



ANNUAL CORPORATE PLAN 2025/26

**(CONSOLIDATED ANNUAL OPERATIONAL PLANS
AND BUDGETS)**

SADC Secretariat

March 2025

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1. INTRODUCTION

1.1 The Secretariat prepares the Annual Corporate Plan (ACP) annually in line with Regulation 26 of the SADC Financial Regulations (March 2022) and Section 4.2.1 (iii) of the SADC Policy on Strategy Development, Planning, Monitoring, Evaluation and Reporting (SPMER Policy, 2020). The Annual Corporate Plan is approved by Council in August to facilitate the implementation of the planned outputs in the following Financial Year, running from April 1 to March 31.

1.2 Regulation 26 of the SADC Financial Regulations (March 2022) states that

“Every five years, the Accounting Officer shall prepare a draft MTS for approval by Council as set out in the Policy and Guidelines for Strategy Development, Planning, Monitoring, Evaluation, and Reporting (SPMER)”.

1.3 Section 4.2.1 (iii) of the Policy states that the Secretariat “... shall prepare a Five-Year Medium-Term Strategy (MTS) for approval by Council”.

1.4 Strategic Context for Annual Planning and Budgeting

1.4.1 The SADC Treaty is the main legal instrument providing the mandate for the Secretariat to formulate the SADC Annual Corporate Plan. According to Article 14 of the Treaty, the Secretariat's primary responsibilities include exercising leadership in *"strategic planning and management of SADC programs, monitoring and evaluation in the implementation of regional policies and programmes"*.

1.4.2 The Secretariat's planning function is also articulated in the SPMER Policy, which makes a provision for the development of a SADC Long-Term Vision, a Ten-Year Intermediate Strategy, a Five-Year Medium-Term Strategy, Annual Strategy Updates, and Annual Corporate Plans in accordance with the Result-Based Management (RBM) approach.

1.4.3 The implementation of these strategic documents is underway. In August 2020, Summit approved the Long-Term Vision (SADC Vision 2050) and the Ten-Year Intermediate Strategy (RISDP 2020-2030). In March 2024, Council approved the second edition of the Five-Year Medium-Term Strategy (MTS) 2025/26-2029/30 [...] of the RISDP. The Annual Strategy Update, which informs the development of the Annual Corporate Plan for the Financial Year 2025/26, was approved by Council in August 2024.

1.4.4 This ACP is intended to implement the outputs of the RISDP 2020-2030 articulated in the following Pillars:

- (i) Foundation: Peace, Security and Good Governance;
- (ii) Pillar I: Industrial Development and Market Integration;
- (iii) Pillar II: Infrastructure Development in Support of Regional Integration;
- (iv) Pillar III: Social and Human Capital Development; and
- (v) Cross-Cutting Issues of Gender, Youth, Environment and Climate Change and Disaster Risk Management.

- 1.4.5 In addition, the ACP will deliver additional outputs from sector-specific policies and strategies such as the SADC Regional Agriculture Policy (RAP) 2014, the SADC Regional Agricultural Investment Plan (RAIP) 2023-2030, SADC Regional Infrastructure Development Master Plan (RIDMP): 2012-2027 and the SADC Industrialisation Strategy and Roadmap: 2015-2063. This ACP has considered implementation of Council and Summit Decisions, the performance of the Secretariat in implementing the current Plan, as well as audit recommendations and risk management plans.
- 1.4.6 This ACP is based on a zero incremental budget under the Member States' component of the budget. The Secretariat will continue to cut costs by minimising face-to-face interaction, save for Summit and Council meetings. Some Ministerial and Technical meetings will be held in hybrid format. Therefore, the Member States' contributions for the Financial Year 2025/26 will remain the same as the contributions for the Financial Year 2024/25. For International Cooperating Partners, the funding is based on valid Financing Agreements signed by the Executive Secretary and managed through the Secretariat's financial management system.

1.5 Prioritised Projects

- 1.5.1 The annual outputs identified in this ACP seek to implement the prioritised projects of the RISDP adopted by Council in March 2023. The prioritised projects will form the basis for the implementation of the RISDP through the Medium-Term Strategy 2025/26-2029/30, the Annual Strategy Updates and the Annual Corporate Plans. The projects are a response to the need to radically change the modus operandi for implementing the SADC Regional Integration Agenda, focusing only on actions that are most impactful and demonstrate results in the lives of the citizens of the Region.

1.6 Overview of Planned Results

- 1.6.1 A total budget of **US\$178,985,208** will support programme activities, excluding emoluments of US\$25,307,905. Out of the programmes total, **US\$156,077,820** is funded by Member States (MS) while **US\$22,907,388** is funded by International Cooperating Partners (ICPs).
- 1.6.2 Table 1 summarises the number of Annual Outputs to be delivered in 2025/26 with associated resources allocated from Member States (MS) and International Cooperating Partners (ICPs). Details on sectors and Programmes and Corporate Services are provided, outlining Mandate, Strategic Objectives, Outcomes, Prioritised Projects, Key Result Areas, Lessons Learned in 2024/25, Main Focus for 2025/26 and Resource Allocation. The results chain is elaborated in Annex 1.

Table 1: Planned Outputs and Associated Estimates of Direct Activities, April 2025- March 2026

Delivery time of Annual Outputs per Quarter										
2025/26 Annual Operational Period										
Directorate/Unit	Delivery time of Annual Outputs					Responsibilities to deliver on Annual Outputs		Expenditure Estimates (USD) ¹		
	Q1	Q2	Q3	Q4	Annual Outputs	Secretariat	Shared Responsibility with MS	MS	ICP	Total
ORGAN of Politics Defense and Security Affairs	5	9	11	25	50	35	15	135 428 320	4 764 664	140 192 984
RPTC	1	2	0	3	6	3	3	1 459 109	260 552	1 719 661
Industrial Development and Trade	1	2	5	19	27	11	16	798 003	466 135	1 254 138
Finance Investment and Customs	1	1	3	8	13	0	13	292 228	5 791 590	6 083 818
Infrastructure	2	6	9	15	32	8	24	442 167	1 793 708	2 235 875
Social and Human Development	4	3	16	6	29	0	29	469 214	1 426 730	1 895 944
GSHD-HIV/AIDS	0	0	1	2	3	0	3	1 610 000	0	1 610 000
Gender Unit	1	3	2	3	9	9	0	81 084	27 034	108 118
Food Agriculture and Natural Resources	2	4	10	10	26	16	10	297 036	2 285 755	2 582 791
SADC Plant Genetic & Resource Centre	0	0	0	4	4	4	0	426 675	0	426 675
Policy Planning and Resource Mobilisation	0	5	6	16	27	23	4	493 420	3 865 040	4 358 460
Disaster Risk Reduction	0	1	1	6	8	5	3	606 401	2 226 180	2 832 581
Internal Audit and Risk Management	1	2	3	6	12	12	0	164 745	0	164 745
Legal Services	3	6	2	2	13	13	0	150 758	0	150 758
SADC Administrative Tribunal	0	2	1	3	6	6	0	95 550	0	95 550
Communication and Public Relations	0	1	0	3	4	4	0	174 084	0	174 084
AUC Liaison Office	1	1	1	4	7	7	0	24 799	0	24 799
Human Resources and Administration	2	2	1	18	23	21	2	6 692 381	0	6 692 381
Finance	1	0	1	3	5	5	0	650 765	0	650 765
Information and Communication Technologies	2	2	2	4	10	10	0	1 113 965	0	1 113 965
Procurement Unit	1	0	2	1	4	4	0	39 686	0	39 686
Procurement Ex-Ante Unit	1	1	1	2	5	5	0	20 401	0	20 401
Transfers to Special Accounts	0	0	0	0	0	0	0	4 642 532	0	4 642 532
TOTAL	29	54	77	163	323	201	122	156 173 323	22 907 388	179 080 711

¹ Expenditure Estimates exclude Personal Emoluments of US\$25,307,905.

2. ORGAN ON POLITICS, DEFENCE AND SECURITY COOPERATION

2.1 Mandate

2.1.1 The mandate of the Organ is to promote peace and security in the Region. Article 2.2 of the Protocol on Politics, Defence and Security Co-operation (the Protocol) outlines 12 specific objectives of the Organ, which include the following:

- (i) protect the people and safeguard the development of the Region against instability arising from the breakdown of law and order, intra-state conflict, inter-state conflict and aggression;
- (ii) promote regional co-ordination on matters related to security and defence and establish appropriate mechanisms to this end; and
- (iii) prevent, contain and resolve inter-state and intra-state conflicts by peaceful means.

2.2 Strategic Objective

2.2.1 The mandate of the Organ on Politics, Defence and Security is driven by three objectives derived from the RISDP 2020-2030:

- (i) enhanced Conflict Prevention, Management and Resolution Systems, with Early Warning Systems that are Capable of Tracking and Monitoring Political, Security and Socio-Economic Threats;
- (ii) strengthened Political Cooperation, Democracy, Good Governance, Rule of Law, Human Rights, and Human Security; and
- (iii) enhanced Collective Defence and Security System that is capable of safeguarding the Territorial Integrity of the Region.

2.3 Outcomes

2.3.1 The Organ will implement the Strategic Objectives through the following nine (9) Outcomes:

- (i) enhanced Early Warning Systems, leading to timely and targeted monitoring and response to political, security and socio-economic threats;
- (ii) enhanced regional capacity for mediation, conflict prevention and preventative diplomacy;
- (iii) high-level political cooperation among Member States;
- (iv) consolidated democracy and inclusive governance in the Region;
- (v) enhanced regional frameworks to address transnational organised crime;

- (vi) enhanced human security in Member States, particularly for the most vulnerable and marginalised populations;
- (vii) increased capacity of the SADC Standby Force to safeguard the territorial integrity of the region and conduct complex and multidimensional peace support and humanitarian operations;
- (viii) improved regional maritime security; and
- (ix) high level of engagement of women and young people in defence and peace support.

2.4 Prioritised Projects

2.4.1 The Organ has prioritised the following projects which will be implemented through Outputs and Priorities from the RISDP 2020-2030; Sectoral, Council and Ministerial Committee decisions, as well as the Security Threat Assessment (2020):

- (i) Early Warning System;
- (ii) Conflict Management and Post Conflict Reconstruction and Development (PCRD) Project;
- (iii) Democracy, Elections and Good Governance;
- (iv) Women and Youth in politics and decision making: Representation and Participation;
- (v) Management of Transnational Organised Crime;
- (vi) Management of Terrorism;
- (vii) SADC Migration Project;
- (viii) Strengthen the capacity of SADC Standby Force for Peace Support (PSO) and Humanitarian Operations;
- (ix) Women and Youth in Peace and Security; and
- (x) Review the SADC infrastructure for defence, peace and security cooperation.

2.5 Key Result Areas

2.5.1 The Organ implements the Annual Operational Plan through the following Key Result Areas:

- (i) Public Security
- (ii) Politics and Diplomacy
- (iii) Police
- (iv) Defence
- (v) State Security
- (vi) Planning Element
- (vii) Regional Counter-Terrorism Centre
- (viii) Regional Peace Training Centre

2.6 Main Focus for 2025/26

2.6.1 The following projects will be implemented through outputs and priorities that are informed by the RISDP 2020-2030; Sectoral, Council and Ministerial Committee

2.6.2 In line with the priorities of the RISDP 2020-2030, Council and Ministerial Committee of the Organ, Sectoral decisions as well as lessons learnt from previous implementation, the major areas of focus in 2025/26 include the following:

- (i) **Public Security:**
 - (a) Building capacity for Heads of Anti- Corruption Agencies in addressing emerging trends
 - (b) Development of the Regional Anti-Corruption Monitoring and Evaluation Framework
 - (c) Building the capacity of Key Stakeholders in Humanitarian and Peace building settings to protect vulnerable populations
 - (d) Regional dialogue for the Heads of Immigration and Labour on Emerging trends in Labour Migration
 - (e) Regional Progress review of the pledges made at the Global Refugee Forums 2019 and 2023.

- (ii) **Politics and Diplomacy:**
 - (a) Deployment of the Panel of Elders (PoE) and Mediation Reference Group (MRG) Mediation missions deployed to countries in conflict
 - (b) Deployment of the SADC Observer Mission (SEOM) to Member States holding elections
 - (c) Development of National Action Plans on Women, Peace and Security (WPS)
 - (d) Development of the Regional strategy on Youth in Peace and Security (YPS)
 - (e) Development of the SADC Foreign Policy Framework, defining common values to be upheld by all Member States and guiding adoption of common foreign policy positions

- (iii) **Police:**
 - (a) Implementation of the Regional Strategy to Prevent and Combat Transnational Organized Crime
 - (b) Conducting SARPCCO Cross-Border Joint Operations targeting Transnational Organized Crime syndicates
 - (c) Building Capacity of Member States to prevent, detect, investigate and bring accountability for Transnational Organised Crime.
 - (d) Implementation of the Protocol on Firearms, Ammunition and other related Materials) transnational Organized Crime increased.

- (iv) **Defence:**
 - (a) Implementation of the Regional Integrated Maritime Security Strategy Action Plan
 - (b) Development of the Overarching Regional Defence Doctrine
 - (c) Engagement with the United Nations through the Peace Security and Cooperation Framework

- (v) **State Security:**
 - (a) Establishment of Early Response Mechanism to support initiatives aimed at the prevention and/or management of violent conflicts in a timely, efficient and effective manner
 - (b) Monitoring of the Regional Security Threats in the SADC Region and Africa
 - (c) Building Capacity of Member States to effectively observe and monitor conflicts, pandemics and disasters
 - (d) Adoption of new technologies in the design of infrastructure and mechanisms for early warning and response centres in Member States

- (vi) **Planning Element:**
- (a) Construction of the buildings of the SADC Standby Force Regional Logistic Depot and supporting infrastructure
 - (b) Enhancement of the capability of the Standby Force for interventions in complex and multidimensional Peace Support and Humanitarian operations
 - (c) Strengthening of the SADC Standby Force Multidimensional Peace Support Operation in the Democratic Republic of Congo (DRC)
- (vii) **Regional Counter Terrorism Centre:**
- (a) Monitoring of Terrorism and Violent Extremism Threats in the region
 - (b) Development of a roadmap to execute the Command Post Exercise on Counter Terrorism
 - (c) Strengthening the capacity of the Heads of Corrections and Prison Security on Counter radicalisation to terrorism strengthened
- (viii) **Regional Peace Training Centre:**
- (a) Enhancing the Capacity of the Member States skills and knowledge on managing emerging peace and security threats
 - (b) Stakeholder engagement with other Training Centres of excellence (TCE) and partners

Table 2: Expected Results for The Organ for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
ORGAN of Politics Defense and Security Affairs				
Politics and Diplomacy	Enhanced Conflict Prevention, Resolution and Management	SADC Conflict Management and Post Conflict Reconstruction and Development (PCRD)	Post conflict transitional justice, conflict reconstruction and development framework implemented	Regional Framework on Post-Conflict Reconstruction and Development, and Transitional Justice adopted by Member States
				National Action Plans on Women, Peace and Security (WPS) developed and operationalised by Member States
				Regional and national network of women mediators operationalised in Member States
				Regional strategy on Youth in Peace and Security (YPS) developed and operationalised and considered by Member States
				Panel of Elders (PoE) and Mediation Reference Group (MRG) Mediation missions deployed to countries in conflict
	High Level Political Cooperation among Member States	Democracy, Elections and Good Governance	Mechanism in honour of SADC Founders operationalised	Mechanism in honour of the SADC founders operationalised
		Politics and Diplomacy Strategic Policies and Decisions implemented in Member States	Action Plan to operationalise the Women Peace and Security Strategy in Corrections/ Prisons developed and submitted to the Corrections Prison Sub-Committee (CPSC) for validation	

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
				Draft Regional Framework on Centres of Excellence on Governance, Rule of Law and Human Rights developed and submitted to MCO for approval
				SADC Foreign Policy Framework guiding the adoption of common foreign policy positions developed
				Southern Africa Liberation Day commemorated
	Consolidated Democracy and Inclusive Governance in the Region	Democracy, Elections and Good Governance	N/A	Implementation of the SEAC Strategy for the Prevention of Electoral Related Conflict in Member States monitored and progress submitted to MCO.
				Adherence to the Revised SADC Principles and Guidelines Governing Democratic Elections (2021) by Member States increased
				Capacity of Electoral Management Bodies in Member States increased to ensure electoral integrity
				Regional Protocol on Democracy, Elections and Governance presented to Member States by 2026.
Defence	Increased Capacity of the SADC Standby Force to Safeguard the Territorial Integrity of the Region and Conduct Complex and Multidimensional Peace Support and Humanitarian Operations	The operationalization of IMSS by at least 60% of SADC Coastal Member States facilitated.	Regional Integrated Maritime Security Strategy Operationalized and its Action Plan implemented in Member State	Regional Integrated Maritime Security Strategy Action Plan operationalized
		N/A	Maritime Security Domain awareness enhanced	Member States' information and awareness on Maritime Security among coastal Member States increased
			N/A	Overarching Regional Defence Doctrine developed and submitted to Defence Subcommittee for consideration
			Engagements with the United Nations	SADC peace and security positions safeguarded in engagements with the UN PSC.
State Security	Enhanced Early Warning Systems, Leading to timely and Targeted Monitoring and Response to political, security and socio-economic threats	N/A	N/A	Output 1: New technologies promoted and adopted in the design of infrastructure and mechanisms for early warning and response centres in Member States
				Output 2: Early Response Mechanism to support initiatives aimed at the prevention and/or management of violent conflicts in a timely, efficient and effective manner established.
				Output 3: Regional Security Threats in the SADC Region and Africa

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
				monitored and reported to the Statutory Structures
				Output 4: Capacity of Non-State Actors (NSAs) to contribute to conflict tracking, early response and action strengthened.
			Capacity of Member States to observe and monitor indicators of insecurity, including structural factors, triggers and accelerators of conflict, disasters, and pandemics, increased	Output 5: Capacity of Member States increased to effectively observe and monitor conflicts, pandemics, disasters and responses
				Output 6: ECESPA Programme deliverables for the 12-month period completed within budget, on schedule and in line with agreed work plan
		SSSC and MCO records	N/A	Output 3: Regional Security Threats in the SADC Region and Africa monitored and reported to the Statutory Structures
	N/A	Capacity of Member States to observe and monitor indicators of insecurity, including structural factors, triggers and accelerators of conflict, disasters, and pandemics, increased	Output 5: Capacity of Member States increased to effectively observe and monitor conflicts, pandemics, disasters and responses	
Public Security	Consolidated Democracy and Inclusive Governance in the Region	N/A	N/A	Draft Regional Framework on Regional Barometer on Governance, Rule of Law and Human Rights developed and submitted to MCO for approval
	Enhanced Regional Frameworks to Address Transnational Organised Crime	N/A	N/A	Decisions and/or recommendations adopted by Anti-corruption Sub-Committee in line with its mandate
				Capacity of Heads of Anti-Corruption Agencies in addressing emerging trends and issues on corruption and transnational organized crimes enhanced
				Regional Anti-Corruption Monitoring and Evaluation Framework reviewed and report presented to the MCO in 2025
		Analytical Report on the Regional Anti-Corruption Assessment developed and submitted to the MCO for approval		
		Modules for Corruption Prevention and Public Education developed and presented to Ministerial Committee of the Organ for approval.		
Enhanced Human Security in Member States Particularly for the Most	N/A	N/A	N/A	Progress report on the implementation of the Protocol on the Facilitation of Movement of Person developed and submitted to the MCO in 2025

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
	Vulnerable and Marginalised Populations			Capacity of Key Stakeholders in Humanitarian and Peace building settings to protect vulnerable populations strengthened
				Decisions and/or recommendations adopted by the Public security Sub-Committee in line with its mandate
				SADC Guidelines for the Management of Prisoners with Special needs finalised and submitted to the MCO in 2025
				Desktop review of Health in Prisons finalised and submitted for approval by the MCO in 2025
				Decisions and/or recommendations adopted by the corrections Sub-Committee in line with its mandate
				Capacity of the Heads of Immigration and Labour Built on Emerging trends in Labour Migration strengthened
Police	Enhanced Regional Frameworks to Address Transnational Organised Crime	Management of Transnational Organised Crime	Protocol on the Control of Firearms, Ammunition and Other Related Materials reviewed and implemented	Protocol on the Control of Firearms, Ammunition and Other Related Materials reviewed and implemented
			Strategy to Prevent and Combat Transnational Organized Crime implemented	Regional Strategy to Prevent and Combat Transnational Organized Crime implemented and report submitted to the Statutory Structures
			SARPCCO Joint Operations enhanced	SARPCCO Cross-Border Joint Operations targeting Transnational Organized Crime syndicate strengthened
			Regional and national human and technical capacity to prevent, detect, investigate and bring accountability for transnational organised crimes increased	Capacity of Member States to prevent, detect, investigate and bring accountability for Transnational Organized Crime increased.
				Decisions on Regional Strategic and Policy Issues for the Police Sector reviewed and adopted by Chiefs of Police Sub-Committee
Regional Counter Terrorism Centre	Enhance Early Warning Systems, leading to timely and targeted monitoring and response to political, Security and Socio-Economic threats	Management of Terrorism	Counter terrorism measures in member states enhanced	Terrorism and violent extremism threats in the region monitored and reported to the statutory meetings
				Terrorism and violent extremism threats in the region monitored and reported to the statutory structures

