



Watering Life, Together, Forever.

REGIONAL STRATEGIC ACTION PLAN

Integrated Water Resources
Development and Management
Phase V (2021-2025)



Regional Strategic Action Plan on Integrated Water Resources Development and Management Phase V (2021-2025)

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REGIONAL STRATEGIC ACTION PLAN

**On Integrated Water Resources
Development and Management
Phase V (2021-2025)**

Foreword



The Southern African Development Community (SADC) adopted the Regional Strategic Action Plan (RSAP) for Integrated Water Resources Development and Management (IWRM) approach shortly after establishing the water sector in the late 90s, to improve access to water and sanitation in the Region. Water is life, and this resource remains a compelling catalyst to development, poverty reduction and industrialisation. RSAPs are five-year plans through which the water sector delivers regional aspirations of the SADC Treaty (1992), Regional Indicative Strategic Development Plans (currently, RISDP 2020-2030), and the Regional Industrialisation Strategy and Roadmap (2015-2063). RSAPs provide a systemic and integrated approach to water resources governance, development, and management to ensure that water supports and anchors regional development.

The SADC Region has huge access gaps to various sectoral services. In the water sector, only 63% of the Region's population has access to safe drinking water, and a meagre 37% with access to clean sanitation. The need for water storage is also extremely high, as only 18% of the Region's annual renewable surface water resources is developed (stored). Developed groundwater resources are also extremely low, estimated at 5% of the available potential. This fifth phase of the Regional Strategic Plan Action Plan (RSAP V), therefore, focuses on improving water security in the Region as its primary objective; seeking an assured water secure future as crucial in the fight for a resilient, peaceful and prosperous SADC region. The RSAP V water vision is driven by three pillars, namely Governance and Integration; Infrastructure Development; and Water Resources Development.

Through the RSAP V, SADC aims to:

- strengthen the enabling environment for infrastructure development and water cooperation;
- improve water services and access to safe sanitation;
- integrate water infrastructure planning and development and use multi-sectoral and nexus approaches;
- strengthen Member States and River Basin institutions to effectively cooperate and jointly manage the region's shared waters;
- capacitate Member States to monitor and manage the region's water resources, prepare, and develop bankable projects;
- strengthen involvement of the private sector, women and youth in water development and management action; and
- develop conjunctive surface and groundwater strategies and institutions for water management.

Implementation of the activities outlined in RSAP V will improve the current low status of access to water and sanitation, the dilapidating water infrastructure and slow pace of development. I therefore invite all Member States and call on our stakeholders to support the programme and contribute to the realisation of the RSAP V water vision and the SADC Vision 2050 of a peaceful, inclusive, competitive, middle to high income industrialised Region, where all citizens enjoy sustainable economic well-being, justice, and freedom, because water is life!

Mr. Elias M. Magosi

Executive Secretary

Southern African Development Community

Preface



Water is critical for socio-economic growth and can drive industrialisation, improve food security, and support poverty alleviation. SADC's water resources are unevenly distributed across the Region, resulting in differing levels of their access and management. The United Nations' Sustainable Development Goal (SDG) 6 centres on availability and sustainable management of water and sanitation for all, placing strong emphasis on water resources management to achieve this goal. With the growing effects of climate change and declining quality and quantity of water sources in SADC, strategic management of water resources is required to ensure that the Region achieves the global and regional goals of equitable access to and sustainable management of water resources. The COVID-19 pandemic has revealed the need to ensure that water, sanitation, and hygiene (WASH) services are adequately available for the population. It placed the spotlight on water resources development, its integrated management and collaboration among Member States for the benefit of all, and to build regional resilience. Importantly, regional resilience and growth will require development of infrastructure to harness water resources to support developmental activities. The Regional Infrastructure Development Master Plan (RIDMP) provides a clear statement of intent to drive growth through key economic sectors, with water being critical to each of these sectors. Thus, the development of large multi-purpose infrastructure will be essential to realise the targets in the RIDMP for agriculture, energy, water services and safe sanitation. It must also be noted that SADC has a large rural

population that requires access to basic services and hence, finding financially sustainable and scalable solutions to service provision will be critical in improving livelihoods.

This fifth SADC Regional Strategic Action Plan (RSAP V, 2021-2025) on integrated Water Resources Development and Management was developed through a regional consultative process. The process culminated in a rigorous and comprehensive plan that is both pragmatic and cognisant of the challenges of the region. The RSAP V details the action plan that is structured under three pillars:

- Governance and Integration,
- Infrastructure Development, and
- Water Resources Management.

The RSAP V aims to promote a water secure future for a resilient, peaceful, and prosperous SADC region. This is underpinned by a strong foundation in finance and investment frameworks, gender and youth equity, knowledge management and capacity building, research, and development. All of this is linked to the broader SADC strategies such as the Regional Indicative Strategic Development Plan (RISDP, 2020-2030) and the SADC Vision 2050. I call upon all our stakeholders to join the SADC Secretariat's Infrastructure Directorate in its venture to implement this Plan and improve the lives of all SADC citizens.

Ms. Angele Makombo N'tumba

**Deputy Executive Secretary - Regional Integration,
Southern African Development Community**



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The SADC Secretariat would like to express its gratitude and thanks to all the stakeholders who contributed to the process of developing this fifth phase of the SADC Water Programme, commonly known as the Regional Strategic Action Plan (RSAP V) on Integrated Water Resources Development and Management (2021-2025).

The Secretariat is thankful to all SADC Member States for demonstrating their interest and commitment in supporting the RSAP V formulation process by always availing themselves for consultations, firstly in contributing to the survey, and through regional workshops undertaken in the process of developing the RSAP V. Many thanks also go to representatives of River Basin Organisations, Implementing Agencies and partners who have been very supportive to this process. The contribution of all who provided reports and information through interviews and other means is also acknowledged.

The Secretariat would like to thank the International Cooperating Partners (ICPs) who guided the process through the Water Strategy Reference Group (WSRG) based on the outcomes of the mid-term review of the RSAP IV on Integrated Water Resources Development and Management (2016-2020). The regional experts who participated in the think-tank and drafting sessions of the RSAP V, including those who participated in the visioning and validation sessions (thematic groups, and validation workshops), are equally appreciated.

