

ANNEXES

TABLE 4.3.1 COMBATING OF THE HIV/AIDS PANDEMIC

PRIORITY INTERVENTION AREA: Combating of the HIV/AIDS Pandemic					
OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Reduce and prevent the incidence of HIV/AIDS infection among the most vulnerable groups in SADC.	<p>Developing and implementing improved clinical management standards and strategies</p> <p>Improving HIV/AIDS disease surveillance systems and disseminating epidemiological information to other areas of cooperation</p> <p>Providing health-related technical assistance to other sectors.</p>			<p>Spread of HIV/AIDS</p> <p>Prevalence of HIV among young users and women</p>	Member States
Mitigate the social-economic impact of HIV/AIDS				Socio-economic impact of HIV/AIDS	Member States
Review, develop and harmonise policies and legislation for preventing and controlling HIV/AIDS transmission				<p>Policies</p> <p>Legislation</p>	Member States

<p>Mobilise and coordinate resources for the HIV/AIDS multisectoral response in SADC</p>	<p>Catalyzing and creating opportunities for the other areas of cooperation to become creative and innovative.</p> <p>Promoting reallocation of responsibilities for managing the HIV/AIDS response among the SADC areas of cooperation</p>				<p>SADC Secretariat</p>
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TABLE 4.4.1 GENDER AND DEVELOPMENT

4.2.5 PRIORITY INTERVENTION AREA: GENDER AND DEVELOPMENT					
GOAL: To facilitate the achievement of substantive equality between women and men in the SADC region, through mainstreaming gender into all national and regional policies, programmes and activities, and the adoption of positive measures to accelerate progress in this regard.					
OBJECTIVES	STRATEGIES	ACTIVITIES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Accelerate the development and strengthening of an explicit policy and institutional framework for gender equality at national and regional levels;	National gender policy and institutional development;	Develop and strengthen national gender policies and coordination machineries;	3 rd quarter 2003	Gender policies & functioning gender coordination structures in place in all member states	Member States
	Gender policy harmonization	Harmonise national gender policies and develop a regional gender policy;	End 2003	National gender policies harmonized and regional gender policy in place	Secretariat
Cultivate and promote a culture of gender equality in SADC, and respect for the Human Rights of Women	Adherence to international and regional instruments on gender equality;	Ratify and domesticate international and regional instruments on gender equality;	End 2004	International and regional gender equality instruments ratified and reflected in national laws;	Member States
	Constitutional and Legislative reform;	Audit and repeal gender discriminatory laws and outlaw violence against women;	End 2005	Constitutional provisions in place, gender discriminatory laws repealed & empowering laws enacted;	Member States
	Establishment of institutions and enforcement mechanisms	Amend laws and constitutions to provide for gender equality, Establish institutions to provide legal and other services	Ongoing	Institutions & mechanisms in place to enforce laws and deliver services	Member States and NGOs

Ensure mainstreaming of gender into all sectoral policies, programmes and activities at national and regional level	Gender sensitive and responsive planning, policy development and implementation;	Develop and harmonize sector – specific gender mainstreaming tools;	Immediate and ongoing	Sector-specific gender mainstreaming tools developed and in routine use;	Member States, NGOs and Secretariat
	Gender capacity building and training	Develop and conduct training programmes in gender analysis and mainstreaming.	Immediate and ongoing	Gender capacity building and training programmes in place and being routinely conducted	Member States, NGOs and Secretariat
	Gender disaggregated data	Collect gender disaggregated statistics and other data	Immediate and ongoing	Data in major sectors disaggregated according to sex available	Member States Secretariat
Promote the achievement of gender equality in access to, and control of resources in the SADC region	Women’s economic empowerment;	Develop programs and projects on the economic empowerment of women;	Immediate and ongoing	Programmes and projects on women’s economic empowerment developed and being implemented;	Member States, Private sector, NGOs
	Gender-responsive budgeting;	Adopt gender-responsive budgeting initiatives, and build capacity on gender responsive budgeting;	Immediate and ongoing	Gender budgeting initiatives established	Member States, NGOs and Research institutions
	Legislative and policy reform	Enact laws and policies removing restrictions on women’s access to resources	End 2005	Laws restricting access to resources by women repealed; enabling laws enacted;	Member States
Accelerate the achievement of equality between women and men in political and decision making positions	Adoption of deliberate, positive measures;	Amend constitutions and legislation to provide for affirmative action measures;	End 2004 Minimum 30% women in political and decision making positions by 2005 Immediate and ongoing	Affirmative action legislation and constitutional provisions in place;	Member states

Exchange of best practices	Document and disseminate best practices		Availability and dissemination of documented best practices	Secretariat
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TABLE 4.5.1 TRADE AND ECONOMIC LIBERALIZATION AND DEVELOPMENT

