices of Southern African Forum Against Corruption (SAFAC) which is designated authority to implement the protocol at national level.
22	Protocol on Culture, Information and Sport	14 Aug 2001	7 January 2006	Article 2: to promote and strengthen the development, by each of the State Parties, of mechanisms needed to prevent, detect, punish and eradicate corruption in the public and private sector.		
23	Protocol on Politics, Defence and Security Cooperation	14 Aug 2001	--	Article 11: to, and not restricted, promote an attitude which takes culture into account in regional development programmes. This should by ensuring culture plays a significant role in economic development of the Region.		
24	Protocol on Extradition	3 Oct 2002	1 Sept 2009	Article 2: the general objective is to promote peace and security of the region.		

**Source: Compiled by Martin T. Muchero from SADC Website, February 2020**

No.	Name of Instrument	Date Of Signature	Date Of Entry Into Force	Brief outline of objectives	Challenges in Implementation	Implementation Programmes
25	Protocol on Forestry	3 Oct 2002	17 July 2009	Article 2: Each State Party agrees to extradite to the other, in accordance with the provisions of this Protocol and their respective domestic law, any person within its jurisdiction who is wanted for prosecution or the imposition or enforcement of a sentence in the Requesting State for an extraditable offence		
26	Protocol on Mutual Legal Assistance in Criminal Matters	3 Oct 2002	1 Mar 2007		<ul style="list-style-type: none"> <li>• The absence of harmonised national laws on regional judicial cooperation.</li> <li>• The lack of political willingness to establish regional judicial cooperation as a priority</li> </ul>	
27	Protocol on Finance and Investments	18 Aug 2006	16 Apr 2010	Article 3: to promote the development, conservation, sustainable management and utilisation of all types of forests and trees.		
28	Protocol on Science, Technology and Innovation	17 Aug 2008	--	Article 2: state parties should provide each other with the widest possible measure of mutual legal assistance in criminal matters.	<ul style="list-style-type: none"> <li>• National systems of innovation of most African countries are relatively weak.</li> <li>• Lack of coordination in international institutions and programmes focussing on helping African countries advance in the area of STI.</li> </ul>	<ul style="list-style-type: none"> <li>• SADC STI Policy Training</li> <li>• SADC Research Innovation Management Capacity (Training and institutional development)</li> <li>• SADC STI Renewable Energy Programme (Regional Foresight Assessment Study)</li> </ul>

Source: Compiled by Martin T. Muchero from SADC Website, February 2020

No.	Name of Instrument	Date Of Signature	Date Of Entry Into Force	Brief outline of objectives	Challenges in Implementation	Implementation Programmes
29	Protocol on Trade and Services	18 Aug 2012	--	Article 2: foster harmonisation of the financial and investment policies of the State Parties in order to make them consistent with objectives of SADC and ensure that any changes to financial and investment policies in one State Party do not necessitate undesirable adjustments in other State Parties.	Trade in services relatively marginalised in national government departments related to services. Regulatory barriers are pervasive in services markets, especially in the area of professional services where national markets remain fragmented by restrictive immigration policies. Fragmentation of services markets in the region raises the costs of doing business.	
30	Protocol on Employment and Labour		--	Article 2: to foster co-operation and promote, the development, transfer and mastery of science, technology and innovation in Member States.		

**Source: Compiled by Martin T. Muchero from SADC Website, February 2020**

No.	Name of Instrument	Date Of Signature	Date Of Entry Into Force	Brief outline of objectives	Challenges in Implementation	Implementation Programmes
31	Revised Protocol on Gender and Development	18 Aug 2014	--	The Protocol on Trade in Services (PTIS) has six primary objectives as set out in article 2, which can be interpreted into one main objective namely, to level the playing field among SADC members by ensuring that industries and consumers take full advantage of a single regional services market. The Protocol focuses on progressively liberalisation of intra-regional trade in services on the legal basis of achieving the elimination of substantially all discrimination between State Parties and a liberal trading framework for trade in services with a view to creating a single market for trade in services.		
32	Protocol on Industry	31 Aug 2016	-	Article 3: to provide Member States with strategic direction and guidelines for the harmonization of employment and labour, as well as social security, policies and legislation.	Potential Challenge: Domestic industrial development and other political objectives often lead MS to adopt policies that protect national industries, often at the expense of their neighbours.	The SADC Industrialization Strategy and Roadmap 2015 – 2063 will be a relevant tool in the implementation of the Protocol once it is in force.

Source: Compiled by Martin T. Muchero from SADC Website, February 2020

## Annex 2: Industrial Development and Market Integration (RISDP 2020-2030).

Outcomes	Area for Action	Specific Interventions
Outcome 1: An industrialised regional economy that sustainably utilises its natural resources, by leveraging science, technology, and innovation	Ratification and implementation of the SADC Protocol on Industry	<ul style="list-style-type: none"> <li>□ Collaboration in key areas of industrialisation such as private sector development and the promotion of SMMEs, promoting industrial investment, developing regional value chains, aligning national policies with regional priorities.</li> <li>□ Implementation of the SADC Industrialisation Strategy and Roadmap with a view to review/formulate regional and inter-regional cooperation agreements and promoting alignment with the Industrial Upgrading and Modernization Programme.</li> </ul>
	Increase labour and total factor productivity performance through innovation, research and development, technology transfer and commercialisation	<ul style="list-style-type: none"> <li>□ Forge strategic collaborations with the private sector, academia and research institutions for technology transfer.</li> <li>□ Adopt strategic approaches to facilitate the movement of technology practitioners and scientists.</li> <li>□ Foster a more conducive enabling environment for the enhancement of Science, Technology and Innovation.</li> <li>□ Galvanise the mobilisation of investments from governments, the private sector and other development partners.</li> <li>□ Promote the protection of intellectual property rights.</li> </ul>
	Develop regional value chains and value addition in key priority sectors	<ul style="list-style-type: none"> <li>□ Pursue the implementation of the Regional Agricultural Policy (RAP) and the Regional Agriculture Investment Plan (RAIP) through the establishment of a value chain facility under the Agricultural Development Fund.</li> <li>□ Undertake the implementation of the SADC Regional Mining Vision and Action Plan and align the Protocol on Mining with the current and future trajectory of the region.</li> <li>□ Elaborate and implement an Action Plan for SADC Regional Manufacturing of Medicines and Health Commodities for Communicable and Non-Communicable Diseases.</li> <li>□ Elaborate strategies to support climate-smart agriculture and non-agriculture value chain development.</li> <li>□ Enforce beneficiation and value addition legal instruments.</li> </ul>
	Develop Micro small and medium size enterprises (MSMEs)	<ul style="list-style-type: none"> <li>□ Develop SMME landscape by creating a business friendly environment and championing 'Think Small First' policies and principles.</li> <li>□ Development of an SMME portal to create information linkages with key support trade and industrial networks with a focus on youth enterprises.</li> <li>□ Support the development of business development services and access to regional markets and value chain participation.</li> </ul>
Outcome 2: Enhanced regional technological capability and capacity	Intensify and Improve, 4IR Focused, Research and Development	<ul style="list-style-type: none"> <li>□ Create a think tank regional platform for capacity development in relation to the 4th Industrial Revolution (4IR). As well, the SADC 4IR taskforce will be tasked with the development of a Research and Development Agenda.</li> <li>□ Promote and mainstream technological development approaches within education and skills development through curricula reform.</li> </ul>