Gratitude and appreciation also go to the main sponsors of the RSAP Visioning Workshop that set the scene for the RSAP

V development process and identified the themes that have guided the development of the RSAP V content. In this respect the funding support of the SADC Groundwater Management Institute (SADC-GMI), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Global water Partnership Southern Africa (GWP-SA), and the UK Foreign, Commonwealth and Development Office (FCDO) through the Climate Resilient Infrastructure Development Facility (CRIDF) is acknowledged and appreciated.

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The process of developing the RSAP V was made possible through collaborative efforts of the SADC Secretariat staff in the Water Sector of the Directorate of Infrastructure, and the GWP-SA that worked closely with the consultant (Pegasys). SADC secretariat would like to thank the teams from the SADC Water Division, GIZ-Transboundary Water Management (TWM) Programme and GWP-SA who tirelessly worked on and coordinated all processes leading to the production of the RSAP V.

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List of Acronyms

Acronym	Description
AMCOW	African Ministers' Council on Water
AU	African Union
BUPUSA	Buzi, Pungwe and Save
CF	Conceptual Framework
CICOS	Commission Internationale du Bassin Congo-Oubangui-Sangha
COVID-19	Coronavirus Disease of 2019
CRIDF	Climate Resilient Infrastructure Development Facility
CSR	Corporate Social Responsibility
CUVECOM	Cuvelai Watercourse Commission
DRR	Disaster Risk Reduction
ESAWAS	Eastern and Southern Africa Water and Sanitation Regulators Association
GIP	Groundwater Information Portal
GLA	Groundwater Literature Archive
GWP-SA	Global Water Partnership – Southern Africa
HYCOS	Hydrological Cycle Observing System
ICP	International Cooperating Partner
IMS	Information Management System
INMACOM	Inco-Maputo Watercourse Commission
IWRM	Integrated Water Resources Management
JWC	Joint Water Commission
LIMCOM	Limpopo Watercourse Commission
MERL	Monitoring, Evaluation, Reporting and Learning
MDG	Millennium Development Goals
MS	Member State
MTR	Medium-Term Review
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organisations
NRW	Non-Revenue Water
O&M	Operation and Maintenance

Acronym	Description
OKACOM	Okavango River Commission
ORASECOM	Orange-Senqu River Commission
PIDA	Programme for Infrastructure Development in Africa
PJTC	Permanent Joint Technical Commission
PPP	Public-Private Partnership
RBO	River Basin Organisation
RDF	Regional Development Fund
RIDMP	Regional Infrastructure Development Master Plan
RISDP	Regional Indicative Strategic Development Plan
RSAP	Regional Strategic Action Plan
SADC	Southern African Development Community
SADC-GMI	Southern African Development Community – Groundwater Management Institution
SADC-WD	Southern African Development Community – Water Division
SANWATCE	Southern African Network of Water Centres of Excellence
SARCOF	Southern African Regional Climate Outlook Forum
SASSCAL	Southern African Science Service Centre for Climate Change and Adaptive Land Management
SDG	Sustainable Development Goals
SWI	Shared Watercourse Institution
SWPN	Strategic Water Partners Network SA
SWSA	Strategic Water Source Area
UN	United Nations
TBA	Transboundary Aquifer
TFCA	Transfrontier Conservation Area
WARFSA	Water Research Fund for Southern Africa
WASH	Water Sanitation and Hygiene
WEF	Water-Energy-Food
WRM-PAP	Water Resources Management Priority Action Plan
WRTC	Water Resources Technical Committee
TGC	Thematic Group Consultation
TOC	Theory of Change
ZAMCOM	Zambezi Watercourse Commission



SADC's Regional Strategic Action Plans (RSAPs) on integrated water resources development and management play an important role in guiding the management and development of regional water resources.

01 INTRODUCTION

1.1 Background and Evolution

The Southern African Development Community (SADC) water resources are critical for its economy and environment, but these resources are coming under increasing pressure due to a variety of factors including population growth, socio-economic development, and climate change. In 2018, SADC's population was recorded at 345.2 million (SADC, 2018) and this is expected to increase as urbanisation is forecasted to grow in the region. In addition, it is estimated that 37% of SADC's population lack access to adequate safe drinking water whilst 63% has no access to adequate sanitation services (SADC, 2016). SADC's population also comprises of a large rural population with 70% of its rural population relying on groundwater, underscoring the need to manage both surface and groundwater resources in the region. SADC's water resources are also not evenly distributed across the region and there has been limited and uneven infrastructure development. With the effects of climate change expected to increase, coupled with growing concerns regarding water use and pollution, water availability and water quality are becoming priority issues for the region.

SADC's Regional Strategic Action Plans (RSAPs) on integrated water resources development and management play an important role in guiding the management and development of regional water resources. The RSAP concept operationalises the principles and objectives of the SADC Revised Protocol on Shared Watercourses (SADC, 2000). Whilst it is important to recognise the linkage between the various phases of the RSAP, in progressively improving the implementation of the Protocol, it is essential to understand the role of the RSAP

in supporting implementation of the SADC Treaty Goals, and the aspirations of the SADC Vision 2050. It is likewise also important to understand its role in supporting implementation of key regional strategies such as the Regional Indicative Strategic Development Plan 2020-2030 (RISDP 2020-2030) and Regional Infrastructure Master Plan (RIDMP) that underpin regional growth and development. In understanding water as a scarce natural resource upon which both economy and environment are dependent, the RSAP provides processes and mechanisms to entrench cooperation and improve regional governance, to strengthen approaches to water resources management through the building of capacity and the exchange of knowledge. The RSAP also supports coordination and oversight of the implementation of water resource and infrastructure development interventions that will deliver on the aspirations of SADC as well as other regional and sectoral policies and strategies.

Therefore, the RSAP enables the water sector to respond to regional development priorities as articulated in the RISDP vision in support of regional integration while responding to developmental needs in the SADC region. The RSAP therefore supports the delivery of SADC's priority outcomes of poverty reduction, peace and stability, regional integration, and industrialisation, as pronounced in the SADC Treaty (1992).

It is with the above in mind that the SADC Water Division considered development of the fifth phase of the RSAP for the period 2021-2025 (RSAP V).

1.1.1 Overview of SADC's water resources

SADC is comprised of 16 Member States (both mainland and island states) with water resources that are typified by spatial and temporal variability and extremes. There are a number of island states that have unique water resource regimes and challenges, whilst on the mainland of Southern Africa there are 15 major shared river basins (Figure 1-1). This has prompted the need for strong transboundary and regional cooperation coupled with harmonisation of legislation, strategies, and policies to ensure peace in the region. To help achieve this, Shared Watercourse Institutions (SWIs)¹/ River Basin Organisations (RBOs) have been established across the region.