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
				Member States' knowledge on radicalisation and de-radicalisation enhanced
Planning Element	Increased Capacity of the SADC Standby Force to Safeguard the Territorial Integrity of the Region and Conduct Complex and Multidimensional Peace Support and Humanitarian Operations	Strengthen the capacity of SADC Standby Force for Peace Support (PSO) and Humanitarian Operations	SADC Standby Force Regional Logistic Depot Established and Operationalised	Construction of the buildings of the SADC Standby Force Regional Logistic Depot and supporting infrastructure continued
			Strengthened capacity to respond to both peace support operations and humanitarian disasters	SADC Standby Force Multidimensional Peace Support Operation in the Democratic Republic of Congo (DRC) strengthened.
			The Standby force capacitated with the requisite skills, knowledge and capability to respond to peace support and Humanitarian operations	SADC Standby Force capability for interventions in complex and multidimensional Peace Support and Humanitarian operations enhanced
RPTC				
Capacity building in Peace Support Operations	N/A	N/A	Enhanced Collective Defense and Security System that is Capable of Safeguarding Territorial Integrity of the Region	Member States skills and knowledge on managing emerging peace and security threats in the region developed.
				RPTC skills and knowledge enhanced through partnership with other Training Centres of excellence (TCE) and partners.
				Advisory support on peacekeeping interventions strengthened
				SADC Statutory and Secretariat Management decisions mainstreamed into the RPTC governance and management systems
				RPTC operational functions managed and coordinated
Asset Acquisition and Replacement for RPTC	Improved provision of fixed assets to RPTC	N/A		RPTC assets replaced and maintained in line with the SADC Asset Replacement Policy

2.7 Resource Allocation:

2.7.1 The proposed resource allocation for the Directorate.

Table 3: Resource Allocation for Organ for 2025/26

KEY RESULT AREA	MS	ICP	TOTAL
ORGAN of Politics Defense and Security Affairs			
Politics and Diplomacy	1,424,890	500,361	1,925,251
Defence	50,000	0	50,000
State Security	105,779	3,253,474	3,359,253
Public Security	115,853	220,758	336,611
Police	48,602	146,435	195,037
Regional Counter Terrorism Centre	50,000	142,811	192,811
Planning Element	133,633,196	500,825	134,134,021
ORGAN Human Resource management	2,497,993	0	2,497,993
ORGAN of Politics Defense and Security Affairs	137,926,313	4,764,664	142,690,977
RPTC			
RPTC Human Resource management	605,158	0	605,158
Asset Acquisition and Replacement for RPTC	274,200	0	274,200
Capacity building in Peace Support Operations	1,184,909	260,552	1,445,461
RPTC	2,064,267	260,552	2,324,819
GRAND TOTAL	139,990,580	5,025,216	145,015,796

3. INDUSTRIAL DEVELOPMENT AND TRADE

3.1 Mandate

3.1.1 The mandate of the Industrial Development and Trade (IDT) Directorate is to facilitate trade liberalisation and integration; attainment of competitive and diversified industrial development and increased industrial investment and productivity that follows international best practice and complies with globally recognised standards. The Directorate is responsible for coordinating regional initiatives relating to industrial policy and competitiveness; standards, quality, assessments and metrology, regional value chains development; science, technology, and innovation; and regional market integration.

3.2 Strategic Objective

3.2.1 The Strategic Objectives of the Industrial Development and Trade Directorate are:

- (i) An industrialised regional economy that is based on a competitive and facilitative environment, which includes infrastructure, and skills and sustainably exploits its natural resources by leveraging science, technology, and innovation; and
- (ii) Deepened regional market integration which is connected into the continental and global markets.

3.3 Outcomes

3.3.1 The Outcomes of the Industrial Development and Trade Directorate are:

- (i) Enhanced competitive and facilitative environment, which includes infrastructure, skills and innovation;
- (ii) Enhanced Industrial and value chain development focusing on the sectors of agro-processing, mineral beneficiation and pharmaceuticals, leather, textile and clothing, tourism and services resulting in inclusive industrialisation;
- (iii) Enhanced regional technological capability and capacity through Science Technology and Innovation;
- (iv) Increased SADC-intra and SADC-extra regional trade in Goods and Services; and
- (v) Increased Trade in Services in SADC.

3.4 Prioritised Projects

3.4.1 The Prioritised Projects to be implemented to achieve the Outcomes of the RISDP 2020 -2030 are:

- (i) Develop regional support programmes to support innovation and Start-ups;
- (ii) Strengthening Capacities in Technology Transfer and Intellectual Property;

- (iii) Support Policy and Regulatory harmonisation, standardization and procedures for quality control and trade of agricultural products;
- (iv) Enhance trade facilitation across SADC borders;
- (v) Strengthen structures for NTBs Resolutions in concerned Member States;
- (vi) Establish and operationalize the Regional Mining Vision Coordinating Unit; and
- (vii) Strengthen the capacity of Clusters, Producer Organisations and Industrial Associations in priority value chains.

3.5 Key Result Areas

3.5.1 The Key Result Areas of the Directorate are:

- (i) Enhanced intra and extra-SADC trade through market integration, trade facilitation and customs cooperation, and conclusion and implementation of international trade agreements;
- (ii) Enhancement of quality competitiveness of goods and services through regional quality infrastructure frameworks for trade, industry and investment for consumer and environmental protection;
- (iii) Diversification and expansion of competitive productive sectors in the region;
- (iv) Regional Value Chain Development; and
- (v) Science, Technology and Innovation.

3.6 Main Focus for 2025/26

3.6.1 In line with the priorities and results in the RISDP 2020-2030, Council and ministerial committee decisions, and lessons learned from previous implementation, the major areas of focus in 2025/26 include the following:

- (i) **Trade in Goods and Services:** Accession of the remaining Member States to SADC Free Trade Area; Review of Annex VII on sugar and Development of the benchmarked Annex on Non-Tariff Barriers to monitor and resolve NTBs and Dissemination and capacity building on implementation of the Annex; Support negotiations and implementation of the Tripartite FTA Agreement; Engagement, support and facilitation of the implementation of the AfCFTA Agreement; Engagement and sensitisation of Member States to ratify the Protocol on Trade in Services; Support to Member States on the implementation of the SADC Protocol on Trade in Services; Support to Member States in Negotiating Phase II Issues of the SADC Protocol on Trade in Services and Sector Negotiations.
- (ii) **Industrial Competitiveness:** Support to Member States on the ratification of the Protocol on Industry; Review of the SADC Industrialisation Strategy and Roadmap 2015-2063. Forum to raise Member State stakeholders' awareness of SADC industrialisation strategies and programmes organised. Public and Private Sector dialogue on industrial development matters. Development of the SMEs strategy; Support to Member States to review industrial policies; and Implementation of the Industrial Pillar under the Tripartite.

- (iii) **Science, Technology and Innovation:** Train Member States on Monitoring, Evaluation and Reporting framework on Protocol on STI, Develop regional framework and action plan on space science and technology, Monitor implementation of SADC Cyber-infrastructure Framework, Develop Regional Guidelines on the Ethics of Artificial Intelligence, Develop Regional Strategy and action plan to Support and Boost Start-ups, Conduct training for Member states on conducting Innovation and Research and Development Surveys.
- (iv) **Standards & Quality and Sanitary and Phytosanitary (SPS) measures:** As the region is not yet enjoying a full integration and free Trade Area, SQAM Institutions still need to work closely to address issues hindering free movement of goods and services such as: The need to build trust on their conformity assessment practices by recognising each other conformity assessment regimes. In this regard, SADC Secretariate will continue to build capacity of conformity assessment bodies operating in the region as well as work toward the establishment of a cooperation structure in Conformity assessment, enhance the capacity of Accreditation bodies to maintain credibility at international level and expand the scope of intervention, ensure development of a regional Quality Policy and Quality Infrastructure strategy for a better coordination collaboration of SADC member States and SADC secretariat as well as ensure alignment of regional activities with those at continental level to support the effective participation of SADC Member States in the Tripartite and AfCFTA, Continue the coordination for the harmonisation of Standards and other Quality infrastructure instruments in the region.

Table 4: Expected Results for Industrial Development and Trade (IDT) for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Industrial Development and Trade				
Enhancement of quality and competitiveness of goods and service through regional regulatory support frameworks for trade, industry and investment and for consumer and environment protection ¹	Consolidated SADC FTA	N/A	The quality of goods and services traded by SADC Member States recognised and accepted in the region and internationally.	2025-26 Annual output 1: SADC TBT and SPS Annexes reviewed in line with Continental and Global policies
			N/A	2025-26 Annual output 2: Regional Strategy for quality infrastructure developed
			Increased influence of private sector stakeholders in the work of the SADC TBT Structures in the interest of SADC Industrialisation and Trade.	2025-26 Annual output 3: Annual SQAM structures and SPS coordinating committee reviewed
Enhancement of intra and extra SADC trade through market integration, trade facilitation and customs cooperation, and conclusion	Increased SADC-intra and SADC-extra regional trade in Goods and Services	Project 1: Enhance trade facilitation across SADC borders	Tariff phase down schedule to consolidate SADC FTA prepared	Tariff phase down schedule to consolidate SADC FTA prepared
		Project 2: Enhance trade facilitation across SADC borders	Annex VII on Sugar of the SADC Protocol on Trade revised and submitted to TNF for consideration	Annex VII on Sugar of the SADC Protocol on Trade reviewed
		Strengthen structures for NTBs Resolutions in	Mechanism for Monitoring and Resolving NTBs	Annex on NTBs developed

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
and implementation of international trade agreements ¹		concerned Member States	developed and disseminated in SADC Member States	
		Enhance trade facilitation across SADC borders	N/A	DRC-Zambia border challenges addressed
		Enhance trade facilitation across SADC borders	COMESA-EAC-SADC Tripartite Free Trade Area Agreement implemented by SADC Member States	COMESA-EAC-SADC Tripartite Free Trade Area Agreement negotiated and implemented by SADC Member States
		Enhance trade facilitation across SADC borders	AfCFTA Agreement implemented by SADC Member States	AfCFTA Agreement implemented by SADC Member States
	Increased Trade in Services in the SADC:	Enhance trade facilitation across SADC borders	SADC Trade in Services Protocol implementation plan developed	Trade in Services Commitments under the SADC Protocol on Trade in Services negotiated and implemented
Diversification and expansion of competitive productive sectors in the region ¹	Enhanced competitive and facilitative environment, which includes infrastructure, skills and innovation	N/A	Protocol on Industry in force and implemented	Roadmap for the ratification of Protocol on industry updated
			SADC Industrialisation Strategy and Road Map implementation process enhanced	Ministerial meetings on industrialisation conducted
				SADC Industrialisation Strategy and Road Map Implementation reviewed
				Forum to raise Member State stakeholders' awareness of SADC industrialization strategies and programmes organised
			Competitiveness and export development potential of SMEs enhanced	The SADC SMEs competitiveness strategy developed
			N/A	Tripartite Industrial Pillar under TFTA and AfCFTA industrialisation initiatives operationalised
Science, Technology and Innovation	Enhanced regional technological capability and capacity through Science Technology and Innovation	N/A	output 1: Protocol on Science, Technology and Innovation implemented	Status on the implementation of Protocol on STI produced and submitted for consideration by Minister
			N/A	Output 2: Member States trained on Monitoring, Evaluation and Reporting Framework
			Regional Innovation and Technology Transfer instruments and programmes developed and implemented	Output 3: Report on the implementation of the SADC Cyberinfrastructure produced
			Develop regional support programmes to support innovation and Start-ups	Output 4: Regional Strategy and action plan developed to support and boost start-ups
			Strengthening Capacities in Technology Transfer	Output 8: Regional Intellectual Property Framework implemented

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		and Intellectual Property	through regional support programmes	
		N/A	N/A	Output 6: Skills and Knowledge of Member States on conducting innovation and Research and Development Surveys increased
				Output 7: Concept Proposal for Centre of Excellence on STI Measurement developed
Regional Value chains development	Enhanced Industrial development and value chains focusing on the sectors of agro-processing, mineral beneficiation and pharmaceuticals, textile and clothing, leather goods, and the services sector.	Project 10. Establish and operationalize the Regional Mining Vision Coordinating Unit	Protocol on Mining reviewed to strengthen and support implementation of the SADC Mining Vision	SADC Protocol on Mining Revised
		Project 10. Establish and operationalize the Regional Mining Vision Coordinating Unit	N/A	Ministerial Forum on Mining Convened
		Project 2. Strengthen the capacity of Clusters, Producer Organisations and Industrial Associations in priority value chain	Regulatory and policy environment that acts as bottlenecks to regional value chain development minimised	Domestication of the Regional Leather Model Policy supported
			Industrial project pipeline prepared and support to industrialisation strengthened	Agro-processing investment projects in soybean, wheat, rice and cotton identified

3.7 Resource Allocation:

3.7.1 The proposed resource allocation for the Directorate.

Table 5: Resource Allocation for IDT for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Industrial Development and Trade			
Diversification and expansion of competitive productive sectors in the region ¹	215,004	0	215,004
Human Resources -Industrial Development	1,545,133	0	1,545,133
Enhancement of intra and extra SADC trade through market integration, trade facilitation and customs cooperation, and conclusion and implementation of international trade agreements ¹	214,999	466,135	681,134
Regional Value chains development	155,000	0	155,000
Enhancement of quality and competitiveness of goods and service through regional regulatory support frameworks for trade, industry and investment and for consumer and environment protection ¹	105,000	0	105,000
Science, Technology and Innovation	108,000	0	108,000
Industrial Development and Trade	2,343,136	466,135	2,809,271
GRAND TOTAL	2,343,136	466,135	2,809,271

4. FINANCE, INVESTMENT AND CUSTOMS

4.1 Mandate

- 4.1.1 The mandate of the Finance, Investment and Customs (FIC) Directorate is to facilitate trade and financial liberalisation; and create an enabling environment for investment, contributing to deeper regional economic integration, inclusive growth and poverty eradication.

4.2 Strategic Objective

- 4.2.1 The strategic objectives of the Finance, Investment and Customs Directorate are:
- (i) Deepened regional market integration which is connected to the continental and global markets;
 - (ii) Deepened financial market integration, monetary cooperation, and investment;
 - (iii) Enhanced macroeconomic stability and convergence; and
 - (iv) Sustainable financing of the regional integration agenda.

4.3 Outcomes

- 4.3.1 The Outcomes of the Finance, Investment and Customs Directorate are:
- (i) Increased intra-SADC and SADC-extra regional trade and global trade in Goods and Services;
 - (ii) Deepened financial integration, broadened financial inclusion and increased monetary cooperation;
 - (iii) Increased domestic, intra-regional and foreign direct investment;
 - (iv) Macroeconomic convergence attained; and
 - (v) Increased potential innovative funding avenues.

4.4 Prioritised Projects

- 4.4.1 To achieve Pillar 1 Objectives, the key projects identified to fast-track implementation of the RISDP 2020-2030 are as follows:
- (i) Enhance trade facilitation across SADC borders [Ongoing];
 - (ii) Develop the capital market in the SADC region [On-going];
 - (iii) Develop the capital market in the SADC region [On-going];

- (iv) Support to improving the business and investment; reducing impediments and constraints to investment and Foreign Domestic Investment in support of industrial development [On-going];
- (v) Enhance tax regimes in the region to facilitate economic growth through cooperation in taxation and related matters [ongoing];
- (vi) Strengthening of Macroeconomic peer review and surveillance Mechanism [On-going]; and
- (vii) Implement the Macroeconomic convergence Programme [On-going].

4.5 Key Result Areas

4.5.1 The Key Result Areas of the Directorate are as follows:

- (i) Enhancing intra and extra SADC trade through market integration, trade facilitation and customs cooperation, and conclusion of international trade agreements;
- (ii) Enhancement of regional financial and monetary cooperation and mobilisation of regional development finance;
- (iii) Achievement and sustenance of macroeconomic stability and convergence; and
- (iv) Promotion of a conducive intra-SADC and foreign direct investment environment covering tax coordination and related matters.

4.6 Main Focus for 2025/26

4.6.1 In line with the priorities and results in the RISDP 2020-2030, Council and ministerial committee decisions, and lessons learnt from previous implementation, the major areas of focus in 2025/26 will include:

- (i) **Enhancement of Customs border operations** through implementing SADC Co-ordinated Border Management National strategies, deployment of the SADC e-Certificate of Origin (eCoO) Framework to at least 2 Member States and the implementation of the regional customs to business Framework;
- (ii) **Integrate and automate Customs systems and processes to speed up clearing process of goods and reducing transaction costs.** The development of customs interface and connectivity framework will facilitate implementation of the SADC e-Certificate of Origin (eCoO) framework, the SADC Regional Customs Transit Guarantee (RCTG) Regulations, and other customs instruments;
- (iii) **Harmonise Customs instruments and implementing them to facilitate intra and extra SADC trade.** Undertake Capacity building and awareness to Customs officials and other stakeholders on Customs instruments. These instruments include SADC Regional Customs Transit Guarantee (RCTG), Regional Framework for Authorised Economic Operators (AEOs), Regional Framework for Customs to Business Cooperation and other International and agreed Regional Customs and Trade Facilitation Instruments.

- (iv) **Effective monitoring of Member States in the implementation of stability oriented macro-economic policies as well as enhancement of capacity in macroeconomic management and convergence strategies.** FIC will continue to work closely with the Macroeconomic Surveillance Unit in the Directorate of Policy Planning and Resource Mobilisation (PPRM) to ensure the full and effective functioning of the Peer Review Process by reviewing economic developments and assessing performance against targets in Member States; and determining if the programme as implemented satisfies the common guidelines and objectives and advice on possible changes as Member States continued to implement stability oriented policies and measures aimed at recovering from and building resilience against the negative global externalities and adverse effects of climate change to stay on course to meeting the Macroeconomic Convergence Targets.
- (v) **Development and strengthening of financial and capital markets** through the optimisation of the SADC Real-Time Gross Settlement System (including implementation of the low value credit transaction and on-boarding of new currencies in the system); monitoring of the status of and progress on Financial Inclusion in the Region; harmonisation of non-banking and banking financial systems, laws and procedures; development of the capital markets; harmonisation of the Anti-Money Laundering/Counterfeit Terrorism (AML/CFT) Laws in compliance with the Financial Action Task Force recommendations; and review of the implementation of the Revised Roadmap towards the operationalisation of the SADC Regional Development Fund.
- (vi) **A conducive intra-SADC and foreign direct investment environment promoted.** FIC will continue to implement the Investment Policy Framework (IPF) which aims to improve the investment climate in the Region to attract higher amounts and higher quality of investment by supporting Member States to develop National Action Programme for Investment (NAPI) to domesticate the SADC IPF. In addition, following the approval of the Business and Investment Promotion Strategy (BIPS) by MTF July 2021, FIC will develop an implementation plan for the Strategy including showcasing SADC investment projects in regional and international investment fora as well as enhancing capacity of Member States in investment promotion and business development, Investors Targeting, Investors' Services, Image building and Advocacy.