Outcomes	Area for Action	Specific Interventions
Outcome 3: A transformed agricultural sector that practices sustainable management of the environment and its natural resources	Implement and monitor the RAP and its RAIP	<ul style="list-style-type: none"> <li><input type="checkbox"/> Establish Agricultural Development Fund facilities related to agricultural infrastructure development, market trade, value chain development, agriculture information management, environment and natural resources, disaster preparedness and governance and institutional development.</li> <li><input type="checkbox"/> Galvanise the private sector to actively participate in the investment and implementation of the RAP and its RAIP.</li> <li><input type="checkbox"/> Undertake the monitoring of crop and livestock production programmes at the regional level.</li> <li><input type="checkbox"/> Facilitate rural industrial clusters, facilitate information exchange on technical, marketing and financial issues, promote awareness of the regional Multi-Country Agricultural Productivity Programme 2008-2023, and promote national mitigation approaches for farmers against the effects of climate change.</li> </ul>
	Improve and widen market access for agricultural products (crops, livestock and natural resources)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop effective marketing approaches and implement the Agricultural Market Information Management System.</li> <li><input type="checkbox"/> Implement Sanitary and Phytosanitary Measures.</li> <li><input type="checkbox"/> Development and implementation of regional regulations for the movement, use and handling of Genetically Modified and Living Modified organisms.</li> </ul>
Outcome 4: Developed, sustainable, and integrated blue and green economies that generate revenue and employment	Sustainably develop SADC's Blue and Green economies	<ul style="list-style-type: none"> <li><input type="checkbox"/> Continue to support and capacitate National Early Warning Units and National Vulnerabilities Committees.</li> <li><input type="checkbox"/> Enforce the implementation of protocols on Fisheries, Forestry, Mining, Wildlife Conservation, Law Enforcement and Shared Watercourses.</li> <li><input type="checkbox"/> Support measures which prioritise human and wildlife conflict management.</li> <li><input type="checkbox"/> Develop a regional strategy on the sustainable utilisation of high commercial highly endangered species.</li> <li><input type="checkbox"/> Implement the regional Aquaculture Strategy, the Tripartite Programme on Climate Change Mitigation and Adaptation, the Climate Change Adaption for the Water Sector Strategy, SADC's Regional Green Economy Strategy and Action Plan, and Sub-Regional Strategy to combat Desertification. Further undertake the development of and implementation of a SADC Blue Economy Strategy.</li> <li><input type="checkbox"/> Harmonise national wildlife conservation policies and implement strict measures against trade in illegal wildlife.</li> <li><input type="checkbox"/> Undertake the monitoring of compliance by Member States on key multilateral Environment Agreements.</li> <li><input type="checkbox"/> Ensure the ratification and implementation of the Protocol on Environmental Management for Sustainable Development.</li> </ul>

Outcomes	Area for Action	Specific Interventions
Outcome 5: Free movement of goods, services and skills	Increased trade in Goods in SADC	<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure compliance and implement the SADC FTA effectively with a focus on monitoring, reporting and eliminating Non-Tariff Barriers, completing and agreeing on tariff phase downs, and finalising the review of regional rules of origin.</li> <li><input type="checkbox"/> Expedite the accession of the Protocol on Trade and FTA by outstanding countries.</li> <li><input type="checkbox"/> Enhance Regional Quality Infrastructure.</li> <li><input type="checkbox"/> Ensure FTA can benefit small-scale traders.</li> <li><input type="checkbox"/> Implement measures to foster and enhance competition and prohibit unfair trade practices.</li> <li><input type="checkbox"/> Undertake the implementation of the regional Trade Facilitation Programme Measures for efficient border clearance processes.</li> <li><input type="checkbox"/> Resource and further increase the scope of the Trade Related Facility Project and implement priorities within the Trade Development and Trade promotion Strategy.</li> </ul>
	Ratify and implement the SADC Protocol on Trade in Services	<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop sectoral annexes within the Protocol and finalise negotiations on the remaining sectors.</li> <li><input type="checkbox"/> Undertake awareness raising of the role of services in industrialisation and economic transformation.</li> <li><input type="checkbox"/> Develop an implementation and monitoring framework.</li> </ul>
	Enhance cooperation and regional coordination in matters relating to tourism	<ul style="list-style-type: none"> <li><input type="checkbox"/> Revise the Protocol on Tourism and establish a private sector led regional platform based on lessons learnt from the Regional Tourism Organisation of Southern Africa.</li> <li><input type="checkbox"/> Further develop and implement Transfrontier Conservation Areas, with a community oriented developmental approach.</li> <li><input type="checkbox"/> Develop a regional response within the tourism sector to emerging health pandemics.</li> </ul>
	Increase and deepen Intra-SADC Trade and SADC's cross-regional and continental integration through the implementation of the Tri-partite Free Trade Area (T-FTA) and the African Continental Free Trade Area (AfCFTA)	<ul style="list-style-type: none"> <li><input type="checkbox"/> Prompt Member States to sign and ratify the African Continental FTA.</li> <li><input type="checkbox"/> Undertake the development and implementation of a SADC Implementation Plan for enhancing Intra-African Trade.</li> <li><input type="checkbox"/> Implement the Comprehensive Tripartite Trade and Transport Programme and the World Trade Organisation Facilitation Agreement.</li> <li><input type="checkbox"/> Implement SADC-EU Economic Partnership Agreement and support the SADC-EU Trade Related Facility.</li> </ul>
Outcome 6: Increased financial integration, monetary cooperation, and investment	Deepen financial integration and inclusion and increase monetary cooperation	<ul style="list-style-type: none"> <li><input type="checkbox"/> Accelerate the implementation of phase I of the SADC Regional Development Fund.</li> <li><input type="checkbox"/> Implement the Cross-Border Payment System.</li> <li><input type="checkbox"/> Undertake the monitoring and implementation of the regional Strategy on Financial Inclusion and SMEs Access to Finance, as well as monitoring current and capital accounts liberalisation.</li> <li><input type="checkbox"/> Improve the compliance to international standards and best practices with regard to the financial sector throughout the region.</li> <li><input type="checkbox"/> Develop regulatory frameworks for non-banking financial institutions.</li> <li><input type="checkbox"/> Enhance the capability of the financial sector to reduce illicit financial flows.</li> </ul>
	Increase domestic intra-regional and foreign direct investment	<ul style="list-style-type: none"> <li><input type="checkbox"/> Fully implement the Regional Action Programme for Investment.</li> <li><input type="checkbox"/> Implement regional frameworks and guidelines for enhancing cooperation in taxation and related matters.</li> </ul>

Outcomes	Area for Action	Specific Interventions
Outcome 7: Enhanced macroeconomic stability and convergence	Monitor Member State performance on MEC programme	<input type="checkbox"/> Undertake the implementation of sustainable macroeconomic policies. <input type="checkbox"/> Catalyse the transformation of regional production through the improved implementation of macro-economic frameworks.

## Annex 3: SADC Industrialisation Strategy Roadmap (2015 – 2063)

Policy Area	Challenges	Interventions	Objectives	Outcomes / outputs
<b>Industrialisation</b>				
Key drivers of industrialization	<ul style="list-style-type: none"> <li>• Low productivity</li> <li>• Limited diversification</li> <li>• Constrained factor inputs</li> <li>• Limited regional and global value chains</li> <li>• Limited support infrastructure</li> <li>• Limited legal and institutional capacity for formulating, implementing and enforcing Intellectual Property Rights (IPRs)</li> <li>• Limited compliance with international environmental principles and practices</li> <li>• Limited engagement of women in national and regional value chains</li> </ul>	<ul style="list-style-type: none"> <li>• Intensive modernization of industry and support structures</li> <li>• Improve resource use efficiency (e.g. energy, water, raw materials)</li> <li>• Technology development, acquisition and diffusion</li> <li>• Upgrade science, technology, engineering and research capabilities</li> <li>• Skills development</li> <li>• Institutional reforms</li> <li>• Macro-economic policy for industrial development</li> <li>• Selective and targeted investments</li> <li>• Strengthen services infrastructure</li> <li>• Build legal and institutional capacity for formulating, implementing and enforcing Intellectual Property Rights (IPRs)</li> <li>• Identify existing productive capacity in priority sectors</li> <li>• Undertake value chain mapping</li> <li>• Engage the private sector and Development Finance Institutions</li> <li>• Identify specific challenges affecting viability of regional value chains</li> <li>• Identify "behind the border" issues</li> <li>• Identify infrastructure requirements to make regional value chains viable and use RIDMP to address those requirements</li> <li>• Providing intermediaries support and capacity development for women in industries, SMEs-agriculture and extractives</li> <li>• Developing the ICT skills of women in enterprise</li> <li>• Targeted investments of women in STEMs education</li> </ul>	<ul style="list-style-type: none"> <li>• Improve SADC industrial competitiveness and resource use efficiency</li> <li>• Diversify SADC industrial base</li> <li>• Use IPRs to encourage R&amp;D, innovation and new product development.</li> </ul>	<ul style="list-style-type: none"> <li>• Compatible national industrial strategies developed</li> <li>• Improved technological preparedness</li> <li>• Increased skilled labour for industries</li> <li>• Improved industrial performance</li> <li>• Improved performance of institutions supporting industry</li> <li>• Increased investments in industry</li> <li>• Improved and sustainable macro-economic environment</li> <li>• New products developed</li> <li>• Improved resource use efficiency</li> <li>• Increasing women's skilled participation in industry employed.</li> </ul>