Although the SADC region receives a fair amount of precipitation, this varies seasonally and geographically, impacting the availability of water across the region. The tropical and northern areas in SADC region are known for the

high rainfall with the southern and central parts having more arid and semi-arid climates. The climate classification and mean annual precipitation for the region are presented below.

Due to the differences in precipitation across the SADC region, water availability varies and there are many areas that are more susceptible to surface water and groundwater drought than others (Figure 1-2 and Figure 1-3). In addition, with growing urbanisation and increasing population growth, the demand on water resources between competing users is intensifying, particularly around agriculture and industrial use. This plays into the broader issues around food security and industrialisation, both of which are priority areas in the region and have been highlighted in other regional strategies and plans. There is also the added burden of ensuring supply for domestic use, a critical priority for most SADC Member States, considering that a large portion of the population lacks access to water and sanitation services. This requires a balancing act that is supported by strong planning and management of water resources across all SADC Member States.

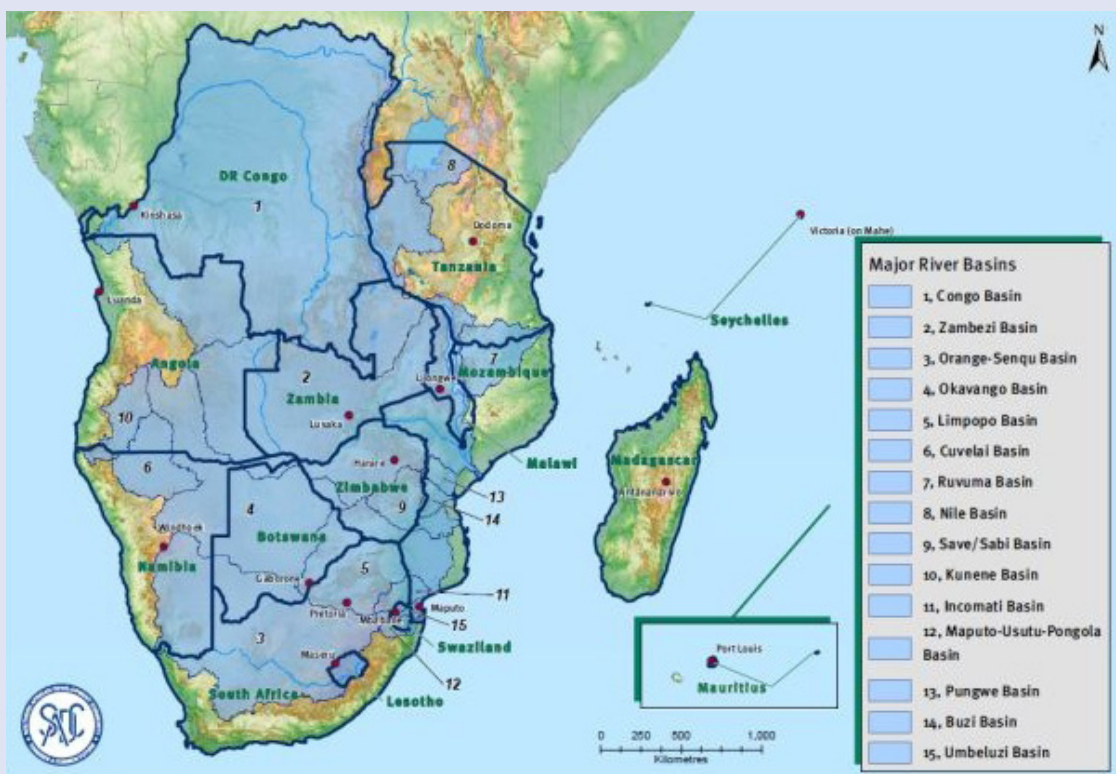


Figure 1-1: Major river basins in SADC (SADC, 2012 a)

¹ SWIs refer to both groundwater and surface water institutions. According to the SADC Regional Water Policy (2005), SWIs are established to manage shared watercourses and can include Watercourse Commissions, Water Authorities or Boards.

The table below indicates the watercourses in the region and their associated RBOs (Table 1-1).

Table 1-1: Shared river basins in SADC (SADC, 2012 a)

Watercourse	Countries	River Basin Organisation
Buzi, Pungwe, & Save (BUPUSA)	Mozambique and Zimbabwe	BUPUSA Tri-basin River Basin Organisation
Congo	Democratic Republic of the Congo, Cameroon, Central African Republic	Commission Internationale du Bassin Congo-Oubangui-Sangha (CICOS)
Cuvelai	Angola and Namibia	Cuvelai Watercourse Commission (CUVECOM)
Incomati & Maputo	Eswatini, Mozambique and South Africa	Inco-Maputo Watercourse Commission (INMACOM)
Kunene	Angola and Namibia	Permanent Joint Technical Commission (PJTC) Kunene
Limpopo	Botswana, Mozambique, South Africa and Zimbabwe	Limpopo Watercourse Commission (LIMCOM)
Cubango-Okavango	Angola, Botswana, Namibia and Zimbabwe	Okavango River Commission Okavango River Commission (OKACOM)
Orange-Senqu	Botswana, Lesotho, Namibia and South Africa	Orange-Senqu River Commission (ORASECOM)
Songwe	Malawi and Tanzania	Songwe River Basin Commission
Umbeluzi	Mozambique, Eswatini	Joint Water Commission (JWC)
Zambezi	Angola, Botswana, Malawi, Mozambique, Namibia, Tanzania, Zambia and Zimbabwe	Zambezi Watercourse Commission (ZAMCOM)