Table 6: Expected Results for Finance, Investment and Customs for 2025/26

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Finance Investment and Customs				
Enhancement of regional financial and monetary cooperation and facilitation of regional development finance mobilisation	Deepened financial integration, broadened financial inclusion and increased monetary cooperation	Develop the capital market in the SADC region	SADC-RTGS multicurrency platform and SADC-Real Time Gross Settlement System (SADC-RTGS) cross border low value credit transfers implemented.	Progress on implementation of the Strategic Focus Areas reviewed and a report submitted to CCBG
		Implement the Resource Mobilisation Framework to finance regional programmes and projects focusing on the operationalisation of the SADC Regional Development Fund Develop the capital market in the SADC region	The Revised Roadmap for the operationalisation of the SADC Regional Development Fund (RDF) implemented Model Regulatory and legal framework for DFIs based on Prudential Standards, Guidelines and Rating System (PSGRS) implemented Financial and Capital mobilisation enhanced. Anti-Money Laundering/Countering Financing of Terrorism (AML-CFT) laws and regulations at regional and national level complied with the Financial Action Task Force (FATF) framework	Progress on implementation of the Protocol on Finance and Investment reviewed and a report submitted to Ministers of Finance and Investment
		Develop the capital market in the SADC region.	Financial and Capital mobilisation enhanced	The Smart Order Router framework developed""
		Develop the capital market in the SADC region	Financial and Capital mobilisation enhanced.	SADC Financial Markets reviewed and a report submitted to the Committee of Central Bank Governors (CCBG)""
Achievement and sustenance of macroeconomic stability and convergence	Macroeconomic Convergence Attained	Implement the Macroeconomic convergence Programme	Member States performance against Macroeconomic Convergence (MEC) set targets reviewed	Member States performance against Macroeconomic Convergence (MEC) programme set targets for 2024 reviewed and report submitted to Peer Review Panel (PRP)
		Strengthening of Macroeconomic peer review and surveillance Mechanism	Peer Review and Surveillance of the Macroeconomic Convergence Programme strengthened	Three Member States peer reviewed in the 2025/26 cycle against the macroeconomic convergence (MEC) targets and reports submitted to Peer Review Panel (PRP)
		Strengthening of Macroeconomic peer review and surveillance Mechanism	N/A	Macroeconomic Stability and Financial Integration (MSFI) Project effectively implemented and Annual Report submitted to the Steering Committee

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Finance Investment and Customs				
Promotion of a conducive intra-SADC and foreign direct investment environment covering tax coordination and related matters	Increased domestic, intra-regional and foreign direct investment	Enhance tax regimes in the region to facilitate economic growth through cooperation in taxation and related matters	Cooperation in taxation and related matters enhanced	Implementation of the SADC VAT Guidelines, Tax Incentives Guidelines, Excise Tax Guidelines and the Double Taxation Agreements reviewed and a report submitted to the Tax Subcommittee
		Support to improving the business and investment; reducing impediments and constraints to investment and Foreign Domestic Investment in support of industrial development	The SADC Investment Policy Framework (IPF) implemented	Business environment and investment climate in the region reviewed""
Enhancement of intra- and extra-SADC trade through market integration, trade facilitation and customs cooperation, and conclusion and implementation of international trade agreements	Increased SADC-intra and SADC-extra regional trade in Goods and Services	N/A	Customs border operations enhanced.	Output 1: Customs related Annexes of the Protocol on Trade reviewed and aligned to WCO Revised Kyoto Convention and WTO Agreement on Trade Facilitation.
			N/A	Output 2: SADC Coordinated Border Management (CBM) concept implemented in the region.
		Transit and Trade Facilitation Project funded by AfDB	Customs systems and processes are automated and integrated.	Output 3: SADC e-Certificate of Origin (eCoO) framework deployed in Customs Systems in at least 2 Member States.
		Transit and Trade Facilitation Project funded by AfDB	N/A	Output 4: The Regional Customs Interconnectivity and SADC Customs Compliance Frameworks developed.

4.7 Resource Allocation:

4.7.1 The proposed resource allocation for the Directorate.

Table 7: Resource Allocation for FIC for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Finance Investment and Customs			
Enhancement of intra- and extra-SADC trade through market integration, trade facilitation and customs cooperation, and conclusion and implementation of international trade agreements	41,590	836,186	877,776
Enhancement of regional financial and monetary cooperation and facilitation of regional development finance mobilisation	108,738	2,952,075	3,060,813
Promotion of a conducive intra-SADC and foreign direct investment environment covering tax coordination and related matters	76,640	138,030	214,670

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Achievement and sustenance of macroeconomic stability and convergence	65,260	1,865,299	1,930,559
FICO Human Resource management	1,210,043	0	1,210,043
Finance Investment and Customs	1,502,271	5,791,590	7,293,861
GRAND TOTAL	1,502,271	5,791,590	7,293,861

5. INFRASTRUCTURE

5.1 Mandate

- 5.1.1 The mandate of the Directorate of Infrastructure is to achieve unified, efficient, seamless, integrated, cost-effective and quality trans-national infrastructure networks and services that will further deepen socioeconomic development resulting in poverty alleviation and prosperity of SADC citizens. The overall objective of Infrastructure in support of Regional Integration interventions is to ensure the availability and universal access to sufficient, integrated, efficient, and cost-effective infrastructure systems, as well as provision of sustainable services. Infrastructure focuses on Energy, ICT, Transport, Water and Meteorology.
- 5.1.2 Cross-cutting linkages for synergies, as espoused in the RISDP 2020-2030, will be achieved through collaboration in the areas of Industrial Development and Trade; Food production and Security; Gender and Youth Development; Science, Technology and Innovation (STI); Health, Environment and Climate Change and Disaster Risk Management (provide inputs).

5.2 Strategic Objective

- 5.2.1 The Strategic Objectives of Infrastructure Directorate are to achieve:
- (i) Quality, interconnected, integrated and seamless infrastructure and networks;
 - (ii) Improved capacity for conceptualizing, design construction, maintenance and operation of regional infrastructure and services; and
 - (iii) Increased access to affordable infrastructure and services.

5.3 Outcomes

- 5.3.1 The Outcomes under Infrastructure are:
- (i) Quality Integrated and interconnected regional infrastructure and networks that facilitate the movement of people, goods, services and knowledge;
 - (ii) Broadened Competitive Regional Markets that are Diverse and Responsive to the Needs of the SADC Region;
 - (iii) Enhanced capacity to develop, operate and maintain the requisite regional infrastructure and services to ensure progressive sustainability; and
 - (iv) Diversified regional infrastructure and services that are financially affordable and physically accessible to all

5.4 Prioritised Projects

- 5.4.1 Below are some of the priority high impact infrastructure projects to be implemented in the Financial Year 2025/26:
- (i) Coordination of implementation of the RIDMP Phase II Short-Term Action Plan (STAP II) Projects for the Energy, ICT, Meteorology, Transport and Water Sectors;
 - (ii) Implementation of the SMART Economic Corridors Programme;

- (iii) Implementation of the SADC Universal Connectivity – Inclusive ICT for All – SADC DTS;
- (iv) Establishment of the SADC Regional Computer Incident Response Team (SR-CIRT) Host;
- (v) Operationalisation of the Framework for the SADC Shared Satellite Programme;
- (vi) Revision and modernisation of the SADC Harmonised Framework for Cyber Security;
- (vii) Support the implementation of the SADC Regional Carrier-Neutral Data Centre initiative;
- (viii) Support the implementation of the SADC Roaming Project and SADC Postal Strategy;
- (ix) Support preparations of the Grand Inga Hydropower Project and its components;
- (x) Support implementation of the Regional Energy Transmission, Trade and Decarbonization (RETRADE) initiative;
- (xi) Implementation of the SADC Trade and Transit Facilitation Programme (STTFP)
- (xii) Coordination and Implementation of the successor programme to the Tripartite Transport and Transit Facilitation Programme (TTTFP);
- (xiii) Coordination of implementation of Lomahasha>Namaacha Cross-Border Water Supply Project (between Eswatini and Mozambique) through the SADC Water Fund support;
- (xiv) Mobilising resources for the Congo Water Transfer Project;
- (xv) Implementation of the Fifth Water Regional Strategic Action Plan (RSAP V); and
- (xvi) Intra-ACP Climate Services and Related Application Programme.
- (xvii) Develop a comprehensive pipeline of infrastructure projects with complete feasibility studies.

5.5 Key Result Areas

5.5.1 The Key Result Areas (KRAs) under Infrastructure are:

- (i) Supply of Adequate Energy in the Region;
- (ii) Promoting Provision of Adequate, Integrated and Efficient transport infrastructure and Services;
- (iii) Liberalisation and harmonisation of road transport markets
- (iv) Decarbonisation of transport
- (v) Universal access to affordable Information Communications Technology (ICT);
- (vi) Promoting efficient and effective management of shared watercourses and improved development of strategic water infrastructure;
- (vii) Provision of timely and credible meteorological and climate information;
- (viii) Promoting investment in regional infrastructure development;
- (ix) Infrastructure Human Resource management; and
- (x) SADC Climate Services Centre.

5.6 Main Focus for 2025/26

5.6.1 In line with the SADC Vision 2050, priorities and expected results of the RISDP 2020/2030, Council and Ministerial Committee Decisions, the RIDMP 2027 (as articulated in Phase II of Short-Term Action Plan, STAP II) the major focus areas under Infrastructure in 2025/26 include:

- (i) Policy, strategy, legal, institutional and regulatory framework development, reform and harmonisation;
- (ii) Development, construction, maintenance and rehabilitation of regional infrastructure networks through the implementation of the RIDMP;
- (iii) Establishment of regional institutions (Subsidiarity Organisations) and frameworks in areas such as river basins, transport corridors, power pools, meteorology, and regional regulatory oversight organisations and Centres of Excellence in ICT, Energy, Meteorology, Transport and Water sectors;
- (iv) Development of capacity for the design, development, construction, implementation, maintenance and operations of regional infrastructure networks and services, programmes and projects;
- (v) Support development of priority generation and interconnector transmission projects including ANNA, TAZA, ZIZABONA, Madagascar Transmission Backbone and Inga 3 (generation component and transmission line spanning from DRC-Zambia-Zimbabwe-Botswana-South Africa) as part of the Grand Inga Hydropower project components.
- (vi) Facilitate development of instruments for establishment and operationalisation of Regional Transmission Infrastructure Financing Facility (RTIFF) in Mauritius;
- (vii) Promote development of priority gas infrastructure projects in the SADC Regional Gas Master Plan 2023-2038;
- (viii) Facilitate development of guidelines on migration to cleaner fuels;
- (ix) Promote clean cooking systems and Bioenergy strategic guidelines
- (x) Facilitate development of Framework on Just Energy Transition for SADC region and guidelines development low carbon energy resources such as nuclear energy and cleaner energy technologies for coal;
- (xi) Support strengthening of regional energy sector regulation activities by creating conducive environment for investment for energy supply industry and dissemination of the SADC Grid Code approved in May 2024;
- (xii) Monitor and assess the status of renewable energy and energy efficiency by conducting mid-term review of the Renewable Energy and Energy Efficiency Strategy Action Plan (REEESAP);
- (xiii) Monitor and analyse the status of energy access by conducting Biennial Energy Fact Sheet report in line with the implementation plan of the Regional Energy Access Strategy and Action Plan (REASAP);
- (xiv) Provide policy guidance to the Regional Organisations and provide feedback to the Ministerial Committees in line with the SADC Protocol on Energy and Subsidiarity Principle;
- (xv) Facilitate implementation of the SADC Digital Transformation Strategy (DTS);
- (xvi) Revise and modernise SADC Electronic Transaction Model Law of the SADC Harmonised Framework for Cybersecurity;
- (xvii) Establish, monitor and strengthen capacity of the SADC Regional Computer Incident Response Team (SR-CIRT) Host;
- (xviii) Facilitate the domestication of the SADC Model National Emergency Telecommunications Plan (NETP);
- (xix) Finalise the development of the SADC Shared Satellite Network;
- (xx) Facilitate the domestication of the SADC Radio Frequency Spectrum Allocation Plan (RFSAP);
- (xxi) Operationalise SADC ICT Observatory;
- (xxii) Implement, monitor and strengthen capacity of cost-based pricing for roaming wholesale and retail tariffs and SADC Postal Strategy;
- (xxiii) Address the issues on Meteorology in the SADC Region
- (xxiv) Develop User Interface Platforms (UIPs) at Regional with WEF and DRR sectors improved
- (xxv) Operationalise Climate Service Information System (CSIS) at the Climate

- Services Centre (CSC) and increased the capacity of CSC and Member States to generate and apply climate information
- (xxvi) Complete Project deliverables for 12 months within budget, on schedule and in line with the agreed workplan. undertake a study on Short Sea Shipping Study to inform the design of a Regional Maritime Corridors Strategy;
 - (xxvii) Develop Regional Railway Master Plan and Investment Programme;
 - (xxviii) Develop regional SMART economic development corridors
 - (xxix) Facilitate domestication of the Vehicle Load Management Agreement (VLMA) and Multilateral Cross Border Road Transport Agreement (MCBRTA);
 - (xxx) Develop a framework on digitisation of cross border trade and transport facilitation. (Interface Corridor Trip Monitoring System (CTMS) with Customs Management Systems; TRIPS Hosting Agreement between Namibia and Secretariat signed);
 - (xxxi) Coordinate completion of the African Standards Organisation (ARSO) road transport standards;
 - (xxxii) Develop and adopt Green Transport strategy to decarbonise transport.
 - (xxxiii) Facilitate development of the SADC Hydrological Cycle Observation System to improve regional water information exchange and early warning
 - (xxxiv) Intensify Resource Mobilisation Plan and implementation of Water sector RSAP V;
 - (xxxv) Coordinate implementation of the project pipeline of cross-border Water supply projects to be supported through the SADC Water Fund;
 - (xxxvi) Coordinate development of capacity of River Basin Organisations to prepare and implement transboundary water projects;
 - (xxxvii) Review and update the Regional Water Policy;
 - (xxxviii) Capacity Strengthening of SADC River Basin Organisations (RBOs);
 - (xxxix) Support implementation of Groundwater livelihood grant scheme projects in twelve SADC Member States; and
 - (xl) Support implementation of a regional project to build capacity of SADC Member States for be resilient against climate-induced water disasters.
 - (xli) Implement the SADC Project Preparation and Development Facility (PPDF) Sustainability and Business Plan.

Table 8: Expected Results for Infrastructure for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Infrastructure				
Supply of adequate energy in the Region	Quality Integrated and interconnected regional infrastructure and networks that facilitate the movement of people, goods, services and knowledge	Project 1: Operationalize the Regional Transmission Infrastructure Finance Facility	Sustainable Financing Mechanism for Electricity Generation and Transmission Expansion Developed, Approved and Operationalised	Output 1: Regional Transmission Infrastructure Financing Facility (RTIFF) established and first mover regional energy projects considered by Ministers responsible for Energy
		Implement the RIDMP STAP II Energy Sector plan and Develop and implement Infrastructure-related access Frameworks	Model Energy Policy Guidelines for Integrated Energy Plans and Integrated Resource Plans developed	Output 2: Roadmap and Implementation Plan on Just Energy Transition developed and considered by Ministers responsible for Energy

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		Project 3: Implement the SADC Regional Gas Master Plan	N/A	Output 3: Priority gas infrastructure projects in the Regional Gas Master Plan 2023-2038 presented to the Project Preparation Facilities for further preparation and development
	Enhanced capacity to develop, operate and maintain the requisite regional infrastructure and services to ensure progressive sustainability	Strengthening of Centres of Excellence, Centres of Specialisation and sub-regional organisations in Infrastructure	Regional subsidiary organisations for the ICT, Energy, Meteorology, Transport and Water Sectors established and capacitated and strengthened.	Output 4: Regulatory Tools for Improved Electricity Regulation in the SADC region harmonised
	Diversified regional infrastructure and services that are financially affordable and physically accessible to all	N/A	Model Energy Policy Guidelines for Integrated Energy Plans and Integrated Resource Plans developed	Output 5: Decisions and Recommendations on Common regional strategies documented and presented for approval by Ministers responsible for Energy.
		Implement and Review Renewable Energy and Energy Efficiency Strategy and Action Plan (REEESAP)	Renewable Energy and Energy Efficiency Strategy and Action Plan (REEESAP) implemented	Output 6: SADC Renewable Energy and Energy Efficiency Strategy and Action Plan (REEESAP) mid-term review completed and recommendations presented to the Ministers responsible for Energy
Promoting Provision of Adequate, Integrated and Efficient Transport Infrastructure and Services	Quality Integrated and interconnected regional infrastructure and networks that facilitate the movement of people, goods, services and knowledge	i. Implement SMART Corridors Program; ii. Implement Transport section of STAP II of RIDMP; iii. Implement Single African Air Transport Market (SAATM) Program	Regional Railways Revitalisation Plan reviewed and approved	Regional Railway Master Plan and Investment Program developed and presented for approval
		i. Implement SMART Corridors Program; ii. Implement Transport section of STAP II of RIDMP; iii. Implement Single African Air Transport Market (SAATM) Program	Policies, strategies and initiatives in support of cross-border transport infrastructure and services harmonized	Protocol on Transport, Communications and Meteorology revised and approved by Ministers responsible for Transport
		i. Implement SMART Corridors Program; and ii. Implement Transport section of STAP II of RIDMP	Transport and Trade Facilitation Strategic Frameworks developed, approved and implemented on SADC Corridors	Recommendations of the Maritime Shipping Study for the design of a Regional Maritime Corridors Strategy considered by the Committee of Senior Officials responsible for transport
		i. Implement SMART Corridors Program; and ii. Implement Transport section of STAP II of RIDMP		Regional SMART transport development corridors governance instruments, institutions, and action plans developed/ revised and submitted for approval

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		Implement Single African Air Transport Market (SAATM) Program	ICAO's Standards and Recommended Practices (SARPs) adopted and implemented	Capacity of SADC Permanent Mission at ICAO increased to lobby for common SADC position on ICAO standards and recommended practices in the areas of Air Navigation, Aviation Safety and Security, Environment, Aviation and Air Transport Policies
		i. Implement SMART Corridors Program; ii. Implement Transport section of STAP II of RIDMP; iii. Implement Single African Air Transport Market (SAATM) Program	Policies, strategies and initiatives in support of cross-border transport infrastructure and services harmonized	Common SADC Transport Policies, Regulatory and Strategic Frameworks and Programmes in aviation, road, railways & maritime sectors developed and submitted to SADC Ministers responsible for Transport for approval
Universal access to affordable Information Communications Technologies (ICT)		SADC Universal Connectivity – Inclusive ICT for all SADC Regional Computer Incident Response Team (SR-CIRT) SADC Harmonised Framework for Cyber Security	SADC Digital Inclusion for All Framework (SADC Universal Connectivity) developed	Short term actions of the SADC Digital Transformation Strategy (SADC DTS) Implemented
		SADC Regional Computer Incident Response Team (SR-CIRT)	SADC Regional Computer Incident Response Team (CIRT) framework operationalised	SADC Framework for SADC Regional Computer Incident Response Team (SR-CIRT) operationalised
		SADC Universal Connectivity – Inclusive ICT for all SADC Regional Computer Incident Response Team (SR-CIRT) SADC Harmonised Framework for Cyber Security	SADC Model National Emergency Telecommunications Plan (NETP) developed and approved	SADC Model National Emergency Telecommunications Plan (NETP) domesticated and operationalised
	Diversified regional infrastructure and services that are financially affordable and physically accessible to all	SADC Shared Satellite Communications Network	SADC Regional Geo-Stationary Orbit (GSO) satellite communications network developed and operationalised	Framework for the SADC Shared Satellite Programme operationalised
		Implement Regional Infrastructure Development Master Plan (RIDMP) 2023-2027 Short Term Action Plan (STAP) II - ICT Sector Plan - Digital SADC 2027	SADC ICT Observatory established and operationalised	Regional policies, strategies on Digital Transformation, programmes, SADC ICT Observatory Report (Sector M&E) and SADC Common Positions/Priorities on ICT developed and presented to Ministers of ICT for approval
Promoting efficient and effective management of shared watercourses and improved development of	Quality Integrated and interconnected regional infrastructure and networks that facilitate the movement of people,	Project 1: Implement Fifth Water Regional Strategic Action Plan (RSAP V)	RISDP Outputs Regional Strategy for Water Supply and Sanitation (WASH) monitoring and reporting developed and implemented	Output 1: SADC Water Policy reviewed and updated

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
strategic water infrastructure	goods, services and knowledge			
	Enhanced capacity to develop, operate and maintain the requisite regional infrastructure and services to ensure progressive sustainability	Project 2: Strengthening of Centres of Excellence, Centres of Specialisation and Sub- regional Organisations in Infrastructure	Regional Subsidiary Organisation for ICT, Energy, Meteorology, Transport and Water sectors established and capacitated and strengthened	Output 2: Capacity of SADC River Basin Organisations (RBOs) to increased
		Project 3: Strengthening of Centres of Excellence, Centres of Specialisation and Sub- regional Organisations in Infrastructure	N/A	Output 3: Groundwater livelihood grant scheme projects completed and handed over to Member States
	Diversified regional infrastructure and services that are financially affordable and physically accessible to all	Project 4: Implement the Water Sector Plan of the RIDMP Phase II Short-Term Action Plan (STAP II)	Transboundary Water Supply and Sanitation Infrastructure for increased climate resilient developed and implemented	Output 4: Implementation of ongoing SADC Water Fund Projects completed and resource mobilisation for new priority projects implemented
		Project 5: Implement the Water Sector Plan of the RIDMP Phase II Short-Term Action Plan (STAP II)	N/A	Output 5: Congo Water Transfer Investment including Hydropower Project programme developed and approved.
		Project 6: Implement the Water Sector Plan of the RIDMP Phase II Short-Term Action Plan (STAP II)	N/A	Output 6: SADC Regional Indicative Water Investment Action Plan and Innovative Water Harvesting Investment Solutions (Projects) concept note developed
		Project 7: Implement Fifth Water Regional Strategic Action Plan (RSAP V)	RISDP Outputs Regional Strategy for Water Supply and Sanitation (WASH) monitoring and reporting developed and implemented	Output 7: Climate Resilient Hydrological Cycle Observation System for the SADC Regional Climate Resilient Water Investment Programme developed and submitted to Green Climate Fund (GCF).
		Project 8: Implement the Water Sector Plan of the RIDMP Phase II Short-Term Action Plan (STAP II)	Transboundary Water Supply and Sanitation Infrastructure for increased climate resilient developed and implemented	Output 8: Capacity for resilience of Member States against climate-induced water disasters increased
Provision of timely and credible meteorological and climate information	Improved capacity for construction, maintenance and operation of regional infrastructure and services	N/A	N/A	Climate Service Information System (CSIS) at the Climate Services Centre (CSC) operationalised.
				Improve capacity of CSC and Member States to generate and apply climate information

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
	Increased access and affordability to infrastructure and services	N/A	N/A	Project deliverables for 12 months completed within budget, on schedule and in line with the agreed workplan.
	Quality Integrated and interconnected regional infrastructure and networks that facilitate the movement of people, goods, services and knowledge	N/A	N/A	Meteorological Model Policy and framework for data sharing on meteorological parameters developed.
				User Interface Platforms (UIPs) at Regional level with WEF and DRR sectors improved
Promoting investment in regional infrastructure development	N/A	Enhance the SADC Project Preparation and Development Facility	A comprehensive pipeline of infrastructure projects with complete feasibility studies developed	Output 1: Pipeline of projects with complete feasibility studies developed for Implementation by SADC Member States
		SADC Project Preparation and Development Facility (PPDF) Sustainability	N/A	Output 2: SADC Project Preparation and Development Facility (PPDF) Sustainability and Business Plan implemented

5.7 Resource Allocation:

5.7.1 The proposed resource allocation for the Directorate.

Table 9: Resource Allocation for Infrastructure for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Infrastructure			
Universal access to affordable Information Communications Technologies (ICT)	88,208	0	88,208
Supply of adequate energy in the Region	68,150	0	68,150
Promoting Provision of Adequate, Integrated and Efficient Transport Infrastructure and Services	145,000	150,000	295,000
Promoting efficient and effective management of shared watercourses and improved development of strategic water infrastructure	42,064	352,054	394,118
Provision of timely and credible meteorological and climate information	25,000	1,291,654	1,316,654
Promoting investment in regional infrastructure development	73,745	0	73,745
Infrastructure Human Resource management	1,317,993	0	1,317,993
Infrastructure	1,760,159	1,793,708	3,553,867
GRAND TOTAL	1,760,159	1,793,708	3,553,867

6. SOCIAL AND HUMAN CAPITAL DEVELOPMENT

6.1 Mandate

6.1.1 The mandate of Social and Human Development is to enhance human capabilities, utilisation and reduce vulnerability, eradicate human poverty and to attain the well-being of SADC citizens. The Directorate ensures the availability of an educated, skilled, healthy, and productive workforce required for promoting investment, efficiency and competitiveness of the region in the global economy, as well as improving the quality of lives for the region's population.