Policy Area	Challenges	Interventions	Objectives	Outcomes / outputs
<b>Industrialisation</b>				
Industrial Development Policy Framework (IDPF)	<ul style="list-style-type: none"> <li>Lack of coordination in industrial sector</li> <li>Inadequate and climate change susceptible infrastructure for industry</li> <li>Limited human capacity and use of technology</li> <li>Neglect of SMEs, particularly women's involvement in enterprises</li> </ul>	<ul style="list-style-type: none"> <li>Enhance sectoral interdependence</li> <li>Widen the scope of industrial support to include SMEs in particular regarding women enterprises.</li> <li>Improve product and service quality for competitiveness that promote resource use efficiency</li> <li>Start Date : 2016 Continues</li> </ul>	<ul style="list-style-type: none"> <li>Enhance cooperation, forward and backward linkages across industrial sectors</li> <li>Build a diversified, equitable, innovative and globally competitive industrial base</li> <li>Empower women and youth in enterprise development</li> </ul>	<ul style="list-style-type: none"> <li>National industrial policies aligned with IDPF and implemented</li> <li>Improved industrial capacity for value addition and beneficiation</li> <li>Increased trade, employment and foreign exchange earnings</li> <li>Industrial cooperation enhanced</li> <li>Gender mainstreaming of National Industrial Policies aligned with SADC's gender protocol</li> </ul>
Agro- processing	<ul style="list-style-type: none"> <li>Low productivity</li> <li>Low value addition</li> <li>Inadequate national infrastructure to support agriculture, which contributes to poor regional market penetration</li> <li>Poor farm support systems</li> <li>Poor natural resources management</li> <li>Poor land-use management</li> <li>Inadequate quality controls</li> <li>Limited access to improved inputs (bio-tech, fertilizers)</li> <li>Soil degradation</li> <li>Poor links with industry</li> <li>Devastating impact of climate variability and change</li> <li>Addressing gender disparities in terms of access to resources in agriculture and manufacturing, across the total value chain</li> </ul>	<ul style="list-style-type: none"> <li>Infusion of advanced technology</li> <li>Advanced agricultural research that increase resilience and adaptation to climate change</li> <li>Improve national infrastructure to support agriculture and facilitate marketing</li> <li>Commercialization of agriculture</li> <li>Develop of agro-industrial clusters</li> <li>Promote of agri-business</li> <li>Facilitate access to finance, especially for small scale female and young farmers</li> <li>Support small-holder farming to create more quality employment</li> <li>Promotion of women and youth in agri-business</li> <li>Building capacity for cooperatives to enhance women and youth's opportunities in agro-food processing</li> <li>Improving women and youth's access to factor inputs to enhance effective participation in agro-processing</li> <li>Providing market access to women and young farmers</li> <li>Start Date: 2015</li> <li>Continues</li> </ul>	<ul style="list-style-type: none"> <li>Transform agricultural sector</li> <li>Improve agricultural market infrastructure</li> <li>Train critical mass of agricultural entrepreneurs</li> <li>Make agriculture viable within the country</li> <li>Provide conducive working environment and conditions for agriculture</li> <li>Promote research on climate resilient agricultural inputs</li> <li>Redressing gender inequalities and economically empowering women and youth in agri-business</li> <li>Providing women and youth with enablers to effectively engage in agriculture value chains</li> </ul>	<ul style="list-style-type: none"> <li>Improved agricultural performance</li> <li>Increased climate resilient agro-industries</li> </ul>

Policy Area	Challenges	Interventions	Objectives	Outcomes / outputs
<b>Industrialisation</b>				
Agricultural Value Chains	<ul style="list-style-type: none"> <li>Inadequate intra-African trade in value-added agricultural products</li> <li>Inadequate implementation of quality standards</li> <li>Inadequate data on agriculture</li> <li>No land rights</li> <li>Issues of access to capital and technology</li> </ul>	<ul style="list-style-type: none"> <li>Improve market infrastructure</li> <li>Improve access to inputs and fertilizers</li> <li>Improve information flows</li> <li>Analyse value chain</li> <li>Provide infrastructure for post-harvest handling</li> <li>Develop data collection instruments</li> <li>Improving women's participation in all sections along the agriculture value chains</li> <li>Upscale women in agriculture from subsistence to commercial</li> <li>Start Date: 2015 Continues</li> </ul>	<ul style="list-style-type: none"> <li>Increase range of agricultural products</li> <li>Enhance agricultural sector productivity</li> <li>Promote agricultural value chains of high employment and export potential</li> <li>Encouraging the wider participation of marginalised groups particularly women and youth</li> <li>Building market infrastructure and access tailored to women and youth's needs-</li> </ul>	<ul style="list-style-type: none"> <li>Increased intra-African trade in value-added agricultural products</li> <li>Wider range of agro-based products</li> <li>Increased agriculture value chain contribution in the economy</li> <li>Wider participation by women along the value chain.</li> </ul>

Policy Area	Challenges	Interventions	Objectives	Outcomes / outputs
<b>Industrialisation</b>				
Minerals beneficiation and value addition	<ul style="list-style-type: none"> <li>Inadequate skills</li> <li>Financing needs</li> <li>Limited backward linkages</li> <li>Limited infrastructure</li> <li>Inadequate/unreliable supply and high cost of energy</li> <li>Agreements with mining companies</li> <li>Environmental sustainability</li> <li>Technological obsolescence</li> <li>Sub-optimal use of existing assets</li> <li>Inadequate regulatory arrangements on mineral beneficiation</li> <li>Inadequate/lack of data on deposits, quality and size of metallic and non-metallic mineral resources</li> <li>Inefficient utilization of resources (water and energy)</li> <li>High input costs</li> <li>Integrating the ASM sub-sector to formal mining value chain</li> <li>Addressing critical constraints that limits the direct contribution of women in the ASM value chain</li> <li>Limited support structures for women in ASM to effectively engage in the different aspects within the value chain</li> </ul>	<ul style="list-style-type: none"> <li>Profile the mineral sector</li> <li>Take stock of existing feasibility studies in minerals sector and undertake new/updating studies</li> <li>Promote and support women and young small-scale miners</li> <li>Provide skills training and incubation</li> <li>Prioritize minerals beneficiation and value addition</li> <li>Develop industrial clusters</li> <li>Provide support for mining SMEs</li> <li>Improve access to financing</li> <li>Address environmental issues on mining and other extractives such as oil and gas</li> <li>Promote environmentally friendly technology acquisition and innovation</li> <li>Take stock of and optimize utilization of existing assets</li> <li>Prepare regulatory framework for mineral beneficiation</li> <li>Strengthen capacity of geological survey departments in Member States to undertake intensive and extensive geological surveys on the region's mineral availability and potential</li> <li>Identify and profile of value chains</li> <li>Promote targeted investment across the region</li> <li>Secure and enlarge markets for value added and beneficiated goods</li> <li>Promote collaboration between institutions involved in skills development in the region</li> <li>Promote R&amp;D in minerals sector</li> <li>SADC Raw Material Initiative</li> <li>Understanding the gender dimensions in the formal mining and ASM value chains</li> <li>Addressing sectoral constraints</li> <li>Encouraging mineral beneficiation at the SSM level for local markets</li> <li>Promoting women youth's participation in ASM, especially beneficiation at downstream in value chains</li> <li>Formalising artisanal mining activities and their greater insertion into value chains</li> <li>strengthening collaboration between LSM and ASM</li> <li>Start Date: 2015</li> <li>Continuous</li> </ul>	<ul style="list-style-type: none"> <li>Create greater value addition/beneficiation in minerals sector</li> <li>Create employment</li> <li>Widen economic inter-linkages</li> <li>Improve comparative advantage</li> <li>Increase foreign exchange earnings</li> <li>Promote environmental sustainability</li> <li>Greater share of women and youth employed and engaged in the minerals sector</li> </ul>	<ul style="list-style-type: none"> <li>Increased number of value-added mineral products</li> <li>Increased foreign exchange earnings</li> <li>Employment levels increased</li> <li>Intensified sectoral interlinkages</li> <li>Increased employment levels, and engagement of both men and women in the sector</li> </ul>