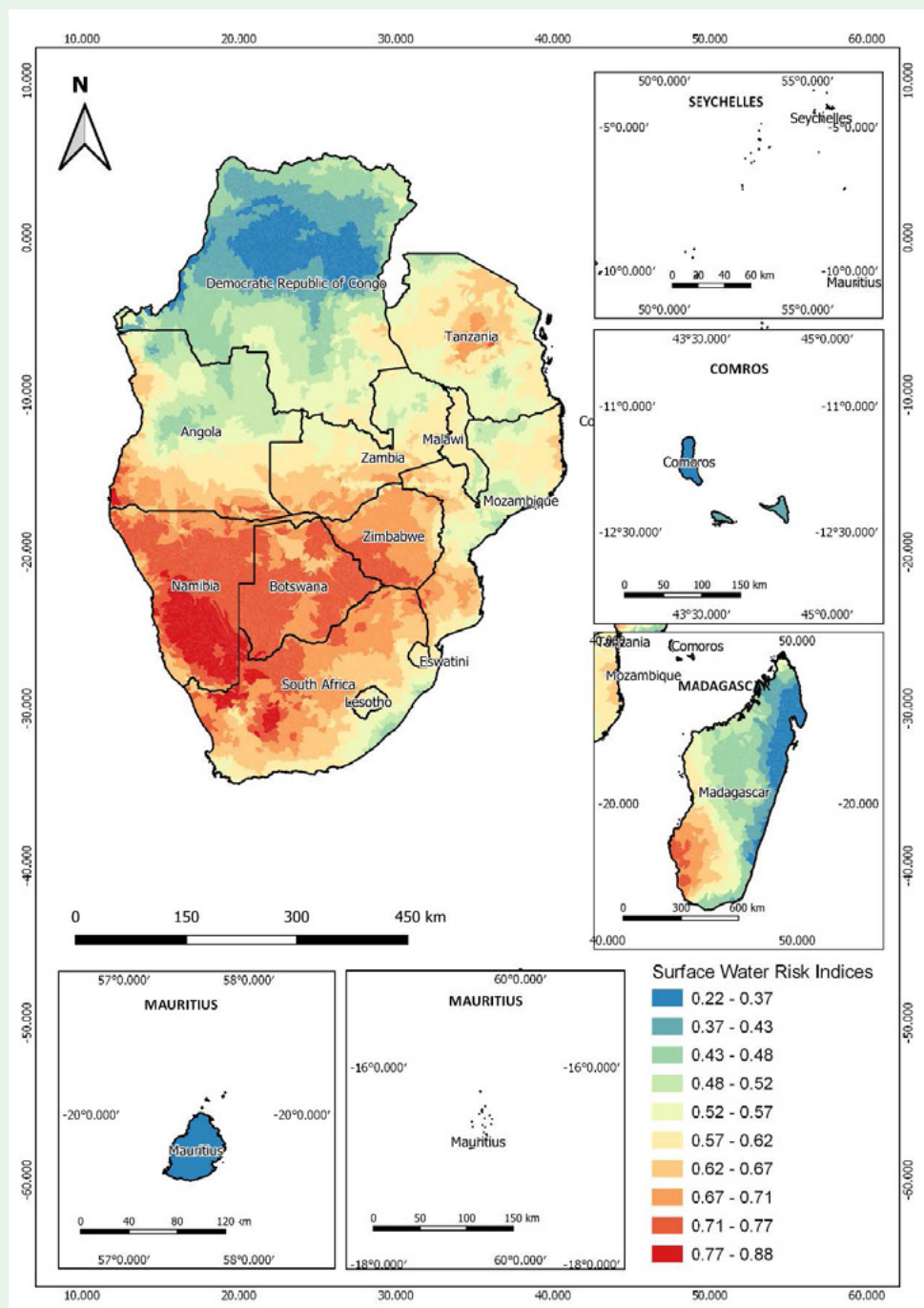


Figure 1-2: Surface water drought risk in SADC (SADC-GMI, 2020 a)

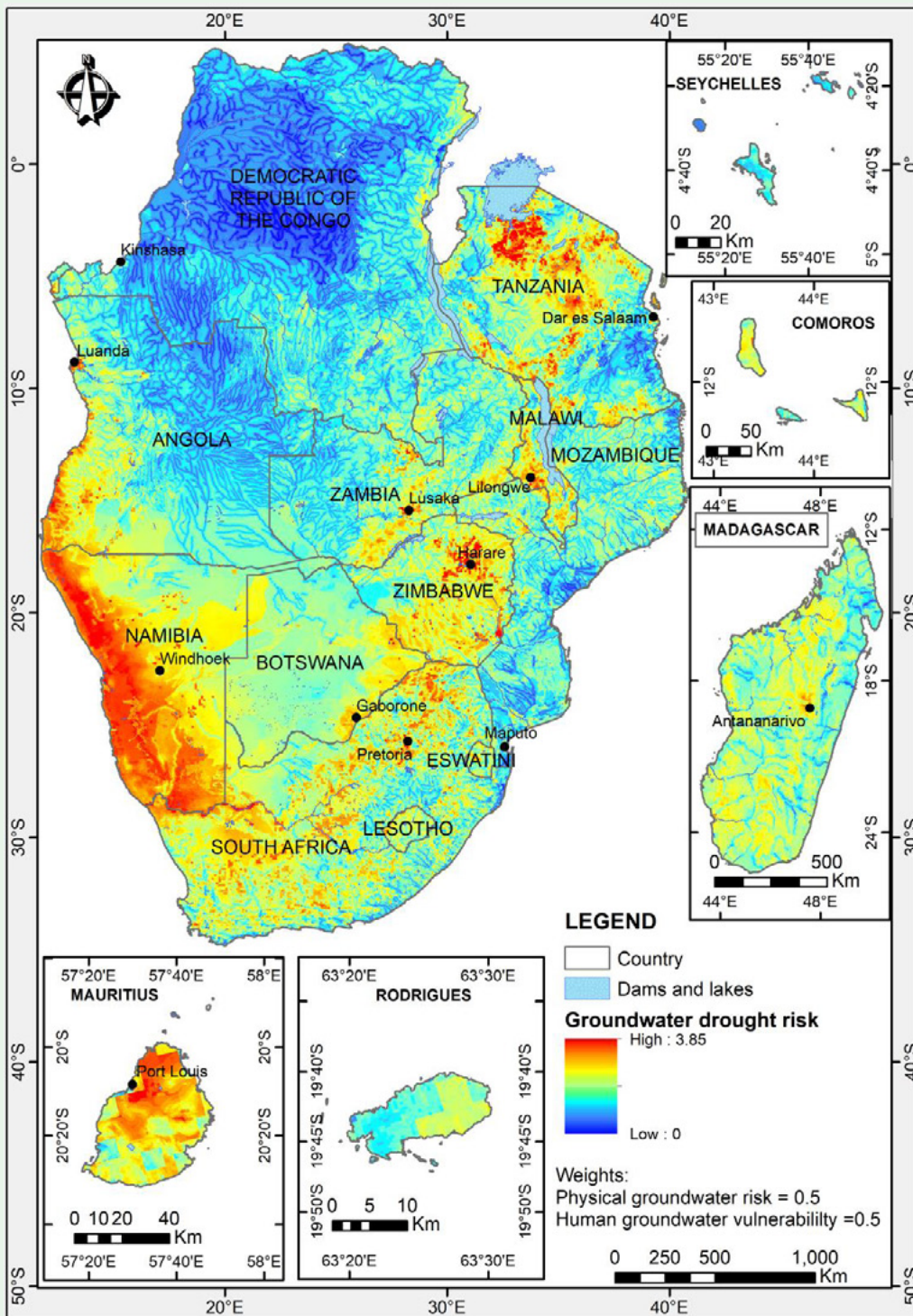


Figure 1-3: Groundwater drought risk map (SADC-GMI, 2020 b)