6.2 Strategic Objective

6.2.1 The Strategic Objective is to improve human capacities for socio-economic development. The specific objectives are as follows:

- (i) Strengthened and harmonised regional health systems for the provision of standardised and accessible health services to all citizens and addressing threats caused by health pandemics;
- (ii) Increased access to quality HIV and AIDS services for the realisation of an AIDS-free generation in the region;
- (iii) Increased access to quality and relevant education and skills development, including in science and technology, for SADC citizens;
- (iv) Increased job creation with decent work opportunities for full and productive employment in the region; and
- (v) Improved youth empowerment and participation of young people and people with disabilities in all aspects of social and economic development, and enhanced welfare of senior citizens.

6.3 Outcomes

6.3.1 For the FY2025/2026, the AOP is expected to address the following outcomes articulated by the RISDP 2020-2030:

- (i) Health and Nutrition: Improved, accessible, and responsive regional health systems; and enhanced investments in nutrition to address all forms of malnutrition;
- (ii) Education and Skills Development: Enhanced equitable access to quality and relevant education; and Enhanced skills development for regional industrialisation;
- (iii) HIV and AIDS: Improved quality of life of people living with HIV and AIDS
- (iv) Employment and Labour: Increased job creation and access to decent work opportunities; and
- (v) Youth Development and Empowerment: Skilled youth participating in, and driving, socioeconomic development.

6.4 Prioritised Projects

6.4.1 The Prioritised Projects to be implemented to achieve the Outcomes of the RISDP 2020 -2030 are:

- (i) Health and Nutrition: Development of the pandemic Tracker for Pandemic Response; Implementation of the Cross-border referral system (CBRS), Implementation of the SADC Pooled Procurement Services; Implementation of the integrated nutrition programme, establishing the SADC Centre of Excellence for nutrition and the operationalisation
- (ii) HIV and AIDS: Implementation of the SADC HIV and AIDS Strategic Framework; Implementation of the SADC Framework of Action for Sustainable Financing in Health and HIV and the Health Financing Hub initiative
- (iii) Education and Skills Development: Implementation of the SADC Qualifications Framework; Implementation of SADC Employment and Skills Development Project; Establishment and operationalisation of the SADC Virtual University of Transformation; Implement SADC Open Distance Learning Strategic Plan 2022-2030; and Promote the Concept of Entrepreneurial Universities to increase employment opportunities;
- (iv) Employment and Labour: SADC Decent Work Programme; SADC Migration Project; SADC Labour Market Observatory; and Youth Skills and Employability Programme; and
- (v) Youth Development and Empowerment: Youth Development and Empowerment Programme and establishment of SADC Youth Desk.

6.5 Key Result Areas

6.5.1 The KRAs for the Directorate are:

- (i) Health and Nutrition: The immediate outcome of this KRA is improved, accessible, and responsive regional health systems; and enhanced investment in nutrition to address all forms of malnutrition and realise improvements in the quality of life
- (ii) Education and Skills Development: The immediate outcome of this KRA is enhanced equitable access to quality and relevant education; and enhanced skills development for regional industrialisation;
- (iii) HIV and AIDS: The immediate outcome of this KRA is increased access to quality HIV and AIDS services for the realisation of an AIDS-free generation in the region;
- (iv) Employment and Labour: The immediate outcome of this KRA is increased job creation and access to decent work opportunities; and
- (v) Youth Development and Empowerment: The immediate outcome of this KRA is achieved through skilled youth participating in, and driving, socio-economic development.

6.6 Main Focus for 2025/26

6.6.1 In line with the priorities and results in the RISDP 2020-2030, Council and ministerial committee decisions, and lessons learned from previous implementation, the major areas of focus in 2025/26 include the following:

- (i) Sustaining the implementation of the SADC Qualifications Framework;
- (ii) Implementation of the Regional Programme on Digitalisation of Schools (Primary Level) and training of teachers on Digital Skills;
- (iii) Finalising the revision of the SADC TVET Strategic Framework and Implementation Plan taking into account emerging priorities and trends;
- (iv) Finalising the development of the Business Plan to operationalise the SADC University of Transformation;
- (v) Complete the development of the SADC Higher Education Database;
- (vi) Reviewing National Employment Policies (NEPs) across SADC and develop suitable regional guidelines for effective design, formulation, implementation and monitoring, including a focus on building institutional and technical capacity within Member States;
- (vii) Complete the SADC Labour Market Observatory (LMO) to enhance the collection, analysis, and dissemination of labour market data, which is critical for informed decision-making and for monitoring the labour market;
- (viii) Convene a joint sector dialogue on labour migration to enhance coordination between sectors and Member States to manage labour migration effectively so that it contributes positively to regional development;
- (ix) Promote decent work in the SADC region, with a focus on monitoring the implementation of the SADC Code of Conduct on Child Labour, which relates to work that must be abolished;
- (x) Roll out the SADC food fortification minimum standards in selected Member States and support the adoption of the standards and the development of food fortification policies and legislation;
- (xi) Roll out training on the SADC public financing for nutrition tracking tool in Member States;
- (xii) Review the SADC Food and Nutrition Security Strategy 2015-2025 in collaboration with FANR;
- (xiii) Support the operationalization of the SADC Pooled Procurement Services, in particular facilitating the establishment of an independent Special Purpose Vehicle (SPV), in collaboration with IDT;
- (xiv) Strengthen Regional Health Information Monitoring System using the Cross Border Referral System as a tool for cross border disease management;
- (xv) Monitoring the implementation of the SADC HIV Strategic Framework 2023-2028;
- (xvi) Convene a Joint Sector Meeting of Health and Finance Ministries to develop sustainable health financing strategies for the region; and
- (xvii) Operationalize Round 4 of the SADC HIV and AIDS Special Fund

Table 10: Expected Results for SHD for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Social and Human Development				
HIV and AIDS	Improved quality of life of people living with HIV and AIDS	Integrated HIV Project on Combination Preventions and HIV Management	Regional Strategy for HIV Prevention, Treatment and Care and Sexual and Reproductive Health and Rights among Key Populations implemented	Implementation of the Revised SADC Regional Strategy for HIV Prevention, Treatment and Care and Sexual and Reproductive Health and Rights among Key Populations monitored
			SADC Guide to HIV Prevention Programmes for Adolescent Girls and	Implementation of The SADC Guide on HIV Prevention for Adolescent Girls, Young Women

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
			Young Women and their Sexual Partners implemented	(AGYW) and their sexual partner monitored
			N/A	Implementation of Regional, Continental and Global commitments and instruments on health and HIV and AIDS monitored
			N/A	The SADC HIV Regional Strategy is implemented and monitored
		Establishment of the SADC Regional Health Financing Hub	Framework of Action on Sustainable Financing for Health and HIV and its Roadmap Implemented	The SADC Framework of Action for Sustainable Financing in HIV and Health and its roadmap implemented
Education and Skills Development	Enhanced equitable access to quality and relevant education	SADC Migration Project	SADC Qualifications Framework implemented	National qualification frameworks referenced against the SADCQF developed
			N/A	SADC Recognition of Prior Learning (RPL) Manual revised.
		N/A	SADC Digital Transformation Strategy Implemented	Progress Report on the Digitalisation of Schools Regional Programme developed
			Regional Education Management Information System established	Status Report on the Implementation of SDG 4 Targets by MS Produced and presented to the Joint Meeting of Ministers of Education and Training and Science, Technology and Innovation
			SADC Policy Framework on Care and Support for Teaching and Learning (CSTL) implemented	Implementation of SADC Care and Support for Teaching and Learning Framework monitored
		Establish and operationalise SADC Virtual University of Transformation	SADC Virtual University of Transformation established and operationalised	SADC Virtual University of Transformation established and operationalised
		N/A	Regional Education Management Information System established	Progress on the Establishment of the Regional Higher Education Database
		N/A	SADC Protocol on Education and Training, global Commitments such as the AU Second Decade of Education, EFA and Post 2015 and regional policy and strategic frameworks domesticated and implemented by 2023	Decisions on regional strategic & policy issues for the Implementation of the SADC Protocol on Education & Training & global Commitments reviewed & considered by the Joint Meeting of Ministers of Education & Training & Science, Technology & Innovation
Employment and Labour	Increased job creation and access to decent work opportunities	SADC Labour Market Observatory	SADC Labour Market Database developed	SADC Labour Market Observatory (LMO) established
			SADC Employment and Labour Policy Framework approved, implemented	Decisions on regional strategic and policy issues for the implementation of the SADC Employment and Labour Policy Framework reviewed and considered by Ministers of Labour

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		Support for Youth Employment and Skills Development in SADC	N/A	Regional Guidelines on National Employment Policies (NEPs) developed
		SADC Migration Project	SADC Labour Migration Action Plan implemented	Joint sector dialogue on labour migration convened
		SADC Labour Market Observatory	SADC Protocol on Employment and Labour and key global commitments on labour protection and decent work for all ratified	SADC Decent Work Programme implemented
		SADC Labour Market Observatory	SADC Employment and Labour Policy Framework approved and implemented	SADC Code of Conduct on Child Labour monitored
Youth Development and Empowerment	Skilled Youth Participating in and Driving Socioeconomic Development	Support for Youth Employment and Skills Development in SADC	SADC Youth Forum and secretariat institutionalised	SADC Youth Engagement Framework developed
Health and Nutrition	Increased availability and access to quality health and nutrition services and commodities for the prevention and control of diseases and conditions of public health concerns	Elimination of Malaria in the SADC Region (E8 malaria elimination) [On-going]	Implementation of regional elimination of Malaria and Tuberculosis regional initiatives.	Annual Regional Malaria Progress Report developed and validated submitted to the Ministerial Committee on Health for endorsement
	N/A	SADC TB in the Mining Sector Project (TIMS)(Existing Project)	Implementation of elimination of Malaria and End Tuberculosis regional initiatives	Annual regional progress report on Tuberculosis developed and validated.
	Improved, Accessible and Responsive Regional Health Systems	SADC Pooled Procurement Services	Promote the generation and dissemination of knowledge, guidance and tools for specific technical areas including strengthening health service delivery and monitoring health systems performance	SADC Pooled Procurement Services operationalised
	N/A	Institutionalisation of the development of annual regional health report	Prioritise mainstreaming and implementation of regional tools and best practices and ensure accountability at country and regional levels	The SADC Annual Health Report 2023 developed and submitted to the ministerial committee on health for endorsement and guidance on setting regional priorities.
	Enhanced Investment in nutrition to address all forms of malnutrition	Project on Scaling up Public Financing for Nutrition	Nutrition interventions, including micronutrient supplementation and dietary diversity, targeting vulnerable women of reproductive age, young children, adolescents, and the population at large implemented.	Member States' skills and knowledge on public financing for nutrition increased
	N/A	SADC Nutrition Programme	N/A	Maternal Nutrition Action Framework and the Food

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
				fortification minimum standards rolled out in Member States
				Implementation of Nutrition priorities monitored, report generated and submitted to Ministers of Health for endorsement.
		Establishment of a Regional Centre of Excellence for Nutrition to address all forms of malnutrition	N/A	A regional database and network of institutions for the Centre of Excellence for Nutrition established
				Funding Strategy and SOP for the full operationalisation of the Centre of Excellence for Nutrition developed
GSHD-HIV/AIDS				
Special Fund HIV and AIDS	Increased availability and access to quality health and HIV and AIDS services and commodities for the prevention and control of diseases of public health concerns	Projects under the HIV/AIDS Special Fund	SADC Guide to HIV Prevention Programmes for Adolescent Girls and Young Women and their Sexual Partners implemented	High quality projects for Round 4 successfully selected and validated
		Projects under the HIV/AIDS Special Fund	N/A	Visibility of The SADC HIV and AIDS Special Fund improved
		Projects under the HIV/AIDS Special Fund	ADC Guide to HIV Prevention Programmes for Adolescent Girls and Young Women and their Sexual Partners implemented	Report on the Implementation of the Round 4 of the SADC HIV and AIDS Special Fund

6.7 Resource Allocation:

6.7.1 The proposed resource allocation for the Directorate.

Table 11: Resource Allocation for SHD & GSHD-HIV/AIDS for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Social and Human Development			
Health and Nutrition	108,000	1,426,730	1,534,730
Education and Skills Development	117,954	0	117,954
Employment and Labour	120,260	0	120,260
HIV and AIDS	87,000	0	87,000
Youth Development and Empowerment	36,000	0	36,000
Social and Human Development Human Resource management	858,604	0	858,604
Social and Human Development	1,327,818	1,426,730	2,754,548
GSHD-HIV/AIDS			
Special Fund HIV and AIDS	1,610,000	0	1,610,000
GSHD-HIV/AIDS	1,610,000	0	1,610,000
GRAND TOTAL	2,937,818	1,426,730	4,364,548

7. GENDER AND DEVELOPMENT

7.1 Mandate

- 7.1.1 The mandate of the SADC Gender Unit is to facilitate, coordinate, monitor and evaluate the implementation of the Revised SADC Protocol on Gender and Development, regional sectoral strategies on gender, the RISDP as well as other regional, continental and global gender instruments that SADC Member States are party to.
- 7.1.2 The Gender Unit spearheads the mainstreaming of gender in all regional initiatives to ensure that a gender perspective permeates the entire SADC Regional Integration Agenda. This involves supporting SADC structures and institutions to mainstream gender in their policies, programmes and activities and building the capacity for gender mainstreaming and analysis to facilitate gender-sensitive planning for programmes and projects.
- 7.1.3 The Gender Unit also monitors, evaluates and ensures reporting on progress made and the achievement of gender targets that Member States have committed to at both the regional and international levels.

7.2 Strategic Objective

- 7.2.1 Enhanced gender equality, women empowerment and development and elimination of gender-based violence.

7.3 Outcomes

- 7.3.1 The outcomes that the Gender Unit contributes to are as follows:
- (i) Enhanced access to and participation by women in development resources, services and opportunities for leadership at all levels, ensuring equal representation of men and women in political, economic and public life for the attainment of Gender Parity.
 - (ii) Strengthened gender mainstreaming at both national and regional levels.
 - (iii) Enhanced action to prevent and eliminate Gender Based Violence (GBV).

7.4 Prioritised Projects

- 7.4.1 The prioritised projects to be considered in 205/26 are as follows:
- (i) Strengthening of Women Economic Empowerment, including women's participation in regional value chains (**ongoing under different initiatives**).
 - (ii) Promote implementation of the SADC Protocol on Gender and Development at national level (**ongoing**).
 - (iii) Strengthen gender mainstreaming capacity at both regional and national levels (**new**).

- (iv) Promote implementation of the SADC Strategy and Framework of Action for Addressing Gender-based Violence (GBV), with a focus on prevention of GBV (*new, and addressed under different initiatives*).

7.5 Key Result Areas

7.5.1 **KRA 1 – Gender Equality and Development:** This KRA focuses on enhancing access to and participation by women in development resources, services and opportunities for leadership at all levels. It promotes equal representation of men and women in political, economic and public life for the attainment of Gender Parity. It prioritises issues of mainstreaming of gender in all the sectors of regional integration, women in politics and decision making, women economic empowerment, information and experience sharing and the broader aspects of monitoring, evaluating and reporting on the implementation of the Protocol on Gender and Development.

7.5.2 **KRA 2 - Gender-based Violence:** This KRA focuses mainly on addressing gender-based violence, with a particular emphasis on women and children as the most vulnerable groups. It focuses on supporting implementation of the SADC Strategy and Framework of Action on Addressing Gender Based Violence by Member States, with specific emphasis on prevention and response to all forms of GBV and strengthening coordination mechanisms at regional and national levels.

7.6 Main Focus for 2025/26

7.6.1 The key focus areas for the year 2025/2026 under each KRA are as follows:

KRA 1 – Gender Equality and Development

- (i) Finalize the SADC Framework on Gender Parity in Politics and Decision-making to guide Member States on implementation of Articles 5, 12 and 13 of the SADC Protocol on Gender.
- (ii) Build capacity on gender mainstreaming for SADC Member States and the SADC Secretariat staff (selected directorates).
- (iii) Promote implementation and reporting on UN Resolution 60/2 on Women, The Girl child and HIV & AIDS.
- (iv) Promote empowerment and capacity development of women entrepreneurs to actively participate in priority regional value chains, including through access to financial services.
- (v) Support Member States in development and roll-out of Women, Peace and Security national action plans.
- (vi) Promote the SADC Women Mediators Network at national and regional level.
- (vii) Strengthen the capacity of Member States to negotiate SADC Simplified Trade Regime (STR) process for women’s participation in cross border trade.

KRA 2 – Gender-based Violence

- (i) Strengthen the capacity of Member States (Gender and Statistics institutions) to produce and use GBV statistics and other gender data.

- (ii) Building knowledge and capacity of Member States on implementing effective GBV prevention interventions, including strengthening of male engagement initiatives.
- (iii) Finalize evaluation of the implementation of the SADC Strategy on Addressing GBV.
- (iv) Develop an Acceleration Plan for implementation of the SADC Strategy on Addressing GBV (2025-2030).

Table 12: Expected Results for Gender for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Gender Unit				
Gender Based Violence (GBV)	Enhanced action to prevent and eliminate Gender Based Violence.	Promote implementation of the SADC Strategy and Framework of Action for Addressing Gender-based Violence (GBV), with a focus on prevention of GBV.	Status, trends and emerging issues on Gender Based Violence established.	Incidence of GBV and progress of GBV interventions in SADC documented and reported to Ministers of Gender and Council.
		Promote implementation of the SADC Strategy and Framework of Action for Addressing Gender-based Violence (GBV), with a focus on prevention of GBV.	Regional Strategy and Framework of Action for addressing Gender Based Violence monitored, aligned with the SADC Monitoring and Evaluation system.	Mid-term review of the SADC Strategy for Addressing GBV conducted and Implementation Plan presented to Gender Ministers for adoption.
		Promote implementation of the SADC Strategy and Framework of Action for Addressing Gender-based Violence (GBV), with a focus on prevention of GBV.	Effective GBV prevention interventions strengthened.	Knowledge and capacity of Member States on implementing effective GBV prevention interventions strengthened.
Gender Equality and Development	Enhanced access to and participation by women in development resources, services and opportunities for leadership at all levels, ensuring equal representation of men and women in political, economic	Promote implementation of the SADC Protocol on Gender and Development at national level.	SADC Member States' capacity for ratification, domestication and implementation of SADC Protocol on Gender and Development developed.	Regional status on implementation of the SADC Protocol of Gender and Development monitored and status report approved by Ministers responsible for Gender.