Policy Area	Challenges	Interventions	Objectives	Outcomes / outputs
<b>Industrialisation</b>				
Pharmaceuticals production	<p>Low quality standards</p> <p>Limited range of pharmaceutical production</p> <p>Weak regulatory framework</p> <p>Dearth of research capability</p> <p>Inadequate specialized skills</p> <p>Poor backward linkages</p> <p>Lack of policy space for manufacturing pharmaceutical products due to Intellectual Property Rights (IPRs) restrictions</p> <p>Unregulated disposal of obsolete pharmaceuticals and pharmaceutical waste</p> <p>Limited number of women involved in sciences</p>	<p>Prioritize pharma sub-sector</p> <p>Undertake feasibility studies on pharma industry (nationally and regionally)</p> <p>Develop regional value chains</p> <p>Put in place strong accreditation and quality control systems</p> <p>Promote Research and Development (including use of local materials)</p> <p>Promote production of medical equipment</p> <p>Exploit TRIPS flexibilities for producing essential generic drugs</p> <p>Promote female scientific education and improve their specialised pharmaceutical skills</p> <p>Start Date: 2015</p> <p>End: Continues</p>	<p>Strengthen competitive advantage</p> <p>Provide high quality medical products</p> <p>Intensify forward and backward linkages</p> <p>Brand SADC regional medical products</p> <p>Address disease burden in the region</p> <p>Protect IPRs</p> <p>Improved regulations for disposal of obsolete pharmaceuticals and pharmaceutical waste</p> <p>Is to build a strong, specialised and integrated workforce aiming to provide high quality medical products</p>	<p>Improved availability of essential medicines and health products</p> <p>Increased range and quality of pharmaceutical products</p> <p>Participation in regional and/or global value chains</p> <p>More female inclusion and participation in national and regional value chains</p>
Transformation of manufacturing SMEs	<p>Lack of formality and technical capacity</p> <p>Low quality products</p> <p>High cost of finance</p> <p>Lack of standardization</p> <p>Limited innovation and technological literacy</p> <p>Insufficient knowledge of manufacturing processes</p> <p>Poor linkages between SMEs and large companies</p> <p>Lack of regulatory mechanisms for small scale artisanal miners</p> <p>Addressing other constraints, i.e. gender disparities in terms of access to resources</p>	<p>Develop regional framework for SME promotion</p> <p>Promote linkages between SMEs and large companies</p> <p>Assist SMEs to acquire knowledge of manufacturing processes</p> <p>Regional framework for SMEs should include gender components</p> <p>Establish institutions and intermediaries that define modalities and provide support for women in the private sector</p> <p>Start Date: 2015</p> <p>End: Continues</p>	<p>Increase regulated SME contribution to industrial output</p>	<p>Improved capacity of SMEs to produce value-added goods and services</p> <p>Increased contribution of SMEs to industrial production realized</p>
Industrial Upgrading and Modernization Programme (IUMP)	<p>Financial constraints</p> <p>Lack of capacity for implementation of IUMP</p> <p>Inadequate implementation of IUMP</p>	<p>Develop and implement national IUMPs</p> <p>Build capacity to implement IUMP at national level</p> <p>Facilitate implementation of IUMP</p> <p>Start Date: 2015</p> <p>Continues</p>	<p>Fast-track implementation of IUMP</p> <p>Improve industry competitiveness and innovation</p> <p>Promote climate adaptation and resilience building for the industry sector</p>	<p>National IUMPs developed and implemented</p> <p>Measures to enhance efficiency for improved productivity and diversification agreed</p> <p>Increased growth in SMEs, employment and export</p>



Policy Area	Challenges	Interventions	Objectives	Outcomes / outputs
<b>Industrialisation</b>				
Regional private sector partnership and collaboration strategy	Lack of broad-based participation in industrial development Inadequate mechanisms for regional partnership Lack of partnership and collaboration among private sector operators Absence of Public-Private Dialogue (PPD) Inadequate region-wide institutions for private sector engagement Diversity and fragmentation of the private sector Inadequate capacity to participate in regional initiatives Institutional mechanisms (both public and private) not gender sensitive	Develop policy framework for Public Private Dialogue (PPD) at national and regional levels Develop strategic framework for private sector partnerships Create capacity for public-private engagement Establish institutions and define modalities for PPD Build capacity for private sector (including SMEs) participation in regional initiatives Establish institutions and intermediaries that define modalities and provide support for women and youth in the private sector Start Date: 2015 Continues	Increase density of private sector collaboration Enhance symbiotic relations between public and private sectors Promote seamless dialogue Build understanding of gender issues in the private sector	Strategy for partnerships and dialogue developed Platform for Public-Private Dialogue established Effective dialogue on industrial development promoted PPD institutions/mechanisms established Responsiveness and sensitivity by institutions to gender and youth needs enhanced.
Regional strategy on inclusive business	Inadequate involvement of economic agents in business development and gains Inadequate involvement of economic agents in business development particularly women and youth engaged in the private sector	Create incentives for inclusive business participation Incentives for women and youth in business participation  Start Date : 2016 Continues	Improve income distribution Improved and equitable income distribution	Strategy developed and implemented Increased inclusivity in business participation
Policy and strategies for exploitation of industrial development opportunities in cooperation with other regions	Limited intra- and inter-Regional cooperation for exploitation of development opportunities	Formulate or review regional and inter-regional cooperation agreements to facilitate resources exploitation and business promotion  Start Date: 2016 End : 2017	Widen regional and inter-regional economic cooperation	Policies and Strategies that take into consideration other regional protocols and strategies such as climate change, green economy and blue economy developed and implemented Increased cooperation with other regions on industrial development
Centres of Excellence and Centres of Specialization for selected priority sectors identified and strengthened	Weak knowledge-based support	Identify and strengthen existing Centres Establish new centres of excellence  Start Date : 2015 Continues	Enhance targeted capacity building and skills development	Regional industrial Centres of Excellence and Centres of Specialization for priority sectors identified and strengthened Improved R&D, enhanced productivity and production of innovative products