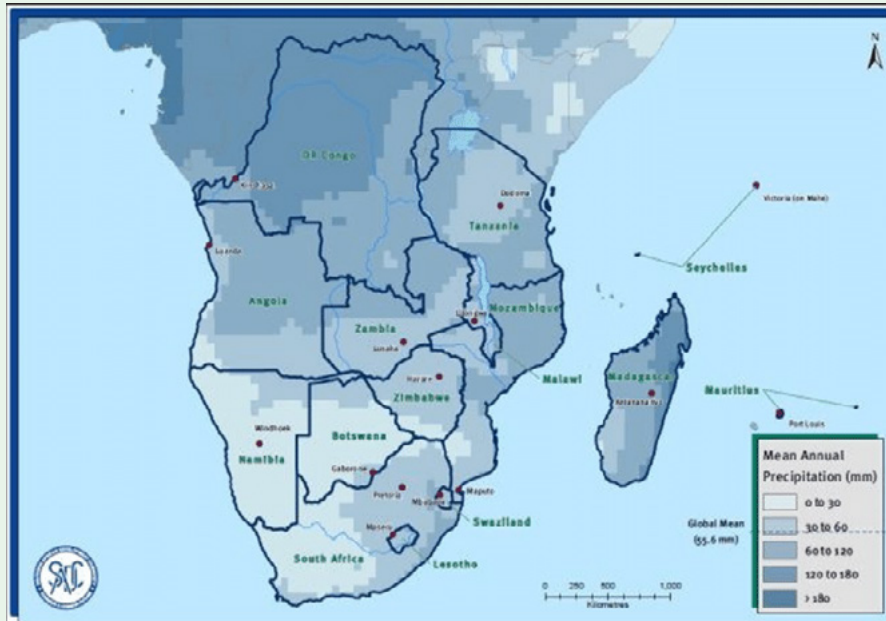


Figure 1-4: Mean annual precipitation (mm) for SADC (SADC, 2012 b)

1.1.2 Building on previous RSAPs and other strategies

The RSAP provides processes and mechanisms to entrench cooperation and improve regional governance, to strengthen approaches to water resources management through the building of capacity and the exchange of knowledge, as well as coordinate and oversee implementation of water resources and infrastructure development interventions that will deliver on the aspirations of SADC as well as other regional and sectoral policies and strategies.

The RSAP journey began with the first RSAP (RSAP I) that was approved by the SADC Summit in August 1998 and ran until 2004. The main focus of RSAP I was to create an enabling environment for the joint management of regional water resources. RSAP II commenced from 2005 till 2010 and placed strong emphasis on infrastructure development. This was followed by RSAP III (2011-2015) which again looked at strengthening the enabling environment while RSAP IV (2016-2020) prioritised water as a catalyst for socioeconomic development and building of resilience.

The RSAP V builds on the previous phases of RSAPs developed over the years as well as addressing the current challenges facing the regional water sector.

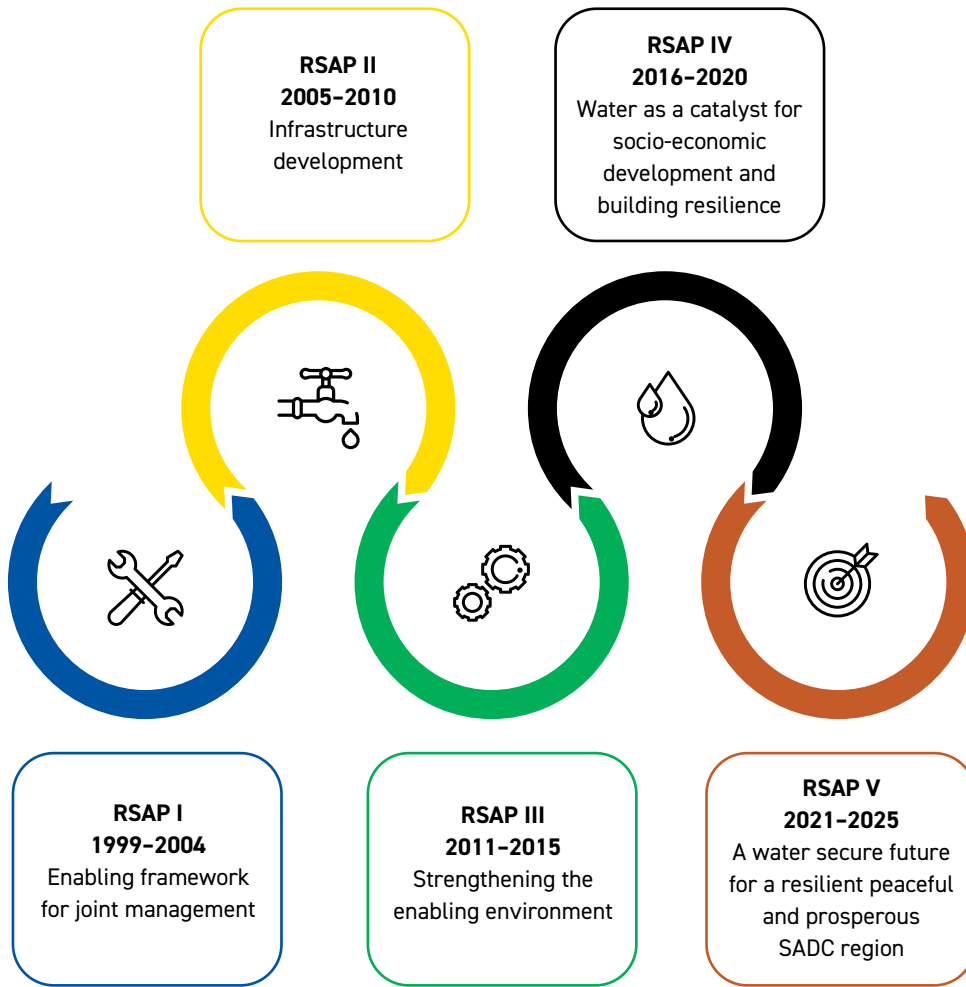


Figure 1-5: History of RSAPs

1.2 Strategic Intent of RSAP V

The SADC region, over the past 20 years, has developed a rich experience in the ongoing management and development of water resources at a regional, transboundary basin and aquifer, national and local levels. The different phases of the RSAP have, through a suite of interventions across the dimensions of governance, water resources management and infrastructure, provided the opportunity to strengthen core areas of regional water resources management and development. However, going forward, there are still many challenges that need to be addressed in the water sector to improve the regional management and development of these shared water resources.