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
	and public life for the attainment of Gender Parity.	Promote implementation of the SADC Protocol on Gender and Development at national level.	- Regional capacity for achieving gender parity in political and decision-making strengthened. - Regional guidelines and tools to strengthen implementation of the Protocol on Gender introduced in Member States. - Assessment of SADC status of women in politics and decision-making undertaken.	The new SADC Framework on Gender Parity in Politics and Decision-making developed and approved by Gender Ministers.
		Promote implementation of the SADC Protocol on Gender and Development at national level.	SADC Member States' capacity for ratification, domestication and implementation of SADC Protocol on Gender and Development developed.	SADC thematic progress report produced for reporting to UN Commission on the Status of Women (CSW) and other international and regional gender platforms.
		Strengthen gender mainstreaming capacity at both regional and national levels.	Gender mainstreaming into SADC's peace and security structures and processes implemented and monitored.	Technical capacity of Member States to implement the Women, Peace, and Security agenda strengthened.
		Strengthening of Women Economic Empowerment, including women's participation in regional value chains (industrialization)	- Advocacy for women's economic empowerment strengthened. - Gender-responsive and gender-sensitive legislation and policies on economic empowerment, trade and financial services developed and implemented.	Capacity for Member States to negotiate SADC Simplified Trade Regime (STR) process for women's participation in cross border trade strengthened.
		Strengthened gender mainstreaming at both national and regional level	Strengthen gender mainstreaming capacity at both regional and national levels.	Gender equality seal (GES) tool for assessing gender mainstreaming practice within the Secretariat and Member States implemented.

7.7 Resource Allocation:

7.7.1 The proposed resource allocation for the Unit.

Table 13: Resource Allocation for Gender for 2025/26

KEY RESULT AREA	MS	ICP	TOTAL
Gender Unit			
Gender Equality and Development	68,250	27,034	95,284
Gender Human Resources	420,830	0	420,830
Gender Based Violence (GBV)	12,834	0	12,834
Gender Unit	501,914	27,034	528,948
GRAND TOTAL	501,914	27,034	528,948

8. FOOD, AGRICULTURE AND NATURAL RESOURCES

8.1 Mandate

8.1.1 The overall goal of the Food Agriculture and Natural Resources (FANR) Directorate is to promote agricultural production and productivity, and food security at household, national and regional levels; to promote efficient utilization and conservation of environment and natural resources, and to promote the region as a single tourism destination. The mandate of the FANR Directorate is derived from the Regional Agricultural Policy (RAP) and from the Regional Infrastructure Development Master Plan (RIDMP).

8.2 Strategic Objective

8.2.1 The Strategic Objectives of the Food, Agriculture and Natural Resources Directorate are:

- (i) A transformed agricultural sector that practices sustainable management of the environment and its natural resources;
- (ii) Interconnected, integrated, competitive blue, green, and circular economies that are sustainably developed for the benefit of all SADC citizens;
- (iii) Deepened regional market integration which is connected to the continental and global markets;
- (iv) Strengthened climate change adaptation and mitigation; and
- (v) Sustainable utilisation and conservation of natural resources and effective management of the environment.

8.3 Outcomes

8.3.1 For the FY2025/2026, the AOP is expected to address the following Outcomes, as articulated by the RISDP 2020-2030:

- (i) Enhanced agricultural productive sector;
- (ii) Improved management of the environment and sustainable utilisation of natural resources;
- (iii) Develop sustainable SADC's blue, green and circular economies;
- (iv) Enhanced cooperation and regional coordination in matters relating to tourism;
- (v) Enhanced sector-based approaches towards developing climate change resilience; and Improved management of the environment and sustainable utilisation of natural resources

8.4 Prioritised Projects

8.4.1 For the FY2025/2026, the AOP will address the following Key Priority Areas/Projects, based on the results from the discussions held during the retreat, which were endorsed by the Council of Ministers:

- (i) Operationalize SADC's Regional Agricultural Policy;
- (ii) Adopt innovative technologies for smart agriculture;
- (iii) Promote Policy and Regulatory harmonisation in the agricultural sector at the regional and national levels;
- (iv) Strengthen regional agricultural markets;
- (v) Enhance climate resilience of food systems, including promoting the use of indigenous knowledge;
- (vi) Develop and implement the Regional Agriculture Information Management System;
- (vii) Fast track implementation of Regional Wildlife and Forestry Management Programmes;
- (viii) Strengthen the implementation of Trans-Frontier Conservation Areas Programme, 2023-2033;
- (ix) Strengthen Research and Innovation in Natural Resources and Waste Management in Southern Africa Region;
- (x) Strengthen implementation of the Programme for Improving Fisheries Governance and Blue Economy Trade Corridors in SADC region and operationalisation of the SADC Fisheries Monitoring Control and Surveillance Coordination Centre (MCSCC) to strengthen regional efforts to combat illegal, unreported and unregulated (IUU) fishing.
- (xi) Implement the Intra-ACP Global Climate Change Alliance Plus Programme;
- (xii) Implement SADC Regional Green, Blue and Circular Economy Strategies;
- (xiii) Promote the domestication of SADC Sub-Regional Action Programme to Combat Desertification, including the SADC Great Green Wall Initiative, and reduce carbon footprint in the region;
- (xiv) Support the programme to improve sustainable management of environment in SADC;
- (xv) Promote morphogenetic characterization and nutritional content analysis of stored plant genetic resources, in SPGRC;
- (xvi) Facilitate the adoption and utilization by the SADC Member States of the SADC Information System for plant genetic resources data management;
- (xvii) Build capacity to improve tourism customer services in the region.

8.5 Key Result Areas

8.5.1 The Key Results Areas under Food, Agriculture and Natural Resources are:

- (i) ***The production, productivity and competitiveness of crops, livestock, forestry, fisheries and wildlife to support trade, industry and food security in the region:*** The overall objective is to promote policies and programmes for overall improvement in food production, protection, processing, storage and utilisation of all crops, livestock, fisheries and wildlife.
- (ii) ***Market access for agricultural products (crops, livestock and natural resources):*** This intervention area initiates and implements programmes aimed at promoting access to markets for agricultural products through the provision of marketing information and strengthening capacity of Member States to meet SPS standards.
- (iii) ***Social and economic vulnerability in the context of food and nutrition security:*** The objective is to ensure reduced social vulnerability and improved regional disaster preparedness and awareness for food and nutrition security, given that the SADC region is frequently affected by natural and man-made disasters which not only lead to food insecurity and hunger but also loss of lives and livelihoods.
- (iv) ***Sustainable management and conservation of wildlife and transboundary natural resources in the region:*** The objective is to facilitate the development and implementation of programmes that are supportive of sustainable management and conservation of wildlife and transboundary natural resources. The natural resources include fish, forests, wildlife, as well as Trans-Frontier Conservation Areas (TFCAs) and ecosystems supporting these resources. These natural resources form the main pillars for biodiversity conservation and socio-economic development in the region.
- (v) ***Promoting the region as a single tourism destination:*** The aim is market the SADC Region as a single-multifaceted tourism destination and therefore harmonize tourism laws within the region.
- (vi) ***Sustainable management of environment for socio-economic development in the region:*** This aims to address environmental challenges within the SADC region, with a focus on land degradation, loss of biodiversity and capacity building and assessment of human impacts. The focus is on harmonisation of environmental policies, mainstreaming of environment in regional and national developments plans, monitoring and reporting on environmental conditions as well as coordinating negotiations of multilateral environmental agreements.
- (vii) ***Strengthening Institutional Frameworks and Capacity Building:*** The objective is to promote the development of effective networks and dialogue among agricultural stakeholders in the region. The intervention area also involves continuous staff training and capacity building for effectively planning and implementation of programmes.
- (viii) ***Conservation and utilization of plant and animal genetic resources to improve agricultural production and maintenance of species diversity for present and future generations:*** This aims to conserve the plant genetic resources of the region through a network of National Plant Genetic Resources

Centres (NPGRCs). The thrust is to maintain a regional Plant Genetic Resource Centre and a network of national plant genetic resources (PGR) programmes to support plant research in the region, conserve indigenous plant genetic resources and crop genetic resources, and train plant genetic resources personnel.

8.6 Main Focus for 2025/26

8.6.1 The focus of the Food, Agriculture and Natural Resources Directorate for the FY2025/2026 includes the following areas:

- (i) **Tourism:** Implementation of SADC Regional Tourism Programme 2020-2030 through (i) promoting the implementation of a tourism-focused Customer Service Training Programme; (ii) development of guidelines on minimum standards for tourist-friendly facilities, processes and services; (iii) operationalisation of institutional arrangements critical for implementation of the SADC Tourism Programme; (iv) operationalization of Boundless Southern Africa Regional Tourism Marketing Strategy; and (v) dissemination of Tourism Industry Disaster Management Strategy.
- (ii) **Production, Productivity and Competitiveness of Agricultural Products:** This area would focus in fast tracking the implementation of the Regional Agricultural Policy through (i) implementation of the relevant regional agro-value chains; (ii) addressing agricultural inputs, including mechanisation, domestication of WEF Nexus framework, SADC Harmonised Seed Regulatory Framework, Regional Fertilizer Programme, Irrigation Policy, Regional Plant and Animal Health Strategies, including the One Health Programme; (iii) development of projects and programmes to address animal feed, conservation of animal genetics, project to further support and fast track implementation of SADC Regional Agriculture Policy; (iv) drafting the revised Livestock Development Plan 2023-2030; and produce the SADC Chapter for the CAADP 4th Biennial Report to assess the progress in achieving Malabo Commitments, as states by the CAADP process.
- (iii) **Institutional Strengthening:** This area would focus in (i) reporting the implementation of RAP and RISDP 2020-2030, to the Ministers responsible for Agriculture, Food Security, Environment, Natural Resources and Tourism; (ii) facilitating a dialogue between FANR and ICPs to better harmonise their work and maximise their impacts; and (iii) attending national, regional, continental and international Conferences/Forums to share experiences and communicate the regional position, in regard to food production and consumption, management of environment and natural resources, sustainable development of tourism, and climate change adaptation and mitigation.
- (iv) **Plant Genetics:** The conservation of Regional Plant Genetic Resources and their use for securing food and nutrition security would be addressed though (i) capacitating Member States on In and Ex Situ plant genetic resource conservation and sustainable utilisation; (ii) supporting Member States in documenting and publicizing their plant genetic resources information; and (iii) harmonising plant genetic resources conservation policies in the region.
- (v) **Markets Access:** Actions in support for market access to agricultural products would include (i) development of regional common position on sanitary and phyto-sanitary measures for plants and livestock, to better defend regional

interests; (ii) integrate Livestock Information Management System (LIMS) into the AIMS developed; and (iii) disseminate Agricultural Information Management System.

- (vi) **Socio-Economic Vulnerability:** The planned work would (i) promote implementation of National Food and Nutrition Security Strategies (FNSS) in line with the Regional FNSS; (ii) disseminate and promote visibility of the Regional Food and Nutrition Security Strategy; and (iii) produce the 2023 Regional Synthesis report on the State of Vulnerability to Food and Nutrition Insecurity in SADC region.
- (vii) **Natural Resources Management (NRM):** The planned under NRM, would prioritise (i) Facilitating domestication and monitoring the progress in the implementation of SADC Strategies promoting sustainable utilization and protection of wildlife and forestry, including through the TFCA Programme; (ii) mainstreaming research and innovation into waste and natural resources management; (iii) supporting Member States to strengthen their capacity on fisheries monitoring, surveillance and control (MCS); (iv) facilitating intra-regional and continental fish trade, through harmonised fish and fisheries products policies and infrastructure support; (v) supporting collaborative governance of transboundary fisheries to improve fisheries management and aquatic genetic resources to support regional aquaculture value chains; and (vi) facilitate monitoring and implementation of the Protocol on Fisheries. Promote governance frameworks and increase mobilisation of additional financial resources to implement sustainable forest management.
- (viii) **Environmental and Climate Change:** The planned work would focus in (i) capacitating SADC Member States (MS) to undertake regional and national adaptation and mitigation actions in response to the impacts of climate change, including the development of National Action Plans for implementation of Great Green Wall Initiative in the region; (ii) facilitating the domestication of SADC Regional Green, Blue and Circular Economy Strategies y and Action Plan Domesticated; and (iii) drafting regional guidelines for Environmental Impact Assessment and Strategic Environmental Assessment in promoting sustainable development.

Table 14: Expected Results for FANR for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Food Agriculture and Natural Resources				
Promoting the region as a single tourism destination	Enhanced Cooperation and Regional Coordination in Matters Relating to Tourism	1. Winding-Up of the Regional Tourism Organisation of Southern Africa (RETOSA) 2. Secure and strengthen effective Private sector participation in the implementation of the SADC tourism programme [On-going]	1. Framework for coordination of sustainable Regional Tourism Development promoted 2. Adequate engagement of private sector in the promotion of the region as a competitive single tourism destination strengthened	Adequate engagement of relevant regional stakeholders in implementing the Regional Tourism programme secured
		Development of Culture and Heritage Tourism Around TFCAs Areas	Progressed marketing and promotion of the region as a single tourism destination	Tourism in SADC TFCAs and regional cross border travel routes promoted
			Enhanced sustainable tourism practices and management strategies at selected sites.	Sustainable Tourism Southern Africa Policy and Management Guidelines produced
Social and economic vulnerability in the context of food and nutrition security	Reduced social and economic vulnerability in the context of Food and Nutrition Security	N/A	N/A	Regional Food and Nutrition Security Strategy (FNSS) Monitored
Sustainable management and conservation of wildlife and transboundary natural resources	Enhanced sustainable management of natural resources (fisheries, forestry and wildlife) in the region	Strengthen the implementation of Regional Programme on wildlife and wildlife based economies [New]	Natural Resources Harmonized and Regional Legal Framework Promoted	Wildlife programme facilitated and monitored
		Strengthening Research and Innovation for Natural Resources and Waste Management [On-going]	Natural Resources Harmonized Regional Legal Framework Promoted	Research and Innovation (R&I) solutions on NRM &WM developed and collaboration among key stakeholders strengthened.
	Adopt and Implement a Regional Maritime Security Framework	Programme for Improving Fisheries Governance and Blue Economy Trade Corridors in SADC (PROFISHBLUE project).	Efforts to combat IUU fishing strengthened and better coordinated in the SADC region.	SADC Fisheries Monitoring Control and Surveillance Coordination Centre (MCSCC) operationalised.
	Improved management of the environment and sustainable utilisation of natural resources	Fast track the implementation of Regional Forest Management Programme [On-going]	Natural Resources Harmonized and Regional Legal Framework Promoted	Implementation of SADC Forestry Strategy facilitated and monitored

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		Programme for Improving Fisheries Governance and Blue Economy Trade Corridors in SADC (PROFISHBLUE project).	Natural Resources Harmonized Regional Legal Framework Promoted.	Knowledge and technical capacity towards fisheries governance and aquaculture value chains promoted and fish trade policies harmonised.
		Support to implementation of the Regional Fisheries Management Programme.		Advocacy and monitoring interventions for implementation of the Protocol on Fisheries developed and implemented.
		Promote and strengthen the implementation of the Transfrontier Conservation Areas Programme, 2023-2033 [On-going]	Transboundary Natural Resources sustainably managed and conserved	Implementation of the Transfrontier Conservation Areas Programme facilitated and monitored
Sustainable management of environment for socio-economic development in the region	Develop Sustainable SADC's Blue, Green and Circular economies	Develop a Circular economy strategy and implementation plan focusing on Frameworks for recycling/minimising urban and industrial waste including of ICT e-waste, batteries, energy systems, scrap metal, Waste to energy – development of concepts and products e.g. food industry [On-going]	Sustainable Production, Consumption and resource Efficiency promoted	Implementation of the SADC Regional Green, Blue and Circular Economy Strategies monitored
	Enhanced sector-based approaches towards developing climate change resilience	Operationalise revised SADC Climate Change Strategy and Action Plan, approved in 2021 [New]	Climate Change adaptation and mitigation promoted in the region.	Revised SADC Climate Change Adaptation and Mitigation operationalised and monitored
	Reduced Carbon Footprint in the Region	SADC Sub-Regional Action Programme to Combat Desertification including the SADC Great Green Wall Initiative, and reduction of carbon footprint in the SADC region [New]	Desertification and land degradation combated; and the effects of drought mitigated to achieve Land Degradation Neutrality	Drought Risk Management and Mitigation Strategy (DRIMMS) and SADC Great Green Wall Initiative implemented and monitored
	Improved management of the environment and sustainable utilisation of natural resources	Strengthen and accelerate the implementation of the programme to improve the management of Environment in SADC for	Sustainable utilisation and management of environment and natural resources promoted	Protocol on Environmental Management for Sustainable Development domesticated by Member States

2025/26 Annual Operational Period					
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output	
		sustainable development [New]			
Sustainable production, productivity and competitiveness of crops, livestock, forestry, fisheries and wildlife to support trade, industry and food security in the region	Increased production, productivity and competitiveness of crops, livestock, forestry, fisheries and wildlife to support trade, industry and food security in the region	Policy and Regulatory harmonisation (On-going) Support Policy and regulatory harmonisation, standardisation and procedures for quality control and trade of agricultural products • Seeds, fertilisers, Sanitary and Phyto-sanitary (SPS) measures, etc.	Crop production and productivity in the region increased. Increased Regional and International trade and access to markets to livestock products by 2026	SADC Regional Crop Development Programme Implemented	
		(On-going) Operationalize SADC's Regional Agricultural Policy		Regional Plant and Animal Health Strategy implemented and monitored	
		Operationalise Regional Agriculture Policy	Livestock Production and Productivity in the Region increased	Livestock Development Plan 2023-2030 implemented	
	Enhanced Agricultural Productive Sector	N/A	N/A	Crop production and productivity in the region increased	The Regional Crop Development Programme (RCDP) Implemented and monitored
				N/A	Rural Agriculture Production clusters developed and strengthened by 2027
					SADC Chapter in the CAADP 5th Biennial Report produced
					Phase 2 of the Programme to Support the Operationalization of the SADC Regional Agriculture Policy (STOSAR 2) implemented
Market access for agricultural products (crops, livestock and natural resources)	Increased market access for agricultural products (crops, livestock and natural resources)	Support Policy and regulatory harmonisation, standardisation and procedures for quality control and trade of agricultural products (Seeds, fertilisers, Sanitary and Phyto-sanitary measures, etc.) [On-going]	Competitiveness of Agricultural products enhanced to meet regional and international standards	Compliance of Member States on Regional Sanitary and Phytosanitary Measures (SPS) and Agricultural Information Management System monitored	
		N/A	N/A	Agricultural Information Management System (AIMS) Monitored	
Strengthening Institutional Frameworks	Enhanced Agricultural Productive Sector	N/A	N/A	Regional Actions between FANR and ICPs harmonised	

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
and Capacity Building				SADC Statutory and Management Decisions mainstreamed into Food, Agriculture, Natural Resources, Environment and Tourism Programmes
SADC Plant Genetic & Resource Centre				
Conservation and utilization of plant and animal genetic resources to improve agricultural production and maintenance of species diversity for present and future generations	Enhanced conservation and utilization of plant and animal genetic resources to improve agricultural production and maintenance of species diversity for present and future generations	1. (on-going) Morphogenetic characterization of stored plant genetic resources 2. Nutritional Content analysis of stored plant genetic resource	Conservation of Regional Plant Genetic Resources and their use for securing Food and Nutrition Security Promoted	Output 1: Capacity of Member States in Ex and In- Situ plant genetic resources conservation and sustainable utilization strengthened
		(On-going) Adoption and utilization of the SDIS in plant genetic resources data management by Member States	N/A	Output 2: Member States information and data on plant genetic resources conservation documented and published
		N/A	N/A	Output 3: Harmonization of Plant Genetic Resource Policies in the SADC region monitored and SPGRC operational function managed and coordinated
Asset Acquisition and Replacement for SPGRC	Improved administrative and facilities support to SPGRC	N/A	N/A	Output 4: SPGRC assets replaced and maintained in line with the SADC Assets acquisition and replacement plan

8.7 Resource Allocation:

8.7.1 The proposed resource allocation for the Directorate.

Table 15: Resource Allocation for FANR and SPGRC for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Food Agriculture and Natural Resources			
Sustainable production, productivity and competitiveness of crops, livestock, forestry, fisheries and wildlife to support trade, industry and food security in the region	45,980	70,539	116,519
Market access for agricultural products (crops, livestock and natural resources)	11,010	0	11,010
Social and economic vulnerability in the context of food and nutrition security	16,500	0	16,500
Promoting the region as a single tourism destination	32,520	0	32,520
Sustainable management and conservation of wildlife and transboundary natural resources	64,795	2,163,512	2,228,307
Sustainable management of environment for socio-economic development in the region	43,000	0	43,000
Strengthening Institutional Frameworks and Capacity Building	83,231	51,704	134,935
FANR Human Resource management	1,199,069	0	1,199,069

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Food Agriculture and Natural Resources	1,496,105	2,285,755	3,781,860
SADC Plant Genetic & Resource Centre			
SPGRC Human Resource Management	936,390	0	936,390
Asset Acquisition and Replacement for SPGRC	101,000	0	101,000
Conservation and utilization of plant and animal genetic resources to improve agricultural production and maintenance of species diversity for present and future generations	325,675	0	325,675
SADC Plant Genetic & Resource Centre	1,363,065	0	1,363,065
GRAND TOTAL	2,859,170	2,285,965	5,145,135

9. POLICY, PLANNING AND RESOURCE MOBILISATION

9.1 Mandate

9.1.1 The mandate of the Policy, Planning and Resource Mobilisation (PPRM) Directorate is to serve as the SADC Secretariat lead structure on Strategy Development, Policy Analysis, Planning and Programming, Monitoring and Evaluation, and Strategic Partnerships. The Directorate also assists Executive Management in coordinating the implementation of the regional priorities at Member State level through the SADC National Committees (SNCs), and at the continental and Regional Economic Community level, through AU/NEPAD initiatives, other Regional Economic Communities (RECs) and other stakeholders.