Policy Area	Challenges	Interventions	Objectives	Outcomes / outputs
<b>Industrialisation</b>				
Model legislation and regulation for intra-SADC processing and value addition for mineral products	Inadequate legal and institutional framework for minerals beneficiation and value addition	Develop legal and institutional framework for intra-SADC beneficiation and value addition  Start Date : 2016 End : 2017	Increase value addition from natural resources	Model legal and institutional framework developed and implemented Improved enforcement of legal instruments promoting beneficiation and value addition
Protocol on industry developed and operationalized	Lack of diversification and competitiveness Uncoordinated industrial development Inadequate industrial capabilities Inadequate environmental sustainability principles	Develop and operationalize Protocol on Industry Develop an operational gender sensitive protocol on industry. Start Date : 2015 End : 2020	Enhance level of industrial development at national and regional levels	Protocol on Industry developed and implemented, taking into consideration provisions of other protocols such as natural resources and environment Gender sensitive Protocol on industry developed and implemented
Strategy for leveraging Regional Infrastructure Development Master Plan (RIDMP) to catalyse industrial development completed	Indequate regional infrastructure (roads, rail, communications, ICT, air, water) currently resulting in high cost of doing business Sub-optimal use of existing infrastructure Limited benefits derived by local SMEs during development of infrastructure projects	Formulate broad-based regional infrastructure development programme Develop policies to remove NTBs and improve functioning of corridors, power interconnections and ICTs Improve utilization of existing infrastructure Promote linkages between local SMEs and large companies through outsourcing and procurement policies , etc Start Date : 2015 End : 2017	Reduce cost of doing business Foster SMEs participation in development of infrastructure projects	Strategy with full components of infrastructure developed, taking into consideration other regional strategies such as climate change, green and blue economy Improved competitiveness of SADC industries SMEs capacitated benefited from engagement in development and implementation of infrastructure programmes
SADC rules of origin	Restricted trade flows and industrial inputs	Align rules of origin with industrial needs  Start Date : 2015 End : 2017	Increase supply of intermediate inputs Generate greater trade flows	Relaxed rules of origin Increased regional intermediate inputs flows facilitated
Implementation of Trade in Services Protocol monitored annually	Poor services increase transaction costs and constrain trade flows and creation of value chains	Fast-track development of services infrastructure Liberalize trade in services Promote awareness on role of services in industrialization Start Date : 2015 Continues	Facilitate effectiveness of regional trade in services	Protocol implemented Increased productivity and competitiveness
Capacity of Member States to develop and enforce competition policies and laws	Inadequate competition policies and institutions	Put in place appropriate competition policies Set up/strengthen National Competition Authorities Start Date : 2015 End : 2017	Improve business environment	Competition policies developed and enforced by Member States

Policy Area	Challenges	Interventions	Objectives	Outcomes / outputs
<b>Industrialisation</b>				
Implementation of Trade Protocol and EPA	Inadequate capacity to implement Trade Protocol and EPAs Aligning EPA implementation with Protocol Impact of implementation of Protocol and EPA on Member States	Develop capacity to implement Trade Protocol and EPA  Start Date : 2015 End : 2020	Maximize trading benefits from increased market opportunities	Compatibility between Trade Protocol and EPAs Trade Protocol and EPA fully implemented
Industrial development pillar of the Tripartite finalised	Alignment of SADC Industrial Development Agenda with Tripartite Industrial Development Pillar	SADC Member States participate actively in Tripartite negotiations to ensure Tripartite arrangement contributes to achieving SADC industrialization objectives Better inform and harmonise protocols on industry- especially SADC's gender protocol Start Date : 2015 End : 2016	Optimize benefits from the Tripartite Improve cooperation and synergies on industrialization	SADC and Tripartite industrial objectives aligned Cooperation on industrialization and development of regional value chains enhanced
SADC Regional Development Fund legal instrument operationalised	Inadequacy of regional financing mechanisms	Set up SADC Regional Development Fund Start Date : 2015 End : 2016	Remove long-term financing constraints on industrialization and integration	SADC Regional Development Funds operationalized (signed, ratified and enforced)

Policy Area	Challenges	Interventions	Objectives	Outcome / output
<b>Competitiveness</b>				
Improvement of micro-economic environment for firms and enterprises	Limited quality of factor inputs Standards Access to capital Inadequate market information Lack of sophistication of products and markets Inadequate incentives systems Formalization of SMEs Women and youth's access to capital and markets	Develop skills Enhance quality standards Remove business constraints on enterprises Offer special incentives for service input costs (e.g. electricity) Establish conducive macro-economic environment in support of industry Promote Industry-Academia interaction Remove constraints on women in economic enterprise Targeted incentives to address women's needs in enterprise	Increase competitiveness of national and regional enterprises Facilitate greater participation in national, regional and global value chains Greater inclusion of vulnerable groups particularly women in economic enterprises	Higher standings in competitiveness indices

Policy Area	Challenges	Interventions	Objectives	Outcome / output
<b>Competitiveness</b>				
Enhancing capacity of the private sector in strategy development, innovation, management and technology use	Limited capacity of business entrepreneurs to perceive and develop competitive enterprises Limited strategic planning and marketing skills Limited knowledge of modern business practices Limited capacity and engagement of women and youth in enterprises Limited management skills of women and youth in business	Develop dedicated multi-dimensional training and information access mechanisms Equitable access to information as well as enhancing women's capacity in ICT and innovation for business	Increase formalization of SMEs in manufacturing sector Reduce SME failures Increase productivity	Capacity of Private Sector in strategy development, innovation, management and technology use enhanced Greater capacity of women and youth to effectively engage in the private sector development
Skills and factor mobility	Inadequate and limited range of industrial skills Restrictions on skilled labour mobility Inadequate and qualified women with semi and highly specialised skills which foster inclusion in productive industrial sectors of the economy	Expedite implementation of Protocol on Facilitation of Movement of Persons Undertake needs assessment for skilled labour Develop region-wide skills for industry Establish regional accreditation framework Needs assessment of skilled labour as well as the gender dimensions in labour force participation and what are the critical constraints to both men and women in industry	Improve productivity and availability of skilled labour force Agree skills standards and frameworks for labour mobility Skills, standards and designed frameworks must incorporate gender dimensions in factor mobility with quotas set to encourage women's participation in industrial drive of SADC	Mobility of skills in SADC region increased Industry skills needs identified Capacity building programmes for SMEs developed and implemented Regional Accreditation Framework developed Capacity building programmes for SMEs developed and implemented which addresses the constraints to women's engagement in the sector
Regional SQAM infrastructure strengthened	Low quality products and services produced locally Low quality of imported goods and services Low compliance with environmental standards	Improve quality infrastructure and services  Start Date: 2015 End : 2019	Comply with international quality standards, taking into account national and regional standards	SQAM implemented SQAM and Environmental Standards adopted and implemented by Member States
Regional Sanitary and Phyto-Sanitary (SPS) regulatory agencies	Low quality of agricultural products	Recognize equivalent standards Start Date : 2015 End : 2019	Improve adherence to SPS standards	SPS measures for food safety, animal health and plant protection harmonized and implemented Improved quality of and trade in agricultural products

Policy Area	Challenges	Interventions	Objectives	Outcome / output
Regional Integration				
Intra-SADC trade	Limited regional market penetration Limited range of products Disjointed markets	Widen SADC market through implementation of SADC Treaty and FTA Remove of NTBs Facilitate access to trade finance	Increase intra-SADC trade to comparative international intra-regional trade levels	SADC Treaty and FTA implemented Intra-SADC trade More than doubled
Supporting regional infrastructure development to enhance industrialization	High transport and energy costs Climate-prone and climate sensitive infrastructure	Formulate dedicated programme to improve regional infrastructure and connectivity, taking into consideration impacts of climate change	Reduce transaction costs	Programme to improve regional infrastructure and connectivity developed Reduced cost of doing business
Trade facilitation mechanisms	Difficulties in cross-border trade (e.g. customs procedures) Access to trade finance Limited access to information Illicit trade in environmental goods	Rigorously implement SADC and FTA agreements Implement comprehensive trade facilitation programme including establishment of One-Stop Border Posts	Facilitate seamless regional trade flows	Reduced time for trade flows Improved access to trade related information developed Improved competitiveness Improves surveillance to reduce illegal trade in environmental goods (wildlife, timber and other forestry products)
Deepening regional integration	Slow progress towards regional integration	Implement agreed programmes on deepening regional integration Start Date : 2015 End : 2016	Deepen regional integration	Regional integration deepened
Tripartite FTA Agreement signed and ratified	Slow and complex negotiation processes	Fast-track negotiation and implementation of Tripartite FTA Start Date : Action in progress End : 2016	Conclude negotiations and consolidate integration process	Tripartite FTA Agreement signed and ratified
Trade Monitoring and Compliance Mechanism implemented	Non-Compliance with SADC trade targets Non-Compliance with WTO agreements Reduced/inadequate policy space for industrialization due to trade arrangements with third parties (EPA, WTO, etc)	Establish benchmarks for monitoring Undertake a study to assess impact of trade arrangements with third parties on industrialization in the region Start Date: 2015 Continues	Evaluate progress To ensure that trade arrangements with third parties are supportive of SADC industrialization agenda	Mechanism established Policy space for industrialization preserved