The RSAP V allows for the water sector to respond to regional development priorities as articulated in the RISDP vision in support of regional integration while responding to current needs in the SADC region. Furthermore, the RSAP V also supports the RISDP (2020-2030) pillars and cross cutting issues, namely:

- Foundational pillar: Peace, security and good governance
- Pillar 1: Industrial development and market integration
- Pillar 2: Infrastructure development in support of regional integration
- Pillar 3: Social and human capital development
- Cross-cutting issues: Gender, youth, environment and climate change, and disaster risk management (more details regarding RSAP V's linkages to RISDP are provided for in the results framework).

This RSAP also incorporates SADC's wide priority areas of poverty reduction, peace and stability, regional integration, and industrialisation, as pronounced in the SADC Treaty.

The onset of the COVID-19 pandemic has provided a stronger emphasis on the regional need to strengthen resilience, noting that this needs to consider a broader swathe of aspects that go beyond the impacts of climate change that the region is already experiencing. Therefore, the need to respond to the COVID-19 pandemic has underlined the need to improve access to water, sanitation and hygiene (WASH) services with a focus on the water-health nexus. This then also brings into focus COVID-19 also highlighted the potential rise of waterborne disease from climatic impacts as well as the spread of respiratory diseases and the impact it will have on the social economy of the region. Under these circumstances the collective effort to strengthen water security and improve the quality of water supply and services becomes increasingly important.

Nevertheless, there is still the need to ensure a water secure future for the region, noting that water scarcity due to climate change and development pressures remains a key problem facing the regional water sector. Therefore, there is a continued need to place emphasis on the development of infrastructural solutions.

Increasingly, the importance of water and its linkages to other sectors is being recognised through the water-energy-food (WEF) nexus and the need to have integrated planning and implementation at both a regional and national level. As the region furthers its developmental agenda the need to explore these multi-sectoral governance frameworks will continue opening more of these nexus discussions. This will be occurring within a region that has insufficient financial and human resources to adequately address these issues and thus ongoing efforts to build regional capabilities and capacity will be critical.

As regional water insecurity is experienced at differing scales, the RSAP must provide a suite of interventions that support the region and the SADC Member States in addressing water security across those differing scales. It is therefore pertinent to be driving larger scale interventions that seek to develop collective solutions to larger scale socio-economic priorities, whilst also supporting demonstration and flagship projects that support Member States to develop knowledge and capacity and to be able to take such projects to scale and to replicate them where necessary. These interventions will have impact on livelihoods, but there are also broader impacts on the regional economy as well as food security. This places increased pressure to explore and determine practical and innovative approaches to supporting regional water security through the implementation of the RSAP, its objectives and plans.

1.3 Purpose

This document serves as the next phase of the regional strategic action plan (RSAP V, 2021-2025) and outlines the approach of the RSAP V and the framing developed including the Theory of Change (TOC) and Conceptual Framework (CF). The document also details the interventions identified for the priority areas and provides strategic guidance on implementation of RSAP V.

1.4 Structure

The document is structured as follows:

- 1) Introduction - includes the background and evolution as well as the strategic intent of the RSAP V.
- 2) Process of Development – the chapter outlines the development process for RSAP V as well as the engagements conducted.
- 3) Enabling Environment – an overview of the enabling environment is provided which includes the various global, continental and regional agenda as well as key policies and strategies for the region.
- 4) RSAP V Framing – the framing of the RSAP V is explained in this chapter which includes the strategic problem analysis, the RSAP V vision, values, principles, TOC and CF.
- 5) Structuring Interventions – this chapter provides the interventions logic which includes how the interventions for RSAP V have been structured as well as cross-cutting elements.
- 6) Pillar 1: Governance and Integration – the interventions developed for Pillar 1 are detailed in this Chapter.
- 7) Pillar 2: Infrastructure Development – the interventions developed for Pillar 2 are detailed in this Chapter.
- 8) Pillar 3: Water Resources Management – the interventions developed for Pillar 3 are detailed in this chapter.
- 9) Towards implementation – outlines the way forward towards implementation including institutional arrangements, principles to support implementation, resource mobilisation, procurement challenges, monitoring and evaluation and operationalisation.



It is estimated that 37% of SADC's population lack access to adequate safe drinking water whilst 63% has no access to adequate sanitation services.



02 PROCESS OF DEVELOPMENT

2.1 Developing the RSAP V

The development of RSAP V entailed a range of activities to ensure that the document would be comprehensive and reflective of the current challenges facing the SADC region. Prior to the commencement of RSAP V, it was important to consult with the lessons learned from the mid-term review of RSAP IV and to reflect on the findings of the end-of-term evaluation which allowed for further validation of the approach and plan developed for RSAP V.

RSAP V was also informed by the regional Visioning Workshop held in early 2020 which aimed to assist with the identification of the key areas of intervention to drive implementation of the regional water sector programme in the period 2021-2025. Incorporating the findings from this workshop into RSAP V was critical in ensuring that key issues as identified by SADC Member States and relevant stakeholder are addressed in the regional plan.

The process of development for RSAP V is summarised in the figure below.



Figure 2-1: RSAP V process of development

A robust literature review was conducted to assess the current enabling environment within SADC including reviewing strategies, policies and treaties. Also noting that water touches on other sectors, a review of relevant intersectoral strategies relating to infrastructure and development was also undertaken alongside an analysis of past RSAPs. This literature review helped to determine the current status quo and identified gaps and opportunities to take forward in the RSAP V.