PRIORITY INTERVENTION AREA: Trade and Economic Liberalization and Development					
GOAL: The overall goal of this intervention is to facilitate trade and financial liberalization, competitive and diversified industrial development and increased investment for deeper regional integration and poverty eradication through the establishment of a SADC Common Market.					
OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Completion of Free Trade Area by 2008	Fast track the implementation of the Protocol on Trade	Implement all provisions of the Protocol on Trade by 2008	2003-2008	All intra-SADC trade tariffs at zero; NTB and TBT	Member States & Secretariat
Establishment of a SADC Customs Union by 2010	Provide for the establishment of a customs union and a common market in Trade Protocol by 2004	Negotiate a Common External Tariff; establish institutional framework for implementing the Customs Union	2004-2008	Common external tariff in place; Legal instrument providing for a Customs Union and a Common Market	Member states & Secretariat
		Implement the common external tariff	2010	Common external tariff implemented	
Establishment of SADC a common market by 2015	Consolidate the establishment of a SADC internal market;	Negotiate instruments on free movement of all factors of production	2010 – 2015	Legal instrument on free movement of all factors of production	Member States & Secretariat
Integration of SADC into global economy by 2020	Engage in the multilateral trade negotiations through WTO; Negotiate trade and development agreements with other region economic blocs	Pursue a SADC strategy on WTO negotiations; develop a SADC strategy on trade and development with other regional economic blocs		Increased SADC share of trade and investment in total global trade and investment; increased SADC trade and investment with other regional economic blocs	Member States & Secretariat

Enhancement of SADC economic competitiveness by 2015	Develop a regional industrial development policy and strategy framework; develop SADC economic competitiveness strategy	Analysis of SADC competitiveness platform; periodic benchmark of SADC competitiveness strengths and weaknesses	2004 - 2015	SADC industrial development framework; SADC competitiveness strategy; SADC competitiveness report.	Member States & Secretariat
Diversification of production structure and exports by 2015	Promote value addition especially in agriculture and mining; encourage creation of new industries including services; encourage manufactured exports and services	Establishment of agro-processing and mineral beneficiation industries (links to FANR);	2004 -2015	Value addition strategy;	Member States & Secretariat
Enhance employment creation capacity of the regional economies	Development of small and medium enterprises (SMEs); regularize the operations of the informal sector and promote entrepreneurship and self-employment;	Identify and amend the laws and regulations as appropriate to facilitate participation of SMEs in industrial production; develop a regional strategy on entrepreneurship promotion;	2004-2008 2003-2005	Amended laws and regulations to facilitate SMEs development	Member States & Secretariat
Achieve macro-economic convergence; harmonisation of macro-economic policies	Development of a protocol on finance and investment (2004);	Implement MOU on macroeconomic convergence, MOU on taxation and related matters; conclude other MOUs on finance and investment;	2003	Protocol on finance and investment; harmonization measures;	Member States & Secretariat
Mobilize resources for RISDP	SADC Regional Development Fund; Self-financing mechanism	Completion of feasibility study on Fund. Establishment of the Development Fund	2003 2005	Feasibility study report The Fund established	Member States & Secretariat

TABLE 4.6.1 INFRASTRUCTURE AND SERVICES

a) ENERGY

PRIORITY INTERVENTION AREA: Infrastructure Support for Regional Integration and Poverty Eradication					
GOAL: To ensure the availability of a sufficient, integrated, efficient and cost effective infrastructure system that will support and sustain regional economic development, trade and investment for poverty alleviation.					
OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To improve security and reliability of supply and provision of least cost energy services;	Establishment of a competitive and efficient regional integrated energy market	Harmonization of energy policies, regulations and legislation (petroleum, gas and electricity).	2003-2006	Harmonized regional energy policies, regulations and legislation.	Member States & Secretariat.
		Extension of power grid interconnectivity.	2003-2012	Single regional energy market.	Member States, Secretariat & SAPP.
		Joint procurement, exploration, and development of petroleum products and services.	2003-2005	Regional Petroleum and gas association established.	Secretariat & private sector.
To ensure access to affordable energy services for rural communities	Rural electrification.	Development and implementation of rural electrification programmes.	2003-2018	70% of rural communities have access to electricity.	Member States & Secretariat.
	Development of renewable and low cost energy sources including solar biomass, and wind-generated energy.	Research and technology development on renewable energy sources; and piloting of existing technologies.	2003-2018	60% of rural communities have access to NRSE.	Member States, Secretariat, Energy Research Institutions

(b) - TOURISM

PRIORITY INTERVENTION AREA: Infrastructure Support for Regional Integration and Poverty Eradication					
GOAL: The goal to use tourism as a vehicle for achieving sustainable socio-economic development, poverty alleviation and as a key incentive for the conservation and utilization of the region's natural resources.					
OBJECTIVES	STRATEGY	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To develop and market the region as a single but multifaceted tourism destination	Strengthening the Regional Tourism Organization of Southern Africa (RETOSA)	Marketing the region as a single but collective destination	2003-2005	Availability of marketing collaterals. Increase in Tourist arrivals; and Increase in SADC World market Share	RETOSA, and SADC Tourism Ministries, SADC Secretariat, private sector and IS Directorate
		promoting investment in resources that transcend territorial boundaries where necessary through PPPs	2003-2008	Increased Domestic and DFIs levels (15% of GDP)	RETOSA, SADC Secretariat, private sector and SADC member states
	Easing or removing travel and visa restrictions	Establish UNIVISA system	By 2008	SADC UNIVISA system	SADC member states, IS Directorate and Monitoring and Implementation Committee (MIC)
To improve the quality, competitiveness and standards of service and infrastructure of the tourism industry in the region	Capacity building and training	Needs assessment of the tourism sector	2004	SADC Tourism Training needs report	SADC Secretariat /IS directorate and SADC Tourism Training Committee
		Development of a Training Plan	2005	SADC Tourism Training plan in place	SADC Secretariat /IS directorate and SADC Tourism Training Committee

	enhance the overall quality of tourism products in the region	Promote the development of quality infrastructure and services.	On-going	Quality Infrastructure and services	SADC secretariat, IS Directorate, private sector and member states
		Harmonise standards	2008	Regional Harmonised standards	SADC Secretariat, IS directorates and SADC Member States
	creating a regional tourism research, statistics and information exchange network	Implement standard system of collection and analysis of tourism statistical data.	2005	Standard system of tourism statistical data collection and analysis	IS Directorate and Member states
		Undertake training course on SADC tourism statistics	2003	Training programme in place and Training Reports	IS Directorate, Training Committee and SADC member States
To ensure equity, balance and complementarity in the regional tourism industry	Harmonise and develop Policies, strategies and legislations				
		Review and develop a regional Tourism Strategic dev. Plan	2004	Regional Development Implementation plan	IS Directorate, RETOSA and member States
		Develop and harmonise Tourism legislation for SADC	2004	SADC Model Tourism Legislation	IS directorate and SADC member states
	Promotion and implementation of spatial development initiatives & developments initiatives	Undertake integrated tourism development projects, the coast to Coast initiatives	2005	Projects being implemented	IFS directorate, RETOSA and Member States

To increase the participation of SMEs, marginalized communities, youth and women in the tourism industry throughout the region.	Encourage increased private investments flows and NGO Funds into the marginalized communities	Creating enabling environment for private sector participation in marginalised areas	By 2005	Increased Public and Private sector Investment and NGO funds in marginalized areas	IS Directorate, private sector, NGOs, RETOSA and SADC Member States
	Gender mainstreaming	Study on gender issues in the tourism sector for SADC	2004	Study containing recommendations Complete	IS Directorate and Member States
		Develop a Gender mainstreaming Programme	2005	Programme In Place	IS Directorate and Member States

(c) TRANSPORT

PRIORITY INTERVENTION AREA :Infrastructure Support for Regional Integration and Poverty Eradication					
GOAL: To ensure the availability of a sufficient, integrated, efficient and cost effective infrastructure system that will support and sustain regional economic development, trade and investment for poverty alleviation					
OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To maintain transport infrastructure	Develop systems for sustainable funding of transport infrastructure	Develop harmonised user-pay systems for transport infrastructure	By 2003	Reduced levels of backlog maintenance	Member States, SADC, private sector
		Promote public-private partnerships	By 2004	Increased levels of ppp funded projects	Member States, private sector
		Develop administrative overload control measures	By 2004	Overload trucks reduced to 10%	Member States, regional operators association, road transport industry
	Promote effective road management systems	Develop computer-based inventory and management systems to assist with identification of backlog maintenance requirements and maintenance programmes	By 2004	Road management systems established in Member States, and reports to regional association of road agencies	Member States, SADC, ASANRA
To rehabilitate infrastructure	Promote investment in war damaged transport infrastructure in Angola and DR Congo	Complete identification of Regional Trunk Road network in DR Congo	By 2003	Network identified and condition survey reports	DR Congo, SADC
		Feasibility studies for sections of regional road and railway networks	By 2004	Feasibility study reports, business plans	Angola, DR Congo, SADC
To develop missing transport and communications links	Improve connectivity in the regional transport networks	Carry out feasibility studies and marketing the development of missing links	By 2005	Feasibility study reports, business plans	
		Promote public-private partnership investment in missing links	By 2006	Majority of investment by private sector	Member States, SADC

To provide appropriate levels of accessibility	Improve accessibility for rural communities	Use of participatory approaches to infrastructure planning	By 2003	Guidelines on participatory infrastructure planning	Member States, NGOs, SADC
		Use of appropriate technologies in transport infrastructure provision and maintenance	By 2003	Guidelines on appropriate technologies	Member States, SADC
To promote integrated transport systems	Promote the use of cost efficient transport infrastructure	Invest in intermodal facilities	By 2007	Reports on new inland container depots and transshipment facilities	Member States, private sector
		Ratify international conventions on intermodal transport systems	By 2006	Reports on ratified conventions	Member States
To promote integrated regional investment in transport and communications infrastructure	Base transport infrastructure investment decisions on the needs of the overall system	Develop holistic transport policies	By 2005	Integrated national and regional transport policies	Member States, SADC
		Promote integration of infrastructure development along regional development corridors	By 2004	Presence of appropriate modal interface systems and facilities	Member States, SADC, private sector
To harmonise infrastructure investment	Collaborate in investment planning	Consider regional priority projects when planning investments	By 2004	Harmonised national and regional plans	Regional institutions, SADC
	Promote development of regional projects as appropriate on basis of efficiency, safety or environmental grounds	Investment in regional projects such as upper airspace control centre, and EDI infrastructure	By 2004	Establishment of regional centres and databases	Private sector, Member States, SADC
To restructure state owned enterprises	Commercialise or privatise state owned enterprises	Promote private sector provision, maintenance and operation of services	By 2005	Reducing Member State outlays in infrastructure investment and maintenance	Member States, private sector

	Introduce policies to involve the private sector in infrastructure maintenance and in capacity building schemes for contractors.	Encourage and monitor on-going institutional and regulatory reforms in Member States	By 2004	Institutional and regulatory reforms	Member States, SADC
	Promote concessioning as a strategy for involving the private sector in transport infrastructure provision	Encourage concessioning in roads, railways, civil aviation and maritime transport provision	By 2006	Concessions and privatisation are core of infrastructure strategy, governments play role of regulator as necessary	Member States, private sector, SADC
To liberalise regional transport markets	Extensive regional liberalisation with abolition of restrictions on carriers of a member state to carry goods between points in second and third member states.	Liberalise air transport services on basis of Yamoussoukro Decision, road transport on basis of multilateral agreement and provide for cabotage in coastal shipping services	By 2003	Economic entry and exit into the transport markets	Member States, SADC
	Develop rules of competition between and within different modes of transport	Implement competition rules for air transport services, ports, railways and road transport	By 2005	Competition rules agreed to by Member States and annexed to relevant protocols	Member States, SADC
To promote safe and secure transport operations	Regulate for minimum levels of safety and security	Promote maritime safety on basis of IMO conventions, air safety using ICAO SARPs.	By 2005		
		Promote port security and the security of cargo containers	By 2003		
		Promote harmonised driver training and testing	By 2003	Adopted common training and testing manuals	
		Promote harmonised vehicle testing systems	By 2004		
		Harmonise all relevant aspects of road traffic legislation and its enforcement	By 2004		

		Establish railway safety regulators	By 2005		
To provide transport services with minimal negative environmental impact	Promote sustainable environmental practices	Develop harmonised rules and regulations for the handling and transportation of hazardous materials	By 2003		
		Make environmental impact and performance assessment compulsory for project evaluation	By 2005		
To develop regional capacity in human resources development	Promote regional centres of excellence in training for the transport and communications sectors	Identify regional training centres for the road, railway, maritime, civil aviation and communications sectors	By 2004	Guidelines for recognition training centres	Member States, training centres, universities, SADC
		Promote research into transport and communications Promote training centres run by the private sector	By 2008 By 2008	Research reports Directory of private sector training centres	Training centres, universities, SADC Private sector, SADC
To strengthen private sector regional associations	Promote private sector regional associations as participants in regional policy formulation and implementation	Private sector associations formed and put on sustainable funding bases	By 2004	Active private sector associations for the road, railway, maritime, civil aviation sectors also for enforcement and regulators	Private sector, SADC
To facilitate cross border movement	Minimise avoidable delays at border posts	Transfer successful measures from the Trans-Kalahari and Beira border facilitation pilot projects to other corridors	By 2004	All regional border posts implementing border facilitation measures	Member States, private sector, SADC (TIFI and Infrastructure)
		Harmonise border post procedures and requirements	By 2008	Adoption of standard border post documents and procedures	Member States, SADC, private sector
		Adopt harmonised motor third party insurance system	By 2003	Adopted system annexed to Protocol on Transport, Communications and Meteorology	Member States, SADC

		Agree to recognize axle load certificates issued in other Member States	By 2004	Agreement on mutual recognition of weighbridge certificates	Member States, SADC
		Introduce one-stop border posts	Pilot projects implemented by 2008	Two functional one-stop border posts	Member States, SADC
	Promote activities of corridor planning committees	Establish, as necessary, corridor planning committees for all regional corridors	By 2005	All corridors have functional corridor planning committees	SADC, Member States, private sector

Communications and Meteorology matrix to be prepared by Communications specialist at SATCC-TU, Maputo.

(d) WATER

PRIORITY INTERVENTION AREA: Infrastructure Support for Regional Integration and Poverty Eradication					
GOAL: To ensure the availability of a sufficient, integrated, efficient and cost effective infrastructure system that will support and sustain regional economic development, trade and investment for poverty alleviation.					
OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Promote the sustainable, equitable and reasonable utilisation of shared watercourses through regional cooperation in water resources	Establish River Basin Organisations (RBOs) to manage trans-boundary river basins; Improve the legal and regulatory framework at the national and regional levels	Facilitate conclusion of River Basin Agreements; Harmonisation of water legislation and policies; develop regional guidelines water quality and standards;	Ongoing up to 2006	River Basin Organisations established and operational in all shared river basins in SADC; regional guidelines on water quality and standards;	Member States & Secretariat
To strengthen Water Institutions for effective water resources development and management	Develop management and organisational capacity for Integrated Water Resources Development and Management (IWRM).	Develop and implement overall IWRM training and organisation capacity building programme.	Ongoing up to 2008	IWRM programme in place and staff at SADC Secretariat, National Water Departments, RBOs, Energy and Water Utilities being trained	Member States & Secretariat
Development of Strategic Regional Water Infrastructure Projects	Rehabilitation and expansion of water infrastructure	Feasibility studies for joint water projects including transfer schemes, storage and irrigation.	2003-2018	Feasibility studies for joint water projects for consideration by donors.	Member States & Secretariat
Promote awareness and public participation in IWRM	Ensure participation of stakeholders in the formulation of policy, strategy and programme for IWRM	Conduct awareness campaigns and consultative forums with key stakeholders	2003-2018	Participation of key stakeholders in IWRM.	Member States, Secretariat & key stakeholders

TABLE 4.7.1 SUSTAINABLE FOOD SECURITY

PRIORITY INTERVENTION AREA: Sustainable Food Security GOAL: Achieve lasting access to safe and adequate food at all times by all people in SADC for an active and healthy life.					
OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
To improve food availability	<p>Increasing sustainable crop and livestock production, productivity and profitability</p> <p>Promoting diversification of food crops</p> <p>Promoting irrigation and appropriate technologies such as use of organic manures and conservation tillage.</p> <p>Mainstreaming gender and HIV/AIDS into all FANR strategies and activities.</p> <p>Promoting Labour Saving agricultural support systems and technologies for resource poor farmers including those affected by HIV/AIDS</p> <p>Encouraging the involvement of commercial or large scale farmers in food production</p>	<p>Development of a Strategic Plan addressing food security issues such as diversification, irrigation development and water management, appropriate technologies.</p> <p>Development of a Protocol on food security and agricultural development in order to enhance regional cooperation.</p>	<p>2003-2004 for developing the Plan</p> <p>2004- 2005 for new Protocols/MOU</p> <p>From 2003 onwards for implementation of relevant policies, strategies and programmes</p>	<p>FANR Strategic Plan</p> <p>Average yields per hectare; irrigated land; food production per capita; food trade data; purchases of agricultural inputs; and Food Balance Sheet.</p> <p>Protocols</p>	<p>SADC Secretariat, FANR Directorate, other Directorates, Member States, Farmers, Private sector and ICPS.</p>

	<p>Protecting the environment from degradation and promoting sustainable use of natural resources such as land, water, fisheries, forestry, and wildlife</p> <p>Promoting trade in food and non –food agricultural products and enhancing advocacy for fair trade practices in agriculture.</p> <p>Promoting investment in agriculture including research and technology</p> <p>Promoting effective coordination and linkages between FANR and other areas, in particular, Trade, Industry, Health, Water and Transport and Communications.</p>	<p>Completion of the ratification process and implementation of Protocols on Wildlife, Fisheries and Forestry</p> <p>Development of a Protocol on Environment and Land Management</p> <p>Completion of the Annex to the Trade Protocol on Sanitary and Phyto-Sanitary Measures as well as implementation of the Trade Protocol.</p> <p>Investment Forums on Food Security and Agriculture</p>	<p>2005 - 2006</p> <p>2004 for completion of the SPS Annex; and 2003 on-wards for implementation of the Trade Protocol.</p> <p>2003 on-wards</p>	<p>Land under forest, land area protected, GDP per unit of energy use, and pollutants emissions per capita and ratified Protocols.</p> <p>SPS Annex to the Trade Protocol</p>	
To improve access to food	<p>Promoting rural non-farm income generating activities and employment to reduce poverty.</p> <p>Promoting entrepreneurship in rural areas</p> <p>Promoting agri-business;</p>	<p>Strengthening coordination on entrepreneurship development, income and employment creation with Industry and Employment and Labour Sectors and NGOs paying special attention to women and small operators.</p>	2003-2018	<p>Proportion of people suffering from hunger; earnings; household income and expenditure survey data; value added in agri-business, level of employment in formal and informal sectors, and Food Balance Sheet.</p>	<p>SADC Secretariat, FANR Directorate, other Directorates, Member States, Farmers, Private sector and NGOs.</p>