Policy Area	Challenges	Interventions	Objectives	Outcome / output
<b>Cross-cutting Issues</b>				
Mainstreaming Gender and Youth into Structural Transformation	<p>Unequal access to means of economic empowerment</p> <p>Low bargaining power of women and youth to participate in entrepreneurial programmes and benefit from trade</p> <p>Inadequate entrepreneurial skills among women and youth</p> <p>Limited participation by women and youth in Small, Medium and Large enterprise development</p> <p>Limited access to markets by women and young entrepreneurs</p> <p>Limited participation by women and youth in national economic processes, policy formulation and gender initiatives</p> <p>Limited access to information on economic opportunities, funds etc</p>	<p>Address gender inequalities in access to credit, capital, land and other means of economic empowerment as specified in the SADC Gender Protocol and Policy</p> <p>Facilitate women youth's bargaining power to collectively engage Entrepreneurial programmes especially in the Service, Manufacturing, Horticulture, Transport, Energy, Agricultural and Trade industries at local, national and regional levels to enhance equitable participation and benefits from trade</p> <p>Promote the establishment of women and youth's programmes that promote economic literacy and entrepreneurial skills in order to increase understanding and critical thinking about business, trade and economic policies</p> <p>Enhance and promote participation of women and youth in small, medium and large enterprise development</p> <p>Increase women and youth's access to national, regional and global markets</p> <p>Establish and strengthen gender analysis, gender mainstreaming and equal participation of women and men in national economic processes, economic policy formulation and gender budgeting initiatives</p> <p>Enhance women and youth's networking opportunities and access to information on economic opportunities, funds, (international and local) markets, partnership</p>	Increase participation of women in and benefit from economic activities	Participation of women in the economy enhanced

Policy Area	Challenges	Interventions	Objectives	Outcome / output
<b>Cross-cutting Issues</b>				
ICT & Electronic Manufacturing	<p>Inadequate national infrastructure to support electronics manufacturing, which contributes to poor regional market penetration</p> <p>Inadequate intra-African trade in value-added consumer electronics products</p> <p>Inadequate implementation of quality standards</p> <p>Electronics Dumping both infrastructure and consumer products (e-Waste)</p> <p>Low usage of electronics and technology intellectual property in the deployment of green industries.</p> <p>Limited usage of ICT and electronics solutions in the monitoring of industrial processes and services sector</p> <p>Limited usage of consumer electronic products in the education and skills development sector</p>	<p>Improve regional infrastructure to support electronics manufacturing and marketing</p> <p>Improve access to financing</p> <p>Identify and profile value chains in electronics products</p> <p>Enlarge markets for value added and benefited goods</p> <p>Leverage IPR to promote R&amp;D in ICT sector and development of innovative electronics products</p> <p>Support other ancillary sectors for the materials required to manufacture and finish ICT products</p> <p>Start Date: 2015 End: Continues</p>	<p>Strengthen SME's working in the electronic manufacturing sector</p> <p>Support local electronics equipment requirements and build capacity for export</p> <p>Develop and strengthen competitive advantage in ICT</p> <p>Provide high quality ICT products</p> <p>Brand ICT products made in the region</p>	<p>Improved availability of electronic products to support all vertical industrial manufacturing and consumer services sectors</p> <p>Increased range and quality of electronics products</p> <p>Increased participation in regional and/or global value chains</p>
Environmental Sustainability (Green economy)	<p>Negative impact of climate change</p> <p>Environmental degradation due to poor management of industrial waste</p> <p>Inefficient and unsustainable utilization of resources</p> <p>Inadequate protection of biological diversity and other ecosystem resources.</p>	<p>Implement the Regional Green Economy Strategy and Action Plan for Sustainable Development</p> <p>Start Date : 2015 End : 2016</p>	<p>Promote environmentally and socially sustainable industrialization</p>	<p>Increased use of environmentally friendly production processes</p>

Policy Area	Challenges	Interventions	Objectives	Outcome / output
<b>Cross-cutting Issues</b>				
Environmental Sustainability Blue Economy Development Policy Framework (BEDPF)	<p>Inadequate climate-change resilient infrastructure</p> <p>Poor transportation links, especially between coastal and island states</p> <p>Inadequate Statistics</p> <p>Inadequate capacity to comply with standards</p> <p>Poor access to capital</p> <p>Inadequate access to market information</p> <p>Inadequate skills to support initiatives on blue economy</p> <p>Inadequate incentives to promote the blue economy initiative</p> <p>Slow progress in formalising the SMEs</p>	<p>Develop adequate and quality infrastructure and increase the competitiveness of ports and shipping transport</p> <p>Improve transportation link-ages</p> <p>Undertake a study to gather and compile statistics on blue economy and build long term capacity in this area</p> <p>Develop skills to support initiatives on the blue economy</p> <p>Enhance capacity to comply with quality standards</p> <p>Remove business constraints on enterprises, especially SMEs operating in blue economy</p> <p>Provide incentives to support developments with regards to blue economy</p> <p>To identify Centres of Excellences in the different sectors to reinforce research and development capacity on matters relating to the blue economy</p> <p>Start Date : 2015</p> <p>Continues</p>	<p>Use ocean resources to promote inclusive and sustainable industrialization</p> <p>Put in place infrastructure that support blue economy initiative and facilitate movement of environmentally friendly goods and services between SADC coastal and other island states</p> <p>Greater participation in national, regional and global value chains involving smart goods and services</p>	<p>Connectivity between coastal and islands states improved</p> <p>Oceanased resources utilised efficiently to support inclusive and sustainable industrialisation</p> <p>Increased production and trade in environmentally friendly goods and services</p>
SADC Raw Material Initiative	<p>Inadequate cooperation on access to raw materials in the region</p> <p>Excessive reliance on exportation of raw materials that are subject to price volatility</p>	<p>Develop a Common SADC Position on raw material initiative</p>	<p>Promote of cooperation and access to raw materials</p> <p>Use of SADC raw materials to promote beneficiation and value addition</p>	<p>Increased availability and use of raw materials for beneficiation and value addition in Region</p>