An online survey was also developed and distributed to relevant stakeholders across SADC which helped support the literature review by obtaining insights from key experts and implementing partners regarding RSAP IV as well as inputs for the development of RSAP V. Some of the key points from the online survey are listed below:

- There needs to be increased awareness around the relevance and function of the RSAP.
- RSAP V should have a strong focus on "getting back to basics" of water resources management including an improved understanding of the resource, identifying strategic water source areas, and improving data and monitoring networks.
- There is a need for institutional capacity to mitigate shocks, particularly at transboundary levels.
- Data should be viewed as a strategic good for the region rather than a commercial good.
- Infrastructure needs to support decision-making and information collection.
- Many of the elements of the RSAP IV technical programme still remain valid but implementation needs to be strengthened going forward for RSAP V.
- There is a strong need for financial leveraging that is supported by coordinated programmatic funding, innovative finance mechanisms and investments that go beyond the tap.
- When developed RSAP V, prudent pragmatism needs to be considered.
- Disaster risk reduction (DRR) needs come out more strongly in RSAP V with a specific focus on oceanic and coastal states.
- There is a need to improve participation of vulnerable and marginalised groups which links to gender and youth.
- The RSAP V needs a monitoring, evaluation, reporting and learning (MERL) framework with clear linkages to regional action plans with set targets/indicators.
- Ecological infrastructure that supports water resources management should be prioritised in the RSAP V, especially in priority catchments and basins.
- There is the opportunity to align the RSAP V with the SADC Water Research Agenda (2015).

Alongside this, stakeholder engagements consisting of focus group meeting and one-to-one engagements were also undertaken to broaden understanding of the challenges experienced during implementation of RSAP IV and recommendations for the RSAP V.

Based on the findings from the literature review, online survey and stakeholder engagements, the RSAP V Vision, Principles, Objectives, TOC and CF were developed supported by an iterative consultative process with SADC Water Division and the Water Resources Technical Committee (WRTC). Once finalised, the RSAP V document was drafted which was supported by engagements with technical experts as per the identified pillars in thematic group consultations (TGCs) to identify and co-develop the interventions prioritised under the respective pillars. The draft RSAP V document was also validated through a Validation Workshop which further cemented buy-in and support for the action plan. Using the inputs received from the TGCs and Validation Workshop held on 26 February 2021, the RSAP V document was finalised.

2.2 Engagement Processes

Ultimately, the RSAP V is a SADC document that belongs to all its Member States, River Basin Institutions and implementing agents and partners. As such, the need to secure buy-in from stakeholders during the development process is paramount. Recognising the need for a consultative approach, the stakeholder engagement process has proven to be one of the most essential components during the development of regional planning instruments in SADC including the various iterations of RSAP.

Noting that the effective delivery of the RSAP is incumbent on the various Member States across SADC, either individually or collectively, there is a need to ensure that these stakeholders shape the RSAP and its objectives. This provides opportunity to ensure pragmatism and relevance. Whilst the institutional framework across the SADC region is complex, this can be effectively leveraged to not only gather the rich insights and inputs that are needed, but also to enable buy-in and ownership of the RSAP.

Stakeholder engagement does take various forms with increasing levels of input and engagement. This ranges from communications aimed at keeping stakeholders informed through to collaborative engagements where stakeholders co-create the project and its outcomes (Figure 2-2). Under the COVID-19 context, the notion of stakeholder engagement required adjustment due to travel and public gathering restrictions. This necessitated a new suite of operating modalities for these engagements such as online platforms and videoconferencing. While requiring adjustment due to the sudden shift from in-person to virtual meetings, the ability to use online tools provided the advantage of engaging with stakeholder from various locations across SADC.

For the development of RSAP V, there was a need to have a differentiated approach that enables engagement using these different approaches including “collective” participation (communication and consultation) as well as “focused” interventions (contribution and collaboration).

The key engagement platforms used to develop the RSAP V include:

- **Online survey:** Assessment of progress and outcomes from RSAP IV to glean lessons that can be taken into RSAP V.
- **One-to-one meetings:** Deeper discussion to augment the findings from the survey and literature review.
- **Focus group meetings:** Smaller groups that enabled more detailed discussions on key issues and approaches.
- **Thematic group consultations:** Structured to support the key themes (Pillars) of the RSAP V and enabled a more detailed discussion regarding the strategic approach to be used.
- **Validation workshop:** Secured broader ownership and support by presenting and validating the RSAP V document to regional stakeholders.
- **Communication Briefs:** Used to create awareness as to the processes being used to develop the RSAP and the findings, at key stages of the process.

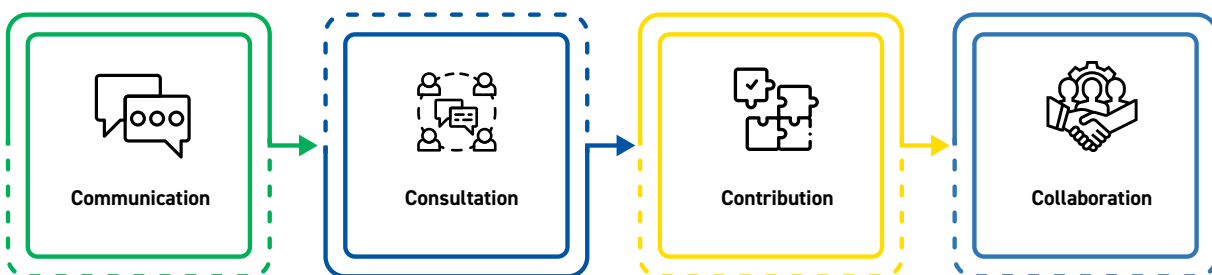



Figure 2-2: Spectrum of approaches to stakeholder engagement

An aerial photograph of a river winding through a vibrant green landscape. The river flows from the top left towards the bottom right. In the foreground, a large, light-colored sandbar or gravel bar is visible, partially submerged in the water. The surrounding land is covered in dense green vegetation, likely crops or grass. The sky is not visible, focusing the viewer's attention on the natural features of the river and its banks.

The development of RSAP V entailed a range of activities to ensure that the document would be comprehensive and reflective of the current challenges facing the SADC region.



03 ENABLING ENVIRONMENT

3.1 Aligning to the Broader Developmental Agenda

3.1.1 The Global Developmental Agenda

Critical linkages exist between water management, water security, and climate change. This is recognised (albeit somewhat implicitly) through several international policy frameworks such as Agenda 2030 which includes the Sustainable Development Goals (SDGs), the 2015 Paris Agreement, and the Sendai Framework for Disaster Risk Reduction. The achievement of the water goal (SDG 6) has consequential effects on food security (SDG 2), economic and sustainable development (SDG 8 and 17), reduced inequalities (SDG 10), climate action (SDG 13), and sustainable ecosystems (SDG 15).