9.2 Strategic Objective

9.2.1 The strategic objectives are:

- (i) Formulation of SADC policies and strategies, and ensuring alignment to continental and international development initiatives;
- (ii) Formulation of SADC plans and budgets, ensuring improved overall performance, orientation to results and impact of the SADC Regional Programme;
- (iii) Enhanced Monitoring, Evaluation and Reporting of the RISDP 2020-2030;
- (iv) Promotion of effective and efficient management of projects and programmes; and
- (v) Development and management of a robust and responsive regional statistical system to underpin regional integration processes, including measurement of progress and impact.

9.3 Outcomes

9.3.1 The outcomes are to:

- (i) support the policy and strategy formulation process;
- (ii) coordinate and ensure alignment of SADC regional policies and strategies to continental and international development initiatives;
- (iii) coordinate planning and budgeting for the implementation of the RISDP 2020-2030;
- (iv) increase alternative and innovative sources of mobilising resources;
- (v) strengthen institutional monitoring and evaluation mechanisms;

- (vi) institutionalize the SADC Project Management System;
- (vii) develop the capacity of staff and stakeholders to effectively and efficiently initiate, design, execute and close projects and programmes; and
- (viii) enhance Statistical infrastructure, systems and capacity across the region for production and effective use of harmonised regional statistics.

9.4 Prioritised Projects

9.4.1 The prioritised projects to be considered in 205/26 are as follows:

- (i) Strengthening National-Regional Linkages;
- (ii) Development of the Regional Impact level Score Card System; and
- (iii) Design and implementation of ICT-enabled production and dissemination of regional statistics.

9.5 Key Result Areas

9.5.1 The Key Result Areas (KRAs) for PPRM are as follows:

- (i) **Policy and Strategy Development:** The KRA supports the formulation of regional policies and strategies, in consultation with Member States. It coordinates engagement with Non-State Actors (NSAs) on policy issues of relevance to SADC's agenda. It also promotes the Secretariat's role of policy research and policy analysis on key regional integration issues, in collaboration with regional and international research networks. In addition, it coordinates and ensures alignment of SADC regional policies and strategies to continental and international development initiatives.
- (ii) **Planning and Programming:** This KRA coordinates the development of short, medium, and long-term corporate plans within the SADC Secretariat, as well as provides advice with regard to the alignment of Member States' plans and budgets to the RISDP and other strategic plans. It also oversees the development of policies, strategies and instruments to mobilise resources for the implementation of the SADC strategic priorities, as well as provides leadership in the conduct of partnership dialogue with International Cooperating Partners (ICPs).
- (iii) **Monitoring, Evaluation and Reporting:** The Key Result Area (KRA) serves as a crucial tool for providing all key stakeholders, with timely insights into the progress towards achieving RISDP 2020-2030 strategic objectives. It employs well-defined indicators to measure and communicate advancements, ensuring comprehensive, evidence-based reporting that facilitates informed decision-making. By systematically tracking key performance metrics, the KRA enables SADC to identify trends, address challenges, and capitalize on opportunities in real time. This approach fosters transparency, accountability, and adaptive management in SADC's regional integration efforts, ultimately supporting the realization of RISDP 2020-2030 aspirations.

- (iv) **Project Management Support:** The role of this KRA is to develop and implement project management-related tools, systems and processes to enable project teams to better manage and execute projects across the SADC region. The Project Management Support Unit shall therefore provide technical support to projects and programmes on the following areas:
 - (a) Align project and programme interventions to SADC strategic priorities;
 - (b) Ensure effective start, design, execution and closure of projects and programmes;
 - (c) Support projects and programmes to identify, monitor and manage operational issues affecting them;
 - (d) Put in place Project Performance Measures and standards to track and report on their performance;
 - (e) Provide ongoing capacity building on Project Management areas; and
 - (f) Document and share lessons in managing projects and programmes.

- (v) **Research and Statistics:** Statistics supports the regional integration process as a central resource base for official regional data and provides relevant and accurate statistics related to economic and social issues. The programme includes the provision of technical advice and leadership in regional statistics databases, as well as harmonisation and capacity building.

9.6 Main Focus for 2025/26

- 9.6.1 In line with the priorities and results in the RISPD 2015-2020, Council and Ministerial Committee decisions, and lessons learned from previous implementation, the major areas of focus in 2021/22 will include:
 - (i) **Policy and Strategy Development**
 - (a) Strengthening engagement at the global and continental level;
 - (b) Strengthening alignment between SADC policies and strategies with policies and strategies in Member State;
 - (c) Strengthening SADC Structures at national level including SADC National Focal Points and SADC National Committees);
 - (d) Promoting dialogue with Non-State Actors on the regional integration agenda; and
 - (e) Operationalizing the SADC Regional Poverty Observatory (RPO).

(ii) Planning and Programming

- (a) Developing and facilitating approval of the Annual Corporate Plan 2026/27 in line with the RISDP 2020-2030 and guided by Result-Based Management principles;
- (b) Producing the Annual Strategy Update (2026/27) to assess the implementation of the Medium-Term Strategy of the RISDP;
- (c) Mobilising technical and financial Resources to support the implementation of RISDP 2020-2030 in accordance with the SADC Resource Mobilisation Framework; and
- (d) Analysing the status of Resource mobilisation and report submitted for consideration by Executive management.

(iii) Monitoring, Evaluation and Reporting

- (a) Facilitating systematic and timely monitoring and reporting of the RISDP 2020-30 implementation, utilizing the Balanced Scorecard Approach to continually assess progress and enable prompt, data-driven decision-making;
- (b) Ensuring consistent and comprehensive reporting on the implementation of decisions originating from SADC Statutory Meetings, including Council and Summit Meetings, Ministerial Meetings, and Audit Committee Meetings;
- (c) Progressively enhancing capacity at both the Secretariat and Member State level in the effective utilization of the SADC Online Monitoring and Evaluation System, fostering a culture of data-driven management and accountability;
- (d) Conducting annual comprehensive assessments of the SADC Status of Regional Integration, aligning with and furthering the objectives and aspirations outlined in the RISDP 2020-30, to track progress and identify areas for strategic intervention; and
- (e) Continually implementing the regional macroeconomic surveillance process through the Peer Review Mechanism to foster greater economic coordination and accountability across SADC Member States to bolster economic resilience and sustainability, thereby accelerating progress towards shared macroeconomic objectives and deeper regional integration.

(iv) Project Management

- a) Coordinating the design/ development of new projects and programmes;
- b) Building capacity of staff and stakeholders on SADC Project Management Methodology (standard operating procedures, guidelines, tools and templates);
- c) Quarterly and Annually monitoring and reporting on the implementation and performance of projects and programmes;

- d) Providing a range of Project Management support services based on project-specific Project Management Compliance Checklists; and
- e) Planning and carrying out internal project evaluations at Mid and End Terms to assess alignment, effectiveness, efficiency, relevance, sustainability and impact of interventions and recommend improvements where appropriate.

(v) **Statistics**

- (a) Producing the Protocol on Statistics implementation progress report and facilitating the endorsement by the Statistics Committee;
- (b) Producing the Mid-Term Evaluation Report of Regional Strategy for Development of Statistics (RSDS 2020 - 30) and validating it with Member States;
- (c) Producing regional Statistical databases and publications on macroeconomic, sectoral and social statistics and disseminating to all Member States;
- (d) Producing methodological soundness statistical review reports in real sector statistics for Member States; and
- (e) Building capacity of Member States and Staff in the Secretariate in the collection, processing and utilisation of statistics.

Table 16: Expected Results for PPRM for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Policy Planning and Resource Mobilisation				
Planning and Programming	Improved integrated planning and budgeting for the implementation of RISDP	N/A	N/A	Annual Operational Plans and Budgets 2026/27 developed and submitted for approval by Council
				Annual Strategy Update (2026/27) to assess the implementation of the Medium Term Strategy of the RISDP produced and submitted for approval by Council
	Increased potential innovative funding avenues	N/A	SADC Resource Mobilization Framework operationalized	Technical and financial Resources mobilised to support the implementation of Prioritised RISDP 2020-2030 Projects in accordance with the SADC Resource Mobilisation Framework.
N/A			Status of resource mobilisation analysed and report submitted for consideration by Executive management	
Research and Statistics	Enhanced Statistical infrastructure, systems and capacity across the region for	N/A	Policy and legal frameworks for coordination of regional statistics in the region	Protocol on Statistics implementation progress report produced and endorsed by Statistics Committee

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
	production and effective use of harmonised regional statistics		developed and implemented	
				Mid-Term Evaluation Report of Regional Strategy for Development of Statistics (RSDS 2020 - 30) produced and validated by Member States
		Design and implementation of ICT-enabled production and dissemination of regional statistics	ICT-enabled regional statistical data production and dissemination tools developed	Regional Statistical databases and publications on macroeconomic, sectoral and social statistics, produced and disseminated to all Member States
		N/A	Data quality assessment frameworks for real sector statistics developed	Methodological soundness statistical review reports in real sector statistics for Member States produced
			Statistical capacity building programmes for regional integration developed	Capacity building for collection processing and use of statistics enhanced
Monitoring, Evaluation and Reporting	Enhanced implementation of the Macroeconomic Convergence (MEC) monitoring and peer review mechanism	N/A	N/A	Macroeconomic Performance Monitored
	Strengthened institutional monitoring and evaluation mechanisms	N/A	N/A	Status of Regional Integration Monitored
				SADC Online M&E System rolled out to 3 additional Member States and the Secretariat Staff
				RISDP 2020-2030 implementation monitored
			2025/26 Performance Monitoring Reports produced	
			2024/25 Annual Highlights on the Implementation of RISDP 2020-30 produced	
		Development of the Regional Impact level Score Card System	N/A	Regional Impact level Score Card System operationalised at SADC Secretariat and in Member States level
N/A	N/A	Mid Term Review of the RISDP 2020-2030 produced		
		Skills and knowledge of the Secretariat to monitor and evaluate Protocols in line with RISDP 2020-2030 increased		
Project Management	Effective and efficient management of projects and programmes within SADC	N/A	N/A	Prioritised Project Documents developed and recommended for approval
				Skills and Knowledge on SADC Project Management Guidelines increased
				SADC Project Management Compliance Mechanism established
				Quarterly reports on the management and performance of Prioritised Projects produced

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
				Mid and end term project evaluations to ascertain alignment, relevance, effectiveness, efficiency, sustainability and impact conducted
Policy and Strategy	Strengthened legal, policy and institutional framework to facilitate implementation of SADC's regional integration agenda	N/A	N/A	Protocol establishing the SADC Parliament finalised and submitted for approval by Council
				SADC strategic positions advanced at the Continental and Global Level
				SADC National Coordination Structures in Member States operationalized
				SADC Non-State Actors (NSAs) Engagement Mechanism (IICB Phase II) implemented
				SADC Regional Poverty Observatory (RPO) operationalised

9.7 Resource Allocation:

9.7.1 The proposed resource allocation for the Directorate.

Table 17: Resource Allocation for PPRM for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Policy Planning and Resource Mobilisation			
Policy and Strategy	66,400	612,000	678,400
Planning and Programming	93,570	196,460	290,030
Research and Statistics	131,000	2,693,190	2,824,190
Monitoring, Evaluation and Reporting	167,590	347,890	515,480
Project Management	34,860	15,500	50,360
PPRM Human Resource management	2,088,478	0	2,088,478
Policy Planning and Resource Mobilisation	2,581,898	3,865,040	6,446,938
GRAND TOTAL	2,581,898	3,865,040	6,446,938

10 DISASTER RISK REDUCTION

10.1 Mandate

10.1.1 The mandate of the SADC Secretariat Disaster Risk Reduction Unit (DRR Unit) is to facilitate the effective coordination, implementation, monitoring and evaluation of disaster risk management programmes and projects in the region. Guided by the Sendai Framework for Disaster Risk Reduction 2015-2030 (SFDRR), and the Regional Indicative Strategy and Development Plan 2020-2030, the DRR Unit translates the provisions of the global and regional frameworks towards DRM targets through undertaking key regional interventions, cemented on the aspirations of regional integration. The DRR Unit spearheads the establishment of sectoral linkages and further synergies through effective partnerships for a risk-proof regional development agenda and resilience building.

10.2 Strategic Objective

10.2.1 The Strategic Objective for the DRR Unit is to contribute to: Improved Disaster Risk Management to support regional resilience.

10.3 Outcomes

10.3.1 The Outcomes of the Disaster Risk Reduction Unit are as follows:

- (i) Coordinated and effective response and recovery efforts to address the impact of Climate Change and natural disasters, pandemics, and migratory pests;
- (ii) Strengthened Disaster Risk Management and governance in the region;
- (iii) Strengthened Planning for Disaster Risk Assessment and Preparedness;
- (iv) Enhanced disaster risk management investments to facilitate climate adaptation and community resilience; and
- (v) Strengthened regional and national disaster recovery interventions (building back better).

10.4 Prioritised Projects

10.4.1 The Prioritised Projects implemented to achieve the outcomes of the RISDP 2020-2030 are:

- (i) **Project 1:** Strengthening Regional Vulnerability Analysis and Assessment Programme.
- (ii) **Project 2:** Enhanced Coordination, governance monitoring and Reporting on Disaster Risk Project.
- (iii) **Project 3:** Disaster Risk Management Strengthening in SADC (DRMSS) Project 2022-2026 supported under the 11th EDF with an amount of Euros 4.65 million.

- (iv) **Project 4:** Global Initiative on Disaster Risk Management (GIDRM) Project 2021-2023 supported by the GIZ.
- (v) **Project 5:** Operationalization of the SADC Humanitarian and Emergency Operations Centre.
- (vi) **Project 6:** Regional Climate Resilience Program (RCRP).

10.5 Key Result Areas

10.5.1 The Key Result Areas of the Unit are as follows:

- (i) Coordinated and effective response and recovery efforts to address the impact of Climate Change and natural disasters, pandemics, and migratory pests;
- (ii) Strengthened Disaster Risk Management and governance in the region;
- (iii) Strengthened Planning for Disaster Risk Assessment and Preparedness;
- (iv) Enhanced disaster risk management investments to facilitate climate adaptation and community resilience; and
- (v) Strengthened regional and national disaster recovery interventions (building back better).

10.6 Main Focus for 2025/26

10.6.1 In line with the RISDP Vision 2050 and the recently approved RISDP 2020-2030, and based on previous Council and Ministerial Committee decisions the DRR Unit will facilitate implementation of the 2023/2024 under two KRAs, namely:

(i). **Disaster Risk Management;**

(a) Project 1: Regional Vulnerability Assessment and Analysis Programme

The Regional Vulnerability Assessment and Analysis Programme will develop the convene the Annual Organizational Meeting which facilitates the development and approval of the RVAA Programme work plan informed by national VAA work plans. The programme will further facilitate the development and approval of the 2025 Regional Synthesis Report on the State of Food and Nutrition Security by the Programme Steering Committee (PSC).

(b) Project 2: Enhanced Coordination, Governance, Monitoring and Reporting on Disaster Risk Project

- (ba) Regional DRM Strategy documents and progress reports presented to the Technical Committee on DRM and Committee of Ministers responsible for Disaster Risk Management (DRM) for improved governance and coordination as well as provide strategic guidance to the regional disaster risk reduction approaches; and

- (bb) Regional disaster preparedness and response plans produced and implemented.
- (bc) SADC Regional Common positions advanced at the Regional and Global DRR Forums and Platforms (SADC, AU, UN and other regional meetings).

(c) Project 3: Disaster Risk Management Strengthening in SADC (DRMSS)

- (ca) Regional DRM coordination instruments that are aligned to global, continental and regional frameworks (to support transboundary and national DRM) are developed;
- (cb) Governance mechanisms for the Disaster Risk Management Strengthening in the SADC (DRMSS) are established and maintained.
- (cc) Regional DRM Peer Review Policy Programme rolled-out.
- (cd) DRR mainstreaming guidelines roll out in 7 development sectors strengthened
- (ce) Regional multi-hazard early warning systems developed
- (cf) SADC Emergency Response Team management systems improved

(d) Project 4: Regional Climate Resilience Program (RCRP)

- (da) Mapping of National Early Warning Systems Conducted.
- (db) Mainstreaming of shock-responsive social protection promoted and mainstreamed in disaster risk management plans and budgets.
- (dc) Governance mechanisms for the Regional Climate Resilience Programme (RCRP) are established and maintained.
- (dd) SADC Regional Common positions on Loss and Damage Financing advanced

(ii). SADC Humanitarian and Emergency Operations Centre.

(a) Project 5: Operationalization of the SADC Humanitarian and Emergency Operations Centre

- (aa) Governance mechanisms for the SADC Humanitarian and Emergency Operations Centre developed and operationalized.
- (bb) Coordinated response activities timely provided to Member States affected by disasters.
- (cc) SHOC Staff capacity enhanced.

Table 18: Expected Results for Disaster Risk Reduction for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Disaster Risk Reduction				
Regional Disaster Risk Management	Strengthened Disaster Risk Management and governance in the region	Project 1: Regional Vulnerability Assessment and Analysis Programme	Mechanisms for the identification, assessment and monitoring of disaster risks, including data and information management developed and implemented.	2025 Regional Vulnerability Assessment and Analysis conducted
		Project 5: Operationalization of the SADC Humanitarian and Emergency Centre (SHOC) and Emergency Response Team. The Construction and stocking of regional emergency relief storage and warehouses	Mutual learning, knowledge building and exchange of information on climate and disaster risk management promoted.	SADC Regional Common positions advanced at the Regional and Global DRR Forums and Platforms (SADC, AU, UN and other regional meetings)
			Disaster risk reduction and risk governance in development sectors facilitated	Governance mechanisms for the DRM projects are established and maintained
	Project 2: Enhanced Coordination, Governance, Monitoring and Reporting on Disaster Risk Management Programmes		Strengthened Governance for effective implementation of the Regional Agenda.	
	Strengthened Planning for Disaster Risk Assessment and Preparedness	N/A	Investments in climate and disaster risk readiness capacities in early warning mechanisms, planning and management promoted.	Mapping of Regional Multi-Hazard Early Warning Systems conducted
			Standardized multi-hazard planning approaches and tools for regional disaster risk assessments developed and implemented.	Regional Multi-Hazard Early Warning System strengthened
SADC Humanitarian and Emergency Operations	SADC Humanitarian and Emergency Operations Centre (SHOC) and related structures for coordinating the SADC emergency response and humanitarian assistance operationalized.	Project 5: Operationalization of the SADC Humanitarian and Emergency Centre (SHOC) and Emergency Response Team. The Construction and stocking of regional emergency relief storage and warehouses	SADC Humanitarian and Emergency Operations Centre (SHOC) and related structures for coordinating the SADC emergency response and humanitarian assistance operationalised.	SADC Humanitarian and Emergency Operations Centre (SHOC) Sustainability plan developed
			RISDP: Coordinated and adequately resourced preparedness and response mechanisms promoted.	Coordinated response activities timely provided to Member States affected by disasters

10.7 Resource Allocation:

10.7.1 The proposed resource allocation for the Unit.

Table 19: Resource Allocation for DRR for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Disaster Risk Reduction			
DRR Human Resource management	436,495	0	436,495
SADC Humanitarian and Emergency Operations	496,631	0	496,631
Regional Disaster Risk Management	109,770	2,226,180	2,335,950
Disaster Risk Reduction	1,042,896	2,226,180	3,269,076
GRAND TOTAL	1,042,896	2,226,180	3,269,076

11 INTERNAL AUDIT AND RISK MANAGEMENT

11.1 Mandate

11.1.1 The mandate of the Internal Audit and Risk Management Directorate is to:

- (i) coordinate risk management activities, mitigate identified risks to enable the achievement of strategic objectives; and
- (ii) provide objective assurance on the adequacy and effectiveness of the governance, risk management and internal control environment within the Secretariat.

11.2 Strategic Objective

11.2.1 The Strategic Objective is to provide independent, objective assurance and advisory services designed to add value and improve the SADC Secretariat's operations by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

11.3 Outcomes

11.3.1 The outcomes are to provide value adding assurance and advisory services to enable the achievement of strategic objectives and expected results in a changing business environment through the following:

- (i) audit recommendations made to improve the effectiveness of SADC Secretariat's Governance, Risk Management and Control processes to enable achievement of set objectives.
- (ii) enhancing skills and knowledge of Secretariat personnel on Governance, Risk Management and Control processes.
- (iii) Audit and Risk Committee and Council Decisions implemented to enhance Secretariat's performance.
- (iv) Coordinated approach to assurance provisions resulting in value for money on all audit services.
- (v) Improved management of Strategic and Operational Risks.
- (vi) Proactive risk management resulting in risk assessments informing decision making at the SADC Secretariat.
- (vii) Enhanced resilience of the Secretariat through business continuity management.
- (viii) Enhanced reporting and detection of unethical conduct.

11.4 Prioritised Projects

11.4.1 The Internal Audit and Risk Management Directorate does not implement or manage any specific prioritised project of the RISDP.

11.5 Key Result Areas

11.5.1 The Internal Audit and Risk Management Directorate has two key result areas namely:

- (i) Internal Audit Services; and
- (ii) Risk Management

11.6 Main Focus for 2025/26

11.6.1 In line with the priorities of the RISDP 2020-2030, Council and Ministerial Committee decisions, and lessons learned from previous implementation, the major areas of focus in 2025/26 include the following:

- (i) Internal Audit Strategic and Annual Plan developed to provide a basis for implementing value adding internal audit services
- (ii) Assurance and Advisory engagement results presented to add value to Secretariat's operations.
- (iii) Audit and Risk Committee oversight on Secretariat's processes, systems and activities, facilitated to enhance governance, risk management and control processes.
- (iv) Coordination of risk assessments and monitoring the implementation of mitigation measures by Directorates and Units.
- (v) Revision and updating of Secretariat Risk Profile
- (vi) Tip-offs anonymous reports received through the hotline with investigations conducted where necessary.
- (vii) Trainings conducted to enhance governance, risk management and compliance within the Secretariat.
- (viii) Test and enhance the business continuity capability of the Secretariat.
- (ix) Support the implementation of audit recommendations and risk action plans.
- (x) Compliance mechanisms and measures enhanced to ensure adherence to rules and regulations.
- (xi) SADC Secretariat supported to reduce levels of reported exemptions from external audits.

Table 20: Expected Results for Audit and Risk Management for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Internal Audit and Risk Management				
Risk Management	To facilitate the identification and assessment of strategic and operational risks, coordinate business continuity function and monitor implementation of risk mitigation strategies.	N/A	Strategic Management of the RISDP: Enhanced institutional effectiveness and efficiency	SADC Secretariat Business Continuity Plan (BCP) operationalised. (2025/26)
				Management of Strategic and Operational Risks improved. (2025/26)
				SADC Hotline operationalised. (2025/26)
				Skills and knowledge of Secretariat personnel on risk management and emerging issues improved. (2025/26)
Internal audit services	Improved Controls, Governance and Risk Management Systems	N/A	Strategic Management of the RISDP - Enhanced institutional effectiveness and efficiency	Audit recommendations issued to Programmes and Projects for the period April to June 2025 to improve SADC Secretariat's Governance, Control and Risk Management systems to enable achievement of set objective
				Prevention and Detection of unethical conduct improved through hotline reporting (2025/26)
				Internal audit services improved through Quality Assurance Improvement Program (QAIP). (2025/26)
				Three-Year Rolling Audit Plan and Annual Plan for IARM Directorate developed and submitted for approval by the Audit & Risk Committee. (2025/26)
				Audit and Risk Committee Decisions implemented to enhance Secretariat's performance.
				Audit recommendations issued to Programmes and Projects for the period July to September 2025 to improve SADC Secretariat's Governance, Control and Risk Management systems to enable achievement of set objectives
				Audit recommendations issued to Programmes and Projects for the period October to December 2025 to improve SADC Secretariat's Governance, Control and Risk Management systems to enable achievement of set objectives

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
				Audit recommendations issued to Programmes and Projects for the period January to March 2026 to improve SADC Secretariat's Governance, Control and Risk Management systems to enable achievement of set objectives

11.7 Resource Allocation:

11.7.1 The proposed resource allocation for the Directorate.

Table 21: Resource Allocation for IARM for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Internal Audit and Risk Management			
Internal audit services	143,311	0	143,311
Risk Management	21,434	0	21,434
Audit Human Resource management	710,532	0	710,532
Internal Audit and Risk Management	875,277	0	875,277
GRAND TOTAL	875,277	0	875,277

12 LEGAL AFFAIRS

12.1 Mandate

12.1.1 The Legal Affairs Unit (LAU) derives its mandate from:

- (i) Article 12 (2) (a) (vi) of the SADC Treaty; and
- (ii) Article 3 (4) of the Protocol on Legal Affairs.

12.1.2 The Legal Affairs Unit (LAU) is responsible for the provision of legal support services to the SADC Institutions and Member States in achieving regional cooperation and integration in matters relating to the interpretation and implementation of the Treaty, Protocols and subsidiary legal instruments made thereunder.

12.2 Strategic Objective

12.2.1 LAU's strategic objective is to provide legal assistance to SADC Institutions and Member States on the interpretation and application of all SADC legal instruments and on other related legal matters

12.3 Outcomes

12.3.1 Enhanced Legal Services to the SADC Institutions and Member States.

12.4 Prioritised Projects

12.4.1 LAU does not implement any projects.

12.5 Key Result Areas

12.5.1 The Key Result Area (KRA) for LAU is ***Legal Support Services***.

12.6 Main Focus for 2025/26

12.6.1 The main focus for 2025/26 is to ensure delivery of all outputs within the approved budget, which includes the following:

- (i) continue providing quality and timely legal support services to the SADC Institutions and Member States;
- (ii) in line with the priorities and results in the RISPD 2020-2030, Summit, Council and Ministerial Committee Decisions, and lessons learned from their implementation:
 - (a) facilitate the operationalisation or setting up of a SADC dispute settlement mechanism;

- (b) manage litigation and arbitration cases against SADC Institutions;
- (c) provide legal advice/opinions to the SADC Institutions and Member States on the interpretation and application of the Treaty, Protocols, Subsidiary Instruments and other legal issues emanating from implementation of programmes and projects;
- (d) facilitate approval/ adoption, signature of, ratification of, and accession to, SADC legal instruments;
- (e) develop guidelines for the Secretariat and Member States on legal instruments that will require signature or ratification to enter into force with a view to fast tracking entry into force; and
- (f) develop an Action Plan for the Committee of Ministers of Justice/ Attorneys General.

Table 22: Expected Results for Legal Services for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Legal Services				
Legal support services	Enhanced legal services to the SADC Institutions, Member States, Regional Stakeholders	N/A	Dispute settlement mechanism operationalised by 2025	Recommendations on the establishment of a SADC Dispute Settlement Mechanism submitted to Council for consideration, approval or recommendation to Summit for final approval
			N/A	Advisory Notices produced and issued to advise Member States to sign, ratify and accede to relevant SADC Protocols
				Progress report on SADC Legal Instruments that have long been adopted, and not signed or ratified produced and submitted to Council for consideration
				Guidelines on legal instruments that will require signature or ratification to enter into force developed and submitted to Ministers of Justice/Attorneys General for legal clearance and recommendation to Council
Regional legal instruments developed in line with the recommendations from other Sectoral Ministerial Committees and submitted to Council and Summit for adoption and signature.				

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
			N/A	<p>Q1 Legal advice/opinions provided to SADC Institutions and Member States</p> <p>Q2 Legal advice/opinions provided to SADC Institutions and Member States.</p> <p>Q3 Legal advice/opinions provided to SADC Institutions and Member States</p> <p>Q4 Legal advice/opinions provided to SADC Institutions and Member States</p>
			N/A	<p>Q1 Briefs produced and consultations conducted in preparation for SADC representation in litigation/arbitration towards safeguarding of SADC reputation and resources.</p> <p>Q2 Briefs produced and consultations conducted in preparation for SADC representation in litigation/arbitration towards safeguarding of SADC reputation and resources.</p> <p>Q3 Briefs produced and consultations conducted in preparation for SADC representation in litigation/arbitration towards safeguarding of SADC reputation and resources.</p> <p>"Q4 Briefs produced and consultations conducted in preparation for SADC representation in litigation/arbitration towards safeguarding of SADC reputation and resources.</p>

12.7 Resource Allocation:

12.7.1 The proposed resource allocation for the Unit.

Table 23: Resource Allocation for Legal Services for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Legal Services			
Legal support services	150,758	0	150,758
Legal Human Resource management	647,156	0	647,156
Legal Services	797,914	0	797,914
GRAND TOTAL	797,914	0	797,914

13 SADC ADMINISTRATIVE TRIBUNAL

13.1 Mandate

13.1.1 The mandate of the SADC Administrative Tribunal (SADCAT) is to hear and determine disputes and grievances between SADC, SADC institutions and its staff.

13.2 Strategic Objective

13.2.1 The Strategic Objectives of SADCAT are:

- (i) Provision of an independent and impartial mechanism to hear and determine disputes in a timely manner and give reasons for its decisions in adherence to international norms and principles.
- (ii) Development of an internationally recognised jurisprudence of its own based on international norms and principles in the interpretation of SADC HR rules, regulations and policies.

13.3 Outcomes

13.3.1 The Outcome for SADCAT is determination of labour disputes between SADC and its employees.

13.4 Prioritised Projects

13.4.1 SADCAT does not manage any specific prioritised project of the RISDP 2020-2030.

13.5 Key Result Areas

13.5.1 The Key Result Area of SADCAT is the determination of labour disputes between SADC and its employees.

13.6 Main Focus for 2025/26

13.6.1 In line with the priorities and results in the Revised RISDP 2020-2030, Council and Ministerial Committee decisions, and lessons learnt from previous implementation, the major areas of focus in 2025/26 will include:

- (i) Providing justice in the resolution of labour disputes between SADC and its employees and those of other SADC institutions;
- (ii) Convening of SADCAT Plenary meetings; and
- (iii) Convening both ordinary and extra-ordinary sessions of SADCAT to handle and resolve labour disputes and grievances.
- (iv) Promoting SADCAT visibility through various initiatives including day conferences in Member States, SADC Portal and website.

Table 24: Expected Results for SADCAT for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
SADC Administrative Tribunal				
Determination of labour disputes between SADC and its employees	Enhanced access to justice in the resolution of labour disputes between SADC and its employees and those of other SADC institutions	N/A	N/A	Standards and practices of SADC Administrative Tribunal strengthened, and its services promoted through website and internal communication channels.
				Judges and Secretariat Staff skills and knowledge increased on judicial knowledge in international administrative law and principles.
				Mandatory SADCAT Plenary meetings convened
				Extra-ordinary sessions of SADCAT convened to address and resolve labour disputes and grievances
				Labour disputes and grievances considered and resolved by ordinary sessions of SADCAT
				Comprehensive insurance cover to safeguard the well-being and safety of SADCAT Judges implemented and maintained

13.7 Resource Allocation:

13.7.1 The proposed resource allocation for the Directorate.

Table 25: Resource Allocation for SADCAT for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
SADC Administrative Tribunal			
SADCAT Human Resource management	180,611	0	180,611
Determination of labour disputes between SADC and its employees	95,550	0	95,550
SADC Administrative Tribunal	276,161	0	276,161
GRAND TOTAL	276,161	0	276,161

14 COMMUNICATION AND PUBLIC RELATIONS

14.1 Mandate

14.1.1 The mandate of the Communications and Public Relations Unit is to provide Strategic Corporate Communication and awareness of SADC programmes and Public Relations services. The Unit leads and coordinates the implementation of SADC corporate communications, including media relations, public affairs, protocol services, corporate branding, and promotion of SADC and its programmes. The Unit also drives the implementation of Communication, Visibility and Awareness interventions as outlined in the SADC Regional Indicative Strategic Development Plan (RISDP) 2020 – 2030.

14.2 Strategic Objective

14.2.1 The Strategic Objective of the Communications and Public Relations Unit is to enhance visibility and awareness of SADC, its activities and impact, in all Member States and globally.

14.3 Outcomes

14.3.1 The Outcome of Communication and Public Relations is strengthened SADC strategic communication capacity to undertake effective communication and promotion of SADC activities and impact

14.4 Prioritised Projects

14.4.1 The Prioritised Projects implemented to achieve the outcomes of the RISDP 2020-2030 by the Communication and Public Relations Unit are as follows:

- (i) **Capacity strengthening for effective communication of SADC:** This project will enhance the capacity of National Structures, including SADC National Committees, SADC Diplomatic Missions, Information Officers, National Media Coordinators, Managers and Editors of media institutions in the SADC Member States to enable these structures to fully understand SADC mandate, activities, programmes and impact. Communication materials about SADC will be provided to the structures. Through these initiatives, the national structures will have the requisite know expected to contribute to the effective communication and promotion of SADC.
- (ii) **SADC Integrated Communications Campaign:** The SADC Integrated Communications Campaign will primarily focus on promoting SADC activities, impact and value proposition, using IECs, multimedia channels, including TV, Radio, Print and online media. The campaign will bring together multidimensional and multi-sectoral impacts of SADC activities and programmes, implemented under different directorates and units of the SADC Secretariat.

14.5 Key Result Areas

14.5.1 The Key Result Area is Corporate Communications.

14.6 Main Focus for 2023/24

14.6.1 In line with the priorities and results in the RISDP 2020-2030, Council and Ministerial committee decisions, and lessons learnt from previous implementation, the major areas of focus in 2025/26 will include:

(i) Strengthening regional and National SADC strategic communication capacity to undertake effective communication and promotion of SADC.

This will include:

- (a) Sensitisation of SADC NCPs, Diplomatic missions, Regional Media, Private Sector, Development Partners and Parliamentarians to facilitate awareness of SADC.
- (b) Undertake strategic planning workshop for CPRU.

(ii) Integrated communication campaigns about SADC, its activities, impact and value proposition developed and implemented. This will include:

- (a) Manage, update and promote SADC website and social media online platforms (Facebook, Instagram, X (formerly Twitter), LinkedIn, YouTube).
- (b) Conduct media briefings and interviews on selected SADC thematic areas or current developments of regional nature.
- (c) Undertake brainstorming and consultations to facilitate development of an integrated communications and SADC awareness campaign programme.
- (d) Popularise and raise awareness of the SADC Communication, Visibility and Awareness Strategy.
- (e) Produce and disseminate Information, Education and Communication materials.
- (f) Conduct annual SADC Media Awards and SADC Secondary School Essay Competition.
- (g) Conduct awareness webinar to sensitise regional media on SADC activities.
- (h) Collect and make accessible to the public publications and electronic resources related to SADC.
- (i) Plan and support Summit, Council, Statutory meetings, Executive engagements, high level engagements and ceremonies and develop a programme on dissemination of information in the Executive Secretary's Annual Report.
- (j) Coordinate SADC Chairperson's visit to the Secretariat and provide coverage and protocol services

(iii) SADC Brand protection implemented. This will include the following activities:

- (a) Registration of SADC Trademarks in all the remaining countries where the registration of the SADC logo, acronym and name not been completed.
- (b) Promotion and protection of the SADC brand an identity.

- (c) Capacity of Member States and Secretariat built to effectively support communication and awareness of SADC.
- (d) An integrated communication and awareness Programme of SADC, activities, impact and value proposition developed.
- (e) SADC's visibility and awareness increased through effective communication and outreach during key events, including partnership collaborations, statutory meetings, and executive engagements.
- (f) SADC Brand and Trademark protected

Table 26: Expected Results for Communication and Public Relations for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Communication and Public Relations				
Corporate Communications	Strengthened SADC strategic communication capacity to undertake effective communication and promotion of SADC activities and impact	Capacity strengthening for effective communication of SADC	Regional and National SADC strategic communication capacity to undertake effective communication and promotion of SADC strengthened	Skills and knowledge of Member States and Secretariat to effectively support communication and awareness of SADC increased
		SADC Integrated Communications Campaign	Integrated communication campaigns about SADC, its activities, impact and value proposition developed and implemented	An integrated communication and awareness Programme of SADC, activities, impact and value proposition developed
				SADC's visibility and awareness increased through effective communication and outreach during key events, including partnership collaborations, statutory meetings, and executive engagements
SADC Brand protection implemented	SADC Brand and Trademark protected			

14.7 Resource Allocation:

14.7.1 The proposed resource allocation for the Unit.

Table 27: Resource Allocation for CPRU for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Communication and Public Relations			
Corporate Communications	174,084	0	174,084
PR Human Resource management	695,594	0	695,594
Communication and Public Relations	869,678	0	869,678
GRAND TOTAL	869,678	0	869,678

15 SADC-AFRICAN UNION PERMANENT REPRESENTATION OFFICE

15.1 Mandate

- 15.1.1 The mandate of the SADC Permanent Representation Office to the African Union is to assist the Secretariat and all Directorates/Units to strengthen the ties and create synergies on cooperation, collaboration and coordination between the SADC Secretariat and the African Union Commission, the Regional Economic Communities/Regional Mechanisms, Embassies of SADC Member States and International Cooperating Partners represented at the African Union Commission.
- 15.1.2 It also assumes a representational role whereby it represents the SADC Secretariat in several conferences/meetings/Workshops being hosted at AU level. This serves the purpose of creating awareness, at Continental level, about SADC's achievements and progress made on issues of integration and vice versa.

15.2 Strategic Objective

- 15.2.1 The SADC Permanent Representation Office to the African Union is guided by the following Strategic Objective: "Increased alignment SADC programmes with the continental and global integration and development agenda". In line with this Objective, the Outputs of this Office focus on enhancing a more coordinated approach with the African Union Commission in line with the SADC's Vision 2050, the SADC RISDP 2020-2030, the Agenda 2063 of the African Union and the Agenda 2030 of the UN SDGs.

15.3 Outcomes

- 15.3.1 The Outcomes of the SADC-African Union Permanent Representation Office are as follows:
- (i) Promote SADC Regional Integration programmes, strategies, policies and achievements at continental level through meetings with the different Commissions of the African Union Commission, during AU Mandatory Meetings such as the Ordinary and Extraordinary Summits, Mid-Year Coordination Meetings and with RECs/RMs Permanent Representatives to the AUC, African Member States Embassies, Foreign Embassies, Partners, Inter-Governmental Organisations and Think Tanks in Addis Ababa; and
 - (ii) The SADC-African Union Permanent Representation Office facilitates the implementation of agreed continental priorities at SADC Regional level through regularly transmitting information/inputs to the Secretariat for inclusion in briefs, talking points and Notes. This also involves participation in SADC major meetings such as the Council of Ministers, SADC Summits and Troika Meetings/MCOs and it also follows up on Decisions of the Council of Ministers/MCO which are relevant to the Office in coordination between the Secretariat and the African Union Commission and partners.

15.4 Prioritised Projects

- 15.4.1 The SADC Permanent Representation Office to the African Union does not implement or manage any specific project of the RISDP 2020-2030 but provides support to the Directorates and Units in the implementation of their respective projects.

15.5 Key Result Areas

15.5.1 The SADC Permanent Representation Office to the African Union's Key Result Area is ***Effective implementation and review of SADC/AU programmes.***

15.6 Main Focus for 2025/26

15.6.1 In line with the Vision 2050, RISDP 2020-2030, Agenda 2063 of the AU, SADC & AU Summits, Council and MCO's decisions and lessons learned from the previous implementation of the AOP 2023-24, the SADC Permanent Representation Office to the African Union will focus more on the following:

- (i) Consolidate and improve the working relations between the SADC Secretariat (Directorates/Units) with the Office through a Consultation and feedback mechanism which will be developed to facilitate timely exchange of information and consideration of strategic regional & continental issues and effective response;
- (ii) Ascertain that the Peace & Security Architecture of SADC becomes aligned to the continental African Peace and Security Architecture and this will be achieved through constant liaison between the African Union Commission/partners and the SADC Secretariat on Peace, Security and Governance related issues;
- (iii) It will carry on with the implementation of the office's mandate of working towards SADC Priorities aligned to the Continental Integration Programmes by documenting main issues affecting SADC from African Union meetings (Summits, Extraordinary Summits, Mid-Year Coordination Summits and meetings) and contributing to documents submitted by Directorates/Units to SADC Council of Ministers. Ministerial Committee of the Organ and Summits; and
- (iv) Carry on working in collaboration with the Permanent Representatives/Liaison Officers of the other Regional Economic Communities (RECs)/Regional Mechanisms (RM) present at the African Union Commission;

Table 28: Expected Results for SADC-African Union Permanent Representation Office for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
AUC Liaison Office				
Effective implementation and review of SADC/AU programmes	Increased alignment of SADC programmes with the continental and global integration and development agenda	N/A	N/A	Consultation and feedback mechanism established to facilitate timely exchange of information and consideration of strategic regional & continental issues and effective response
				Consultation and feedback mechanism implemented to facilitate timely consideration of

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
				strategic continental issues and effective response
				Peace & Security Architecture of SADC aligned to the continental African Peace and Security Architecture
				SADC Priorities aligned to the Continental Integration Programmes as sanctioned by the AU Mid-Year Coordination Summit and the SADC Major Meetings
				Collaboration between SADC and other Regional Economic Communities (RECs)/Regional Mechanisms (RM) strengthened
				AUPR administrative and financial operations managed
				SADC Priorities aligned to the Continental Integration Programmes as sanctioned by the AU Summit & Extraordinary Summits and SADC Major Meetings

15.7 Resource Allocation:

15.7.1 The proposed resource allocation for the Directorate.

Table 29: Resource Allocation for AUC-PR for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
AUC Liaison Office			
Effective implementation and review of SADC/AU programmes	24,799	0	24,799
AU Human Resource management	181,525	0	181,525
AUC Liaison Office	206,324	0	206,324
GRAND TOTAL	206,324	0	206,324

16 HUMAN RESOURCES AND ADMINISTRATION

16.1 Mandate

16.1.1 The Directorate of Human Resources and Administration provides efficient and effective services in the areas of Human Resources, Administration, Records Management and Conference Services that support the SADC Secretariat's fulfilment of its key mandate towards regional integration and socio-economic development.

16.2 Strategic Objective

16.2.1 The Strategic Objective of the Directorate of Human Resources and Administration is to support the SADC Secretariat in the attraction and retention of skilled workforce, efficient administration, records and conference management services towards the SADC regional integration and socio-economic development agenda.

16.3 Outcomes

16.3.1 The Outcomes of the Directorate are to:

- (i) Improve conference facilities and services for SADC policy and other meetings;
- (ii) Enhance Service Delivery on Human Resources Management to support effective Regional Integration
- (iii) Improve administrative support to SADC Secretariat; and
- (iv) Improve SADC Records Management Services.

16.4 Prioritised Projects

16.4.1 The Human Resources and Administration Directorate does not implement or manage any specific project of the RISDP 2020-2030.

16.5 Key Result Areas

16.5.1 The Key Result Areas are:

- (i) Provision of effective and efficient support to policy and other meetings;
- (ii) Development and Management of Human Resources;
- (iii) Efficient and effective administrative support to the SADC Secretariat;
- (iv) Effective and efficient management of SADC Secretariat records throughout their lifecycle; and
- (v) Asset acquisition and replacement for Head Office

16.6 Main Focus for 2025/26

16.6.1 In line with the priorities and results in the RISPD 2020-2030, Council and Ministerial Committee decisions, and lessons learned from previous implementation, the major areas of focus in 2025/2026 include the following:

- (i) strengthening of the Secretariat's human capacity to deliver on the priorities of the Revised RISDP;
- (ii) strengthening provision of administrative support services;
- (iii) supporting Policy Organs to efficiently and effectively carry out their mandate;
- (iv) improving management of Secretariat records; and
- (v) improving the service delivery to policy and other meetings.

Table 30: Expected Results for Human Resources & Administration for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Human Resources and Administration				
Provision of effective and efficient support to policy and other meetings.	Improved conference facilities and services for SADC policy and other meetings	N/A	N/A	Conference facilities and services for SADC statutory, policy and other meetings provided
Development and Management of Human Resources	Enhanced Development and Management of Human Resources	N/A	N/A	SADC Secretariat organisational structure aligned to RISDP
				Employee engagement, retention, and alignment with organisational values improved
				SADC Secretariat Staff skills and knowledge on identified training needs increased in line with the Annual Learning and Development Plan
				SADC Secretariat High Performers recognised & rewarded
				Secretariat staff recruited in line with the 5 year Workforce plan
				Secretariat recruitment processes automated to reduce recruitment turnaround time
				HRAC meetings conducted
				VIP System operationalised
				SADC Secretariat Group Life Assurance implemented/processed
				SADC Secretariat Staff records scanned
				Payroll system in Satellite Offices operationalised
				SADC Staff Wellness Programme Implemented
OSHE Programs for a Safe and Healthy Work Environment Implemented				
Efficient and effective administrative support to the SADC Secretariat	Improved administrative support to SADC Secretariat	N/A	N/A	Assets secured and insured
				Office and residential accommodation provided and maintained
				General administrative support services provided.

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Effective and efficient management of SADC Secretariat records throughout their lifecycle	Improved SADC Records Management Services	N/A	N/A	SADC Electronic Records Management System fully operationalised and integrated across HQ & Satellite Offices
				SADC Secretariat records effectively and efficiently managed.
Asset Acquisition and Replacement for Head Office	Improved provision of fixed assets to SADC Secretariat	N/A	N/A	Assets acquired, replaced and maintained
ES Engagement with SADC Member States, Bilateral and Multilateral Partners, as well as other Stakeholders	Enhanced consultations with Member States and strengthened bilateral and multilateral partnerships	N/A	N/A	SADC priorities, positions and status of regional integration presented for dialogue with Member States, Cooperating Partners, and other Organisations to enhance integration.
DES-RI Engagements with SADC Member States and Stakeholders	Improved coordination and effective delivery of RISDP	N/A	N/A	Regional integration priorities reviewed, and strategies promoted to enhance resource mobilisation and impact.
DES-CA Leadership and Oversight for Corporate Services	Corporate Governance	N/A	N/A	Improved Corporate Governance

16.7 Resource Allocation

16.7.1 The proposed resource allocation for the Directorate.

Table 31: Resource Allocation for HRA for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Human Resources and Administration			
Provision of effective and efficient support to policy and other meetings.	1,301,674	0	1,301,674
Development and Management of Human Resources	669,901	0	669,901
Efficient and effective administrative support to the SADC Secretariat	3,081,746	0	3,081,746
ES Engagement with SADC Member States, Bilateral and Multilateral Partners, as well as other Stakeholders	167,229	0	167,229
Asset Acquisition and Replacement for Head Office	1,037,100	0	1,037,100
Effective and efficient management of SADC Secretariat records throughout their lifecycle	145,500	0	145,500
DES-RI Engagements with SADC Member States and Stakeholders	161,231	0	161,231
DES-CA Leadership and Oversight for Corporate Services	128,000	0	128,000
HR Human Resource Management	4,075,969	0	4,075,969
Human Resources and Administration	10,768,350	0	10,768,350
GRAND TOTAL	10,768,350	0	10,768,350

17 FINANCE

17.1 Mandate

17.1.1 The overall mandate of the Finance Directorate is to deliver an effective and efficient financial management and advisory service within the SADC secretariat, that ensures the achievement of the SADC Secretariat's financial objectives. The Finance Directorate supports the SADC secretariat to fulfil its fiduciary responsibility to ensure that Member States' funds and ICP grants are utilized and reported in line with the applicable Financial Regulations.

17.2 Strategic Objective

17.2.1 The Finance Directorate's Strategic Objective is to facilitate the efficient and effective utilisation of and reporting on the utilisation of SADC resources.

17.3 Outcomes

17.3.1 The outcomes of the Finance Directorate are:

- (i) Unqualified 2023/24 audited financial statements.
- (ii) Comprehensive and quality monthly management reports.
- (iii) Approved Five-Year (2025/26-2029/30) Medium Term Revenue and Expenditure Framework (MTREF).
- (iv) Realistic 2025/26 Annual Estimates of Revenue and Expenditure.

17.4 Prioritised Projects

17.4.1 The Finance Directorate does not implement or manage any specific prioritised project of the RISDP.

17.5 Key Result Areas

17.5.1 The Finance Directorate has one KRA which is "*Ensuring that resources are administered in accordance with SADC Secretariat Financial Regulations*".

17.6 Main Focus for 2025/26

17.6.1 The focus of the Finance Directorate for the FY2025/2026 is on the following areas:

- (i) Enhance sound internal controls comprising financial systems, processes, appropriately skilled human capacity;
- (ii) safeguard, control and report on the utilization of the SADC Secretariat's financial resources in line with the applicable financial policies, rules and regulations; and
- (iii) facilitate and support the Governance Oversight Technical Committees and external audit.

Table 32: Expected Results for Finance for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Finance				
Resources administered in accordance with SADC Secretariat financial regulations	Improved administration of resources in accordance with the SADC Secretariat Financial Regulations	N/A	N/A	2024/25 IPSAS-compliant Annual Financial Statements, accompanied by Audit opinion produced and Finance committee for approval
				2025/26 Audit Plan to be produced and approved by the SADC Board of Auditors
				2025/26 Monthly Management Accounts, Financial Reports for ICPs produced and submitted to management for approval
				Five-Year 2026/27 - 2030/31 Medium-Term Revenue and Expenditure Framework produced and submitted to finance committee for approval
				2026/27 Annual Estimates of Revenue and Expenditure produced and submitted to finance committee for approval

17.7 Resource Allocation:

17.7.1 The proposed resource allocation for the Directorate.

Table 33: Resource Allocation for Finance for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Finance			
Resources administered in accordance with SADC Secretariat financial regulations	650,765	0	650,765
Finance Human Resource management	2,517,090	0	2,517,090
Finance	3,167,855	0	3,167,855
GRAND TOTAL	3,167,855	0	3,167,855

18 INFORMATION AND COMMUNICATION TECHNOLOGIES

18.1 Mandate

18.1.1 The Southern African Development Community (SADC) Secretariat's Information and Communication Technologies (ICT) Unit is responsible for the effective and efficient use of ICT within the SADC Secretariat and to assist Directorates and Units in harnessing ICT within SADC programs.

18.2 Strategic Objective

18.2.1 The Strategic Objectives of the Information and Communication Technologies (ICT) Unit are to:

- (i) Improve value derived from ICT investment through a comprehensive ICT Governance Framework,
- (ii) Enhance behavioural change to embrace digital transformation,
- (iii) Enhancing organizational efficiency and effectiveness through review organisational operating model,
- (iv) Promote and improve evidence-based decision making and interventions and
- (v) Improve organizational efficiency through implementation of modernized technology.

18.3 Outcomes

18.3.1 The Outcomes for the Information and Communication Technologies (ICT) Unit are:

- (i) Improved organisational efficiency through the use of modern technology
- (ii) Strengthened IT governance and management for efficient internal operations including effective service delivery

18.4 Prioritised Projects

18.4.1 The ICT Unit does not implement or manage any specific prioritised project of the RISDP.

18.5 Key Result Areas

18.5.1 The Key Result Area of the Information and Communication Technologies (ICT) Unit is ICT Infrastructure and Applications Management.

18.6 Main Focus for 2025/26

18.6.1 In line with the priorities and results in the RISDP 2020-2030, Council and Ministerial Committee decisions, and lessons learned from previous implementation, the major areas of focus in 2025/26 are outlined below:

- (i) Implementing SADC Corporate Digital Transformation Strategy
- (ii) Implementing the Cyber Security Strategy
- (iii) Improving IT Governance processes

- (iv) Harmonisation and Automation of business processes
- (v) Formulating a comprehensive data strategy
- (vi) Ensuring compliance with regulatory standards
- (vii) Ensuring robust business continuity
- (viii) Capacity building for SADC and ICT Staff members on using and managing Information Technologies.

Table 34: Expected Results for Information and Communication Technologies for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Information and Communication Technologies				
ICT Infrastructure and Applications Management	Effective provision and management of information and technology to ensure ICT capabilities are controlled and maintained in line with corporate objectives and emerging trends.	N/A	N/A	Network and internet connectivity provided and supported to enhance seamless operation of digital tools and a diverse suite of applications to the SADC Secretariat for period April to June 2025
				Modern ICT infrastructure that enables seamless and secure access to information resources deployed, supported and maintained for period April to June 2025
				Modern ICT infrastructure that enables seamless and secure access to information resources deployed, supported and maintained for period July to September 2025
				Modern ICT infrastructure that enables seamless and secure access to information resources deployed, supported and maintained for period October to December 2025
				Modern ICT infrastructure that enables seamless and secure access to information resources deployed, supported and maintained for period January to March 2026
				Network and internet connectivity provided and supported to enhance seamless operation of digital tools and a diverse suite of applications to the SADC Secretariat for period July to September 2025
				Network and internet connectivity provided and supported to enhance seamless operation of digital tools and a diverse suite of applications
				Network and internet connectivity provided and supported to enhance seamless operation of digital tools and a diverse suite of applications

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
				to the SADC Secretariat for period October to December 2025
				Network and internet connectivity provided and supported to enhance seamless operation of digital tools and a diverse suite of applications to the SADC Secretariat for period January to March 2026
	Strengthened IT governance and management for efficient internal operations including effective service delivery	N/A	N/A	Enterprise Architecture Developed and submitted to ITSC for approval
				Implementation plan for the Digital Transformation (DX) Strategy operationalisation (2023-2028) completed

18.7 Resource Allocation:

18.7.1 The proposed resource allocation for the Unit.

Table 35: Resource Allocation for ICT for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Information and Communication Technologies			
ICT Infrastructure and Applications Management	1,113,965	0	1,113,965
ICT Human Resource management	943,100	0	943,100
Information and Communication Technologies	2,057,065	0	2,057,065
GRAND TOTAL	2,057,065	0	2,057,065

19 PROCUREMENT

19.1 Mandate

- 19.1.1 The mandate of the Procurement Unit is to coordinate and implement the procurement processes of the SADC Secretariat.
- 19.1.2 As outlined in the SADC Procurement and Grant Guidelines “The Procurement and Grant Function has the overall responsibility of coordination and implementation of the procurement and call for proposal processes of the SADC Secretariat. With the exceptions indicated in the procurement rules and procedures, as well as the SADC Financial Regulations, the Unit has the responsibility to procure services, goods and works as well as to launch a call for proposals on behalf of the Institution”.

19.2 Strategic Objective

- 19.2.1 The Strategic Objective of the Unit is to ensure that all procurements for the Secretariat are implemented efficiently and effectively in adherence with the SADC Procurement and Grants Policy and SADC Procurement and Grants Guidelines. The Unit is to ensure timely and efficient acquisition of goods, services and works in line with Article 2 of the Policy on Procurement and Grants, which aims to achieve:
- (i) Economy and effectiveness;
 - (ii) Best value for money;
 - (iii) Fairness, integrity and transparency through competition; and
 - (iv) Accountability and ethical standards among stakeholders

19.3 Outcomes

- 19.3.1 The Outcome of the Procurement Unit is improved efficiency and effectiveness on the acquisition of all planned goods, services and works in adherence with SADC Procurement and Grants Guidelines.

19.4 Prioritised Projects

- 19.4.1 The Procurement Unit does not manage any specific prioritised project of the RISDP 2020-2030.

19.5 Key Result Areas

- 19.5.1 The Procurement Unit implements its mandate under “Procurement’ as the only Key Result Area

19.6 Main Focus for 2025/26

19.6.1 In the 2025/26 Financial Year, the Unit will continue to focus on the following four issues:

- (i) Timely and accurate monitoring of the Annual Procurement Plan
- (ii) Increase in Stakeholder awareness, skills, and knowledge in procurement practices.
- (iii) Comprehensive evaluation of tenders completed with actionable recommendations submitted to Secretariat Management for approval.
- (iv) Developing a comprehensive procurement strategy and annual action plan

Table 36: Expected Results for Procurement for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Procurement Unit				
Procurement	Improved procurement efficiency and effectiveness	N/A	N/A	Stakeholder awareness, skills, and knowledge in procurement practices increased
				Comprehensive evaluation of tenders completed with actionable recommendations submitted to Secretariat Management for approval
				Comprehensive procurement strategy and annual action plan developed
				Detailed Supplier database of key categories for two Member States taking over chairmanship of SADC and MCO

19.7 Resource Allocation:

19.7.1 The proposed resource allocation for the Directorate.

Table 37: Resource Allocation for Procurement for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Procurement Unit			
Procurement	39,686	0	39,686
PU Human Resource Management	627,531	0	627,531
Procurement Unit	667,217	0	667,217
GRAND TOTAL	667,217	0	667,217

20 PROCUREMENT EX-ANTE

20.1 Mandate

20.1.1 The Mandate of Procurement Ex-Ante Unit is to provide an oversight and quality assurance role in procurement activities through compliance review and quality control.

20.2 Strategic Objective

20.2.1 The Strategic Objective of the Procurement Ex-Ante Unit is:

- (i) Effective and efficient management of procurement activities by minimizing risks and providing quality assurance through reviews, guaranteeing consistency and compliance, as well as ensuring value for money.

20.3 Outcomes

20.3.1 The Outcome of the Procurement Ex-Ante Unit is:

- (i) Enhanced effectiveness and efficiency in the management of procurement activities through effective risk management, cost savings, increased transparency and improved procurement performance.

20.4 Prioritised Projects

20.4.1 The Procurement Ex-Ante Unit does not manage specific projects identified for implementation of the RISDP 2020-2030.

20.5 Key Result Areas

20.5.1 The Key Result Areas of the Procurement Ex-Ante Unit are ensuring compliance and governance, cost management, supplier performance, risk management and ensuring process efficiency in procurement activities. Areas of intervention that the Unit focuses on include the following:

- (i) Supported Procurement Unit with the revision of the SADC Procurement and Grants Policy, SADC Procurement Guidelines and SADC Grants Guidelines;
- (ii) Collaborated with Procurement Unit to develop a comprehensive procurement plan;
- (iii) Partnered with the Procurement Unit to establish and update the prequalified supplier database;
- (iv) Independently reviewed all procurement documents, Tender committee records and contracts in line with SADC Procurement and Grants Policy Guidelines; and

- (v) Knowledge and skills of Ex-Ante staff increased in the provision of Quality assurance review and compliance to SADC Procurement Policy.

20.6 Main Focus for 2025/26

20.6.1 The focus of the Procurement Ex-Ante Unit for the FY2025/2026 includes the following areas:

- (i) Enhance risk management in procurement activities by identifying and mitigating procurement risks proactively;
- (ii) Reinforce compliance with revised Policy and Guidelines and enhance governance to ensure transparency and accountability, and make recommendations on identified gaps;
- (iii) Invest in training and development programs to build skills and expertise with Procurement and Procurement Ex-Ante Units by providing continuous knowledge-sharing among the Procurement Ex-Ante/Procurement staff, Centres Staff and SADC staff based on revised Guidelines and Policy, and ensure compliance to revised SADC Procurement Guidelines, SADC Grants Guidelines, and SADC Procurement and Grant Policy and its relevant annexes/templates; and
- (iv) Promote cost optimization by focusing on strategies to identify and realize cost-saving opportunities while ensuring value for money.

Table 38: Expected Results for Procurement Ex-Ante for 2025/26

2025/26 Annual Operational Period				
KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Procurement Ex-Ante Unit				
Improved Quality assurance through compliance review and Quality control of procurement-related activities	Effective and Efficient Management of Procurement by providing Quality Assurance through reviews guaranteeing consistency and compliance as well as ensuring value for money	N/A	N/A	Procurement bidding documents, Tender Committee records, contracts reviewed and all Annexes to the Procurement and Grants Guidelines revised
				Roles and Responsibilities of Governance Structures reviewed and established
				Procurement and Software tools leveraged to improve on utilisation of technology in the Secretariat
				Regular audits and compliance checks enhanced
				Skills and knowledge of procurement and Ex-Ante staff and tender evaluation committees on governance, compliance and best practices increased

20.7 Resource Allocation:

20.7.1 The proposed resource allocation for the Directorate.

Table 39: Resource Allocation for Procurement Ex-Ante for 2025/26

2025/26 Annual Operational Period			
KEY RESULT AREA	MS	ICP	TOTAL
Procurement Ex-Ante Unit			
Improved Quality assurance through compliance review and Quality control of procurement-related activities	20,401	0	20,401
EX-ANTE Human Resource management	376,583	0	376,583
Procurement Ex-Ante Unit	396,984	0	396,984
GRAND TOTAL	396,984	0	396,984

21 ANNEX 1: 2025/26 ANNUAL OPERATIONAL PLANS AND BUDGETS