## Annex 4: SADC Industrialisation Strategy and Roadmap (2015 – 2063) - Potential Value Chains in SADC

Cluster	Value Chain	Countries
Agro-Processing Cluster	Soya	South Africa, Zimbabwe, Zambia, DRC, Malawi, Madagascar
	Sugar	Malawi, Mozambique, South Africa, Eswatini, DRC, Tanzania, Zambia, Zimbabwe, Mauritius, Botswana
	Meat products (poultry & beef)	Botswana, South Africa, Zambia, Zimbabwe, Namibia, Eswatini, Madagascar
	Cassava	Angola, DRC, Mozambique, Tanzania, South Africa, Malawi, Madagascar
	Dairy products	Madagascar, South Africa, Namibia, Tanzania, Malawi, Botswana, Zambia, Zimbabwe, Eswatini
	Other food and drinks	Angola, DRC, Lesotho (maize), Mauritius (sea food), Zambia (oil seeds and livestock products), Malawi (oil seeds), South Africa, Zimbabwe, Eswatini, Madagascar (Rice, maize, black eyed beans, pea), Namibia, Tanzania (maize, rice, oil seeds)
	Fish and fish products	Angola, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Zambia, Madagascar, Malawi
	Horticulture (Fruits, Vegetables and Flowers)	Eswatini, Lesotho, Zambia, South Africa, Madagascar, Zimbabwe, DRC, Namibia
	Wildlife (game meat and hide processing)	Botswana, Namibia, South Africa, Zambia, Zimbabwe
	Forestry – Timber and non-timber forest products (medicinal, cosmetics, essential oils and other herbal products)	DRC, South Africa, Angola, Madagascar, Eswatini Mozambique, Zimbabwe, Zambia, Namibia, Tanzania, Malawi, Mauritius
Minerals and Beneficiation Cluster	Energy Mineral (including polymers)	Angola (oil), Botswana (coal), DRC (oil), South Africa (coal), Mozambique (gas and coal), Tanzania (gas, coal), Madagascar, Zimbabwe, Eswatini (coal), Malawi, Namibia (uranium, coal and gas)
	Ferrous Minerals (Iron/Steel)	Angola, DRC, South Africa, Tanzania, Mozambique, Zambia, Zimbabwe, Eswatini, Namibia
	Base-metals Mineral (Copper, Aluminium, Nickel, Cobalt)	DRC, Zambia, South Africa, Namibia, Mozambique, Tanzania, Madagascar, Zimbabwe
	Fertilizer	South Africa, Zimbabwe, Zambia, DRC, Malawi, Mozambique, Angola, Tanzania, Namibia
	Diamonds	Botswana, Namibia, South Africa, Zimbabwe, DRC, Lesotho, Angola
	Platinum	South Africa, Zimbabwe
	Cement	South Africa, Zimbabwe, Zambia, DRC, Mozambique, Namibia, Malawi, Tanzania
	Soda Ash	Botswana, Zambia, South Africa, Tanzania
	Mining machinery	South Africa, Zambia
	Small Scale Mining	Malawi
Pharmaceutical products and preparations cluster	Anti-retrovirals (ARV)	South Africa, Zimbabwe, Tanzania, DRC, Namibia, Malawi
	Anti-TB drugs	South Africa, Zimbabwe, Zambia
	Anti-malarial (Artemisinin)	Madagascar, DRC, Tanzania (Artemisinin, Biolarvicides), South Africa
	Condom	South Africa, Botswana, Namibia, Malawi, DRC
	Bed Net value chain	Tanzania, Malawi

Cluster	Value Chain	Countries
	Health commodities (Syringes; Intra Venous Infusions - IV Fluids; Surgical Equipment; Laboratory Reagents and Ma- terials; Methylated Spirit	Malawi
Manufacturing: Consumer Goods Cluster	Leather, Leather Goods and Footwear	Botswana, Lesotho, Namibia, Zambia, South Africa, Zimba- bwe, Mozambique, Madagascar, Malawi, DRC, Eswatini, Tanzania
	Clothing and Textiles	Botswana, Lesotho, Madagascar, Mauritius, Namibia, South Africa, Eswatini, Zimbabwe, Malawi
Capital Goods: Ma- chinery and Equip- ment	Automobiles	South Africa, Lesotho, Mozambique, Zimbabwe, Namibia, Malawi
Services Cluster	Tourism	Botswana, Mauritius, Seychelles, South Africa, DRC, Tanzania, Zambia, Zimbabwe, Madagascar, Lesotho, Eswatini, Mozam- bique, Namibia, Malawi
	Financial services	Botswana, Mauritius, Seychelles, South Africa, Eswatini, Zimba- bwe, Namibia, Malawi
	ICT	All Member States

**Source: Costed Action Plan for the Industrialization Strategy and RoadMap, 2017**

## Annex 5: Indicative SADC Food Agriculture and Natural Resources (FANR) Five-Year Operational Plan (2018 – 2022)

STRATEGIC FOCUS AREA	EXPECTED OUTCOME	TARGETED OUTPUTS 2018 - 2022
Operational Strategic Objective 1: Enhance sustainable production, productivity and competitiveness		
Improve Land Administration, Use and Management	Improved land administration, use and management	AU and FAO Regional Guidelines on Land Tenure and use domesticated Guidelines for improvement of carbon sink in pastures developed, approved, implemented and monitored

STRATEGIC FOCUS AREA	EXPECTED OUTCOME	TARGETED OUTPUTS 2018 - 2022
Improve availability and access to Productivity Enhancing Inputs	Improved farmer access to improved plant and animal genetic material and the adoption of biotechnology in crop and livestock development	Regional fertilizer production and trade promoted Regional agricultural value-chain partnerships promoted Regional / national out-grower schemes promoted Use of organic fertilizer promoted and monitored
	Livestock production and productivity improved.	Strategies and programmes for livestock production developed, approved, implemented and livestock production monitored Advocacy for feed to reduce GHG emissions in ruminants undertaken Improved vaccines for Trans-boundary Animal Diseases (TADs) available and used by MS
	Enhanced conservation and sustainable use of plant and animal genetic resources for food and agriculture	Programmes for Conservation and utilization of Animal Genetic Resources (AnGR) developed, approved, implemented and monitored Networks with International Cooperating Partners (ICPs) on plant genetic resources conservation and use established Regional Plant Genetic Resources Conservation programs and development priorities identified, developed, implemented and monitored Strategy for Plant Genetic Resource (PGR) conservation and use developed Base collection increased and safety duplicate conserved at Svalbard, Norway. On-farm conservation and restoration promoted in member states
	Effective soil fertility management systems	Land suitability maps Developed Guidelines on proper use and disposal of fertiliser and agrochemicals implemented and monitored
	Improved management of trans-boundary threats including pests and diseases	Implementation of SPS Regional Guidelines monitored Strategy for the surveillance and control of TADs in wildlife and livestock developed
	Improved management of water resources for agriculture	Water use efficiency in agriculture promoted Rain- water harvesting promoted
	Improved energy use in agriculture and sustainable bio-energy production by agriculture	Assessment of best practices on affordable energy sources for agriculture documented Efficient bio-energy technologies promoted Green Technologies investigations and evaluations investigated and facilitated

STRATEGIC FOCUS AREA	EXPECTED OUTCOME	TARGETED OUTPUTS 2018 - 2022
Improve Farm support systems and services	Agricultural research and development in crops, livestock, fisheries and forestry promoted	Regional AR&D Programs and projects developed, implemented and monitored
	Enhanced regional and national agricultural, forestry and fisheries information systems	Agricultural Information Management System (AIMS) developed and operationalised SADC Documentation & information systems (SDIS) linked to AIMS
	Enhanced capacity of institutions involved in agricultural development	Capacity of Agricultural development institutions facilitated. Formation and strengthening of Agricultural associations in the value-chain facilitated
Ensure sustainable use of natural resources through the implementation of the Protocol on Fisheries	Improved and sustainable Fisheries production	SADC Regional Aquaculture Strategy and Action Plan approved, implemented by Member States and capacity in aquaculture strengthened and monitored

**Operational Strategic Objective 2: Improved Regional and International Trade and Access to Markets of Agricultural Products**

Improve the efficiency and effectiveness of the region's input and output markets and stimulate broad farmers' participation	Improved farmers' access to and participation in regional input and output markets	Quality, content and packaging standards of inputs and outputs guidelines harmonised Regional Commodity Exchanges promoted
	Enhanced price risk management and stabilization	Regional Agricultural input/output market /price information and intelligence system developed
Improve the regional and international trade environment for agriculture products	Reduced non-tariff measures and barriers on trade of agriculture goods and services	Implementation of SADC Trade Protocol provisions in relation to agriculture facilitated and monitored Programmes for surveillance and control of TADs such as FMD, CBPP, PPR,, ASF and RVF developed, approved, implemented and monitored More veterinary laboratories accredited and maintained
	Improved coordination of trade relations with third parties with regards to agriculture and food	Advocacy, negotiation and technical skills on agricultural trade strengthened