	Promoting food preservation and storage technologies				
To improve nutritional value of food consumed	<p>Promoting standardisation and improving quality of processing, packaging, labelling, preparation, and preservation of food;</p> <p>Promoting food fortification particularly for micro nutrients;</p> <p>Promoting consumer/food education and awareness</p> <p>Promoting the consumption of nutritious food especially among vulnerable groups such as those living with HIV/AIDS</p> <p>Promoting effective coordination with other stakeholders, particularly water and infrastructure</p>	Adoption of nutrition as a cross-cutting issue by SADC	<p>2003-2005 for adoption of nutrition as a cross-cutting issue in SADC.</p> <p>2003-2018 for implementation of the strategies.</p>	Average per capita dietary energy intake levels, proportion of underweight children and Food Balance Sheet	SADC Secretariat, FANR Directorate, other Directorates, Member States, Private Sector and Consumer Associations.
Improve forecasting, prevention, mitigation and recovery from adverse effects of natural disasters	<p>With regard to forecasting and prevention, broaden and strengthen early warning system to cover:</p> <p>Food availability</p> <p>Access to food</p> <p>Information on staple food markets, including prices</p>	Strengthen cooperation on early warning mechanisms to cover the various strategies through a protocol or an MOU	2003 - 2018	Timely information on food availability, access to food, and food markets	SADC Secretariat, FANR Directorate and Member States
	Improve measures for mitigating the consequences of food crises by:				

	<p>Establishing a reserve fund and/or physical stocks above national requirements;</p> <p>Promoting safety nets (food/income for work and food grants)</p>	<p>Develop an MOU covering the Reserve Fund/stocks; and undertake regional appeals for assistance</p>	<p>For the regional reserve fund and national stocks by 2005</p> <p>For the safety net, as the crisis occurs</p>	<p>Reserve fund and national stocks</p> <p>Safety nets</p>	<p>SADC Secretariat, FANR Directorate and Member States</p>
	<p>Undertake short-term measures to restore production and productivity by:</p> <p>Ensuring availability and access to inputs and</p> <p>Rehabilitating infrastructure.</p>	<p>Enhance cooperation in restoration programmes and strengthen links with Infrastructure and Services Directorate</p>	<p>As and when there has been a crisis</p>	<p>Availability of inputs and purchase of inputs.</p> <p>Rural roads, markets, storage facilities, and packaging facilities</p>	<p>SADC Secretariat, FANR Directorate, Member States and Donors</p>

TABLE 4.8.1 HUMAN AND SOCIAL DEVELOPMENT

Priority Intervention Area: Social, Human Development and Special Programmes					
Goal: To improve the availability of educated, skilled, healthy, productive and efficient human resource for the promotion of equitable economic growth, sustainable socio-economic development of the SADC region and enhancement of its competitiveness in the global economy.					
OBJECTIVES	STRATEGIES	MEASURES	INDICATORS	TIME FRAME	RESPONSIBILITY
To increase access to quality and appropriate education, training, welfare and social development, nutrition, health, cultural, sporting services and information, including science and technology and ICT.	Coordination, harmonisation and engendering of policies on education, training, health, nutrition, welfare and social development, culture, information and sports for combating human poverty and HIV/AIDS.	Review national policies; coordinate the harmonisation, monitoring the implementation of gender-sensitive policies in education, training, health, nutrition, welfare and social development, culture, information and sports.	Policies on education, training, health, nutrition, welfare and social development, culture, information and sports harmonised.	2005 - 2015	Member States & Secretariat;
		Coordinate and monitor the ratification and implementation of Protocols in the above-mentioned areas.	Universal access to information, cultural services and sport achieved.	2005-2015	Member States & Secretariat
		Increase allocation of resources as a share of GDP to above-mentioned areas, including the combating of HIV/AIDS, TB, malaria and other major diseases	universal adult literacy and primary education achieved; secondary and tertiary net enrolment ratios increased; gender disparities in education and training eliminated. life expectancy increased to greater than 60 years; infant Mortality Rates reduced to 45/1000; child mortality rates reduced by 50 /1000; maternal mortality rates reduce to 200/1000.	2005-2015	Member States & Secretariat

<p>To increase the supply and availability of qualified personnel in critical skills areas, including science and technology and ICT.</p>	<p>Establishment of centres of specialisation and excellence in critical skill areas; standardization of the qualification and accreditation systems;</p>	<p>Design and coordinate mechanisms for the joint procurement of essential educational and health services including essential drugs for the combating of HIV/AIDS, TB and major diseases.</p> <p>Design intra-regional skills development programmes; harmonize accreditation and qualification systems;</p>	<p>The spread of HIV/AIDS and other deadly diseases halted in all Member States and their incidence reversed.</p> <p>Centres of excellence and specialization; standardized educational and training qualification systems;</p>	<p>2005 – 2015</p> <p>2005 - 2015</p>	<p>Member States, Stakeholders and Secretariat</p> <p>Member States, Stakeholders and Secretariat</p>
<p>To consolidate cultural ties and promote the spirit of regional identity as well as the integration of labour markets.</p>	<p>Establishment of exchange and cultural programmes and mechanisms in the areas of culture, labour and sports for key stakeholders</p>	<p>Design and facilitate the implementation of exchange and cultural programmes as well as framework for the free movement of labour</p>	<p>Cultural and exchange Programmes and framework for the free movement of labour in place.</p>	<p>2005 - 2015.</p>	<p>Member States, Stakeholders and Secretariat</p>
<p>To increase employment and income generating opportunities and stem the loss of personnel through brain drain and HIV/AIDS.</p>	<p>Harmonisation and coordination of policies, for enhancing the labour absorptive capacity of the SADC economy; attract and retain of skilled personnel.</p>	<p>institute policy dialogue among stakeholders and tripartite partners on employment creation and on retention of high level personnel and combat HIV/AIDS.</p>	<p>Policies on labour and employment harmonised and mechanisms for policy dialogue in place.</p>	<p>2005 - 2015.</p>	<p>Member States, Stakeholders and Secretariat</p>

To increase media diversity as well as increased access to the media to the population of SADC, including promoting behavioural change to combat HIV/AIDS.	Harmonise and coordination of media and information policies and programmes	increase investment in the both the print and electronic media and communications infrastructure and encourage the use of indigenous languages in the dissemination of information	Media diversity and wide access to information achieved.	2005-2015	Member States, Stakeholders and Secretariat
To adopt labour standards and social security provisions that promote conducive labour market environment;	Harmonisation of policies on labour standards, social protection; monitor the implementation of the ILO Core Conventions; and regional labour policy Frameworks;	Ratification and implementation of ILO Core Conventions; development of regional labour policy frameworks that are supportive of a competitive labour market.	Harmonised policies on labour standards and social protection; ILO Core Conventions ratified and implemented;	By 2007	Member States, Stakeholders, Social partners and Secretariat.
To improve productivity and labour - management relations	Formulation and harmonization of policies and programmes on productivity and harmonious labour-management relations	Review and align national policies and programmes on productivity and strengthen tripartism in SADC integration agend.	Productivity policies and programmes in place and harmonious labour-management relations and tripartism maintained	By 2007	Member States, Stakeholders, Social partners and Secretariat.

TABLE 4.9 1 (a) SCIENCE AND TECHNOLOGY

INTERVENTION AREA: SCIENCE AND TECHNOLOGY					
GOAL: To develop national systems of innovation in the region in order to drive sustained socio-economic development and the achievement of the goals of the sadc common agenda					
OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Strengthen regional cooperation on Science & Technology	Establish management structures at the Secretariat	Set up a S&T unit within the Department	January 2004	S&T unit in place by January 2004	SADC secretariat and member countries
		Set up committees of representatives of member countries	January 2005	Committees set up by 2005	
	Set up institutional framework for S&T cooperation	Produce S&T policies	January 2005	Policy & strategy document produced December 2004	
	Institute a legal framework for cooperation	Conclude a legal instrument on Science and Technology	December 2006	Discussions held by June 2004; MOU signed by end of 2005	
Promote the development and harmonization of S&T policies in the region	Institute a S&T indicator programme	Carry out a Research and Development Audit	Audit begins in 2004	Baseline audit complete by December 2005	SADC secretariat and member countries
	Support national policy development initiatives	Hold policy development of workshops	Workshops begin in 2004	1 st workshop organized in 2004	SADC secretariat and member countries
	Secure the protection of intellectual property rights	Support initiatives in member countries to institute intellectual property legislation	Legislation in place in all countries by 2006	Agreement on broad principles agreed by member states by 2005	Member states and SADC secretariat

Leverage international support for and cooperation in Research and Development initiatives	Form strategic partnerships with regional bodies and other partners	Negotiate for support earmarked for S&T through instruments such as the EU's Regional Indicative Programme	Negotiations to start in 2004; ongoing	Funds secured for R&D	SADC secretariat
		Initiate discussions with other regional entities on S&T cooperation	Negotiations to start in 2004; ongoing	Agreement on cooperation secured	SADC secretariat
Develop research capacity in key areas	Deepen regional collaboration on research programmes	Identify centres of excellence	December 2004	Centres identified by end of 2004	SADC secretariat; Member countries; research institutions
		Increase connectivity between the centres	Starting in 2004	Real-time linkages between institutions in place by 2005; More collaborative programmes identified by end of 2005	Member countries; research institutions
	Set up a research training facility	Develop concept for the research facility	2003 – 2004	Project proposal finalized	SADC secretariat; member countries
		Source funding for the project	2003 – 2005	Funding secured	SADC secretariat; member countries
		Set up the facility	January 2006	Facility in place by end of 2005; Training programme commences in 2006	SADC secretariat; member countries
Promote public understanding of Science and Technology	Run national and regional PUSET campaigns	Support national PUSET programmes	Starting immediately	Effective PUSET programmes in all member countries	SET stakeholders in member countries
		Hold annual SADC SET week	First week held in 2004	SADC SET week instituted in 2004	Member countries; SADC secretariat

<p>Technology development, transfer and diffusion</p>	<p>Increase expenditure on R&D</p> <p>Formulate technology transfer and diffusion policies</p> <p>Encourage increased government and private sector investment in R&D</p>	<p>Create incentives and identify priority areas for investment in R&D</p> <p>Adapt best policy and practice within and outside SADC</p>	<p>Efforts commence immediately</p> <p>Policy in place by end of 2005</p>	<p>All member countries surpass 1% of GDP by 2015</p> <p>All countries implement policy by 2007</p>	<p>Member countries; SADC secretariat; private sector organizations</p> <p>SADC secretariat; member countries</p>
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TABLE 4.9.1 (b) STATISTICS

INTERVENTION AREA: Statistics					
GOAL: To make available relevant, timely, accurate and harmonized statistical information for SADC planning, formulation, implementation, monitoring and evaluation of SADC activities, in line with the protocols					
OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Develop a legal framework for statistics	Develop a legal framework for statistics	Organisation of meetings for member states to develop a legal framework on statistics	By 2005	Legal framework adopted and implemented	Member States and SADC Secretariat
Develop an integrated regional statistical database	Collation, processing and dissemination of official statistics	Organization of channels of communication for data transmission between producers of statistics in Member States and the SADC Secretariat	By 2004	Data from Member States regularly and automatically transferred to the SADC Secretariat	Member States and SADC Secretariat
		Reach agreement on the problem relates to different base years at constant prices among Member States	By 2005	Statistical bulletin regularly published and statistical data on the SADC website regularly updated	SADC Secretariat
		Mobilise member states to discuss the problem of movements in exchange rate and prices at the national level, which leads to distortions in the data when they are converted to other currencies for the purposes of regional and international comparisons	By 2004		

		Dissemination of national and regional statistical data through the publication of statistical bulletins and on the SADC website	By 2005		
Promote the harmonization of statistics between SADC Member States	Promotion of the harmonization of indicators made available by Member States	Organization of the dialogue between users and producers of statistics, in order to agree on a minimum set of indicators to be produced by all Member States	By 2004	Harmonized statistical indicators	Member States and SADC Secretariat
		To research concepts and definitions in order to start work on the documenting of methodologies including metadata.	By 2005		Member States and SADC Secretariat
		To request from all Central statistics offices details of their statistics methodologies	By 2005		Member States and SADC Secretariat
		Organisation and dissemination of these methodologies will be attempted.	By 2005		Member States and SADC Secretariat
	Promotion of the harmonization of statistical methods used to produce the indicators	Harmonization of price statistics	By 2015		Harmonized methods for the production of price statistics

		Harmonization of other social and economic statistics		Harmonized methods for the production of the most important social and economic statistics	Member States and SADC Secretariat
Enhance statistical capacity in SADC Member States	Promote the continuous improvement of statistical competence	Training of statisticians in Member States, and exchange of experiences between them	Immediately and continuously	Statisticians trained and organized in a network to share experiences	Member States and SADC Secretariat
	Development of mechanisms for the implementation of international standards in statistics	Promotion of the use of the 1993 version of the System of National Accounts (SNA 93) of the United Nations and other international standards	By 2006	SNA 93 implemented in all Member States	Member States and SADC Secretariat
	Development and implementation of poverty monitoring systems	Promotion of the production and use of statistical data on the various aspects of poverty	By 2005	Data available on poverty	Member States and SADC Secretariat
	Incorporation of informal sector statistics into official statistics	Development and promotion of methods to collect data on the informal sector	By 2007	Data available on the informal sector	Member States and SADC Secretariat
	Collection of gender disaggregated data to enable gender mainstreaming	Promotion of the production of gender disaggregated data by Member States	By 2004	Gender disaggregated data available for all Member States	Member States and SADC Secretariat
	Promotion of a better understanding of statistics and of a more qualified use of statistical data	Sensitization to statistics and training of statistics users	Immediately and continuously	Trained users of statistics	Member States and SADC Secretariat

Promote the use of statistics for economic analysis and research	Development of indicators to monitor and evaluate regional integration in SADC	Organization of the dialogue to agree on indicators	By 2004	Indicators available for monitoring and evaluating regional integration	Member States and SADC Secretariat
	Development of economic models and forecasting mechanisms for SADC	Organization of the dialogue to agree on economic models and forecasting mechanisms	By 2006	Forecasting methods available and implemented	Member States and SADC Secretariat

Table 4.9.1 (c) PUBLIC PRIVATE SECTOR PARTNERSHIP AND DIALOGUE

INTERVENTION AREA: Public-private sector partnership and dialogue.					
GOAL: Integrate the private sector in policy and strategy formulation, and programme implementation in the SADC new development model in order to accelerate and achieve sustainable Regional economic integration.					
OBJECTIVES	STRATEGIES	MEASURES	TIME FRAMES	INDICATORS	RESPONSIBILITY
Promote active participation of the private sector in the Regional integration process	Institutionalise public-private partnership (ppp) and dialogue	Formulate SADC policy on ppp & d. Review SADC/Private Sector MOU objectives Develop institutional structure for ppp & d.	Policy by end 2003. Structure in place Jan 2004.	SADC Policy on ppp & d. Ppp & d structure.	Member States & Private Sector.
	Address private sector issues through the ppp & d.	Adopt ASCCI White Paper as Agenda for ppp & d. Launch a Competitiveness and Business Climate Survey. Capacity building for private sector institutions.	Adoption of White Paper by August 2003 Launch survey June 2003 Private Sector Institutions development plan January 2004	Action Plan for White Paper issues. Survey report. Capacity building plan.	Member States & Private Sector. Secretariat Private Sector