Water security is a necessity for peace and security, and sustainable development; but is undermined by the impacts of climate change. Climate change adaptation, mitigation, and resilience through water management therefore becomes critical to water security. Water can support efforts to both mitigate and adapt to climate change (United Nations, 2020). Mitigation measures typically take into account demand-side factors such as water reuse, water-conscious agriculture and renewable energies which can directly affect water resources. Adaptation and resilience, on the other hand, is in response to supply-side factors (e.g. water scarcity, climate impacts).

3.1.2 Continental Developmental Agenda

The African Union recognises the demands on water resources in light of rapid urbanisation, population growth, human and economic development, and industrialisation. Therefore, the sustainable use and management of water resources is a central agenda on the continent. This is reflected across various policy and strategy documents including Agenda 2063, the African Water Vision 2025, and the African Ministers' Council on Water (AMCOW) Strategy 2018 – 2030. At the core, this common agenda focuses on the issues of water security, good water governance and safe sanitation and has been translated into action plans and programmes such as the Water Resources Management Priority Action Plan (WRM-PAP) 2016 – 2025 and the Groundwater Management Programme 2021 – 2031.

Support mechanisms are urgently needed to streamline continental, regional and national water management policies. In addition, data collection and reporting will need to be strengthened. This is recognised in WRM-PAP's four priority areas:

- 1) improving agricultural water efficiencies to drive water security,
- 2) enhancing climate resilience and disaster risks,
- 3) strengthening information systems for water resources monitoring and assessment, and
- 4) improving environmental integrity.

3.1.3 SADC's Developmental Agenda

Regional cooperation and integration have been the cornerstones of SADC's development agenda. The focus area with respect to water is on the promotion of integrated water resources management (IWRM) and the equitable sharing of water resources for mutual beneficiation. Since the mid-1990s, SADC has acknowledged the importance of water resources for development and regional integration. SADC's goal for its water sector is to "*contribute to the improvement of the quality of life of communities in the SADC region through promoting cooperation in all water matters in the region for sustainable and equitable development, proper usage, and management of water resources*". By the early 2000s, international and continental developments, such as the Millennium Development Goals (MDGs), 2004 African Union (AU) Summit, and the second and third World Water Forum, began to influence and shape the SADC water agenda, shifting the focus of the RSAP towards infrastructure development (SADC, 2005).

In the early 2010s, SADC released several strategies aimed at addressing climate change and recent programmes driven by SADC have been focused upon improving our responses to climatic extremes. Southern Africa is the most urbanised region in Africa (Hope & Lekorwe, 2010) and in these contexts floods and droughts can impact upon water availability and water quality whilst having devastating impacts on livelihoods and economies. Building climate-resilience becomes of critical

importance to ensure institutions, communities, businesses, and individuals can adapt and rebuild. Island States, and tropical zones are particularly vulnerable to the impacts of climate change and strengthening our resilience in these areas is of priority.

Climate adaptation is the main priority when it comes to climate change in southern Africa (SADC, 2011). The 2011 Climate Change Adaptation Strategy calls for water management to be used as a tool to improve climate resilience. Equally important is the implementation of adaptation measures at different levels (local, river basin scale and regional), at different stages of the adaptation process (preparation, response, and recovery) and in different areas of interventions (governance, development, and management).

3.2 SADC's Enabling Environment

3.2.1 SADC Water Statutory and Policy Framework

The SADC water enabling environment is premised on the 1993 SADC Declaration and Treaty which urges members of SADC to work together cooperatively to achieve regional common goals. SADC Member States are urged to align their national water strategies to the regional SADC agenda.

The SADC water sector is further anchored by various statutory and policy documents, that includes among others the:

- SADC Vision 2050 which sets out the long-term aspirations of SADC over the next 30 years
 - SADC Regional Indicative Strategic Development Plan (2020 – 2030) provides a comprehensive development and implementation framework guiding the Regional Integration agenda of SADC and aims to deepen integration in the region.
 - SADC Regional Infrastructure Development Master Plan (RIDMP) (2012) – highlights key challenges for infrastructure in the region and establishes specific targets for bridging gaps and removing bottlenecks
 - SADC Vision for Water, Life and Environment recognises water as a catalyst for socio-economic and economic development.
 - SADC Revised Protocol on Shared Watercourses (SADC, 2000) which is a legally binding document that seeks to protect and utilise shared watercourses, and foster water cooperation in a sustainable and coordinated management.
 - SADC Regional Water Policy (SADC, 2005) that provides a framework for sustainable, integrated and coordinated development, utilisation, protection and control of national and transboundary water resources in the SADC region.
 - Regional Water Strategy (SADC, 2006) gives effect to the Regional Water Policy (2005).
- Other key supporting instruments include:
- SADC Regional Awareness and Communication Strategy for the Water Sector (2008) – aims to improve awareness and understanding on water issues and initiatives in the SADC region contributing to poverty eradication and regional integration.
 - SADC Guidelines for Strengthening River Basin Organisations – Environmental Management (2010) – Establishes a set of procedures to assist river basin organisations with the implementation of environmental management.
 - SADC Guidelines for Strengthening River Basin Organisations (2010) – outlines key guidelines that cover four areas: establishment and development, environmental management, funding and financing and stakeholder participation.
 - Climate Change Adaptation in SADC: A Strategy for the Water Sector (2011) – identifies methods to help the SADC water sector adapt to changes in climate.

3.2.2 SADC Water Sector Institutional Framework

The SADC Secretariat is the overarching water sector organ responsible for promoting coordinating the implementation regional protocols, policies and strategies in the region, and acts as the executive arm of the SADC Council of Ministers. Following the SADC institutional framework restructuring in the early 2000s, five Directorates were formed. The former water sector coordinating Unit became the SADC Water Division clustered under the Infrastructure and Services Directorate forming part of the SADC Secretariat.

The SADC Water Division is responsible for increasing and facilitating regional water cooperation, for guiding the implementation of the regional water sector programme through the RSAPs and reporting on progress in this regard. At the regional level, an Integrated Committee of Ministers was created to coordinate programmes in the different clusters, and at the national level, national committees were established to coordinate their respective individual Member States' interests.

It is important to note that at the project the institutional arrangements are often project specific, but include the RBOs, regional networks and partnerships as well as other implementing agencies.