STRATEGIC FOCUS AREA	EXPECTED OUTCOME	TARGETED OUTPUTS 2018 - 2022
Improve the development of agriculture related market infrastructure	Agriculture-related infrastructure developed	Agricultural market friendly infrastructure promoted
Improve Fisheries production and utilisation	Improved processing and trade of fisheries resources	Value addition to fisheries products promoted Guidelines for certification of fish catch developed
Improve Forestry management and utilisation	Improved processing and trade of forest resources	Forest Law Enforcement Governance and Trade (FLEGT) Programme approved, implemented and monitored
<b>Operational Strategic Objective 3: Improved Private &amp; Public Sector Engagement &amp; Investment in the Agricultural Value Chains</b>		
Promote Value-Chain development in Agriculture	Enhanced enabling agri-business, farming and agro-industry environment	Regional cross-border partnerships and investment promoted SADC promoted as an attractive agricultural investment destination Value-chain and bargaining power of farmers strengthened MS Capacity for the compliance with SPS and standards in products of animal origin enhanced
Mobilise Financial capital for agriculture, agro-industry and agri-business	Regional level mechanisms and instruments that support agricultural and rural financing developed	Data and information on rural financing shared
<b>Operational Strategic Objective 4: Reduced Social &amp; Economic Vulnerability in the Context of Food and Nutrition Security and the Changing Economic and Climatic Environment</b>		
Reduce chronic and transitory vulnerability to the diversity of food security risks in a changing economic environment	Enhanced food security and reduced vulnerability in the Region	Regional early warning and vulnerability assessment systems efficiently functional Financial food reserve facility developed, operationalised and monitored
Addressing climate change, variability and related vulnerability	Improved region's capacity to adapt to and mitigate climate change and variability	Programmes for rehabilitation of land degraded by disasters developed, implemented and monitored Regional agricultural Research priorities on adaptable technologies, Identified and promoted

STRATEGIC FOCUS AREA	EXPECTED OUTCOME	TARGETED OUTPUTS 2018 - 2022
Mitigating gender related vulnerability and marginalisation	Effective mainstreaming of gender issues of relevance to agriculture and food and nutrition security into regional and national policies and strategies	SADC Protocol on Gender and Development mainstreamed in FANR Policies and Strategies
	Effective mainstreaming of maternal and child malnutrition issues of relevance to agriculture and food nutrition security into regional and national policies and strategies	Food and Nutrition Strategy mainstreamed in FANR Policies and Strategies Diversified and nutritious foods promoted
Mitigating HIV/ AIDS related vulnerability and marginalisation	Comprehensive research to inform policies and strategies on effective mitigation of HIV/AIDS impact on agriculture and food security	Affordable labour-saving technologies in agriculture promoted
Mitigating the vulnerability of migrant/mobile rural people	Knowledge, guidelines and common norms on vulnerability issues affecting rural migrants, including cross-border migrants and farm workers developed and shared	
Fighting against un-employment and marginalization of the rural youth	Knowledge on issues and strategies affecting employment of the rural youth along the agricultural value-chain generated and shared	Agriculture promoted as an attractive career for the youth.

Operational Strategic Objective 5: Enhanced Sustainable Development and Management of the Environment

STRATEGIC FOCUS AREA	EXPECTED OUTCOME	TARGETED OUTPUTS 2018 - 2022
Ensure Equitable And Sustainable use of Environment	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	Protocol on Environment approved, implementation strategy developed and implemented, and monitored.
	Integration of environmental and sustainable development issues into sectoral, national and sub-national socio- economic planning	Mainstreaming manual disseminated, adopted and used by Member States EIA and SEA Guidelines developed, approved, implemented, monitored and Evaluated Guidelines for the management of Invasive Aline Species developed, approved, implemented, monitored.
	Improved sharing of environment information on environmental conditions and trends in the SADC Region.	Regional Environment Outlook Report developed and shared with Member States Environmental Education materials developed, disseminated and incorporated in the education curricula at all levels
	Improved capacity for environmental management in the region	Environmental awareness creation out scaled, monitored and improved Regional Environmental Standards developed, approved and implemented Waste management programme developed, implemented, monitored and evaluated in Member States

Operational Strategic Objective 6: Enhanced Sustainable Management and Conservation of Wildlife and Transboundary Natural Resources





STRATEGIC FOCUS AREA	EXPECTED OUTCOME	TARGETED OUTPUTS 2018 - 2022
Ensure sustainable use of natural resources through the implementation of the Protocol on Wildlife Conservation and Law Enforcement	Facilitate implementation of fisheries strategies and programmes	Illegal unreported and unregulated fishing (IUU) combated Regional Fisheries Monitoring Control and Surveillance Coordination Centre established and operational
	Facilitate implementation of strategies and programmes on wildlife and TFCAs	TFCA programme approved, implemented and monitored Strategy to Combat illegal and illicit harvesting of wildlife developed, approved and implemented Income generating projects for local communities developed, implemented, monitored and appraised
	Integration of wildlife and transboundary natural resources issues into sectoral, national and sub-national socio-economic planning	Guidelines for wildlife and protected areas policy harmonization developed, disseminated, domesticated by Member States
	Improved sharing of information on wildlife and transboundary natural resources in the SADC Region	Information exchange system for TFACs established and implemented
	Improved capacity for wildlife and transboundary natural resources management in the region	Capacity development project for Rangers and Park Managers in pilot TFACs developed and implemented in pilot TFACs
	Coordinated regional positions in the negotiations and implementation of MEAs on fisheries, forestry, TFACs and wildlife	Regional positions on Convention on International Trade in Endangered Species (CITES) and RAMSAR developed
	Development of regional guidelines and standards for TFACs, fisheries, forestry and wildlife	Fisheries policies in the region assessed, guidelines for policy harmonization in Fisheries developed, approved, implemented and domesticated by Member States Implementation of Fisheries Protocol facilitated and monitored

STRATEGIC FOCUS AREA	EXPECTED OUTCOME	TARGETED OUTPUTS 2018 - 2022
Ensure sustainable use of natural resources through the implementation of the Protocol on Forestry	Facilitate implementation of Forestry strategies and programmes	REDD+ programme implemented by Member States Fire Programme implemented by Member States Participatory Forest Management Project developed, approved, and implemented
	Improved sharing of information on Forestry and transboundary natural resources in the SADC Region	Information exchange system for Forestry established, and implemented
<b>Operational Strategic Objective 7: Improved Legal Frameworks, Effective Networks and Stakeholder Dialogue Forums</b>		
Strengthen Institutional Frameworks and Capacity Building	Enhanced capacity of institutions involved in agricultural development	Agricultural Development Fund (ADF) operationalised.
Enhanced Networks and dialogue fora for improved coordination and implementation of agricultural policies, strategies and initiatives	Improved collaboration with International and Regional Cooperating Partners on Agriculture and Food Security	SADC/FANR Thematic Working Group Meetings undertaken Networks with International Cooperating Partners (ICPs) established Exchange Technical visits with FAO and other similar institutions undertaken
<b>Operational Strategic Objective 8: Enhanced Collaboration in Agriculture Related Sectoral Programme Implementation</b>		
Strengthen inter – sectoral collaboration to enhance value added in agricultural value chains		Improved intra-regional trade through Tripartite Agro-Processing Value Chains Tripartite Agro-processing value chains profiled, regional agro-processing value chains bankable project proposals developed and adopted Improved intra-regional trade through Regional Agro-Processing Value Chains profiled, value chain bankable project proposals developed and adopted Improved cohesive Water – Energy – Food Security project development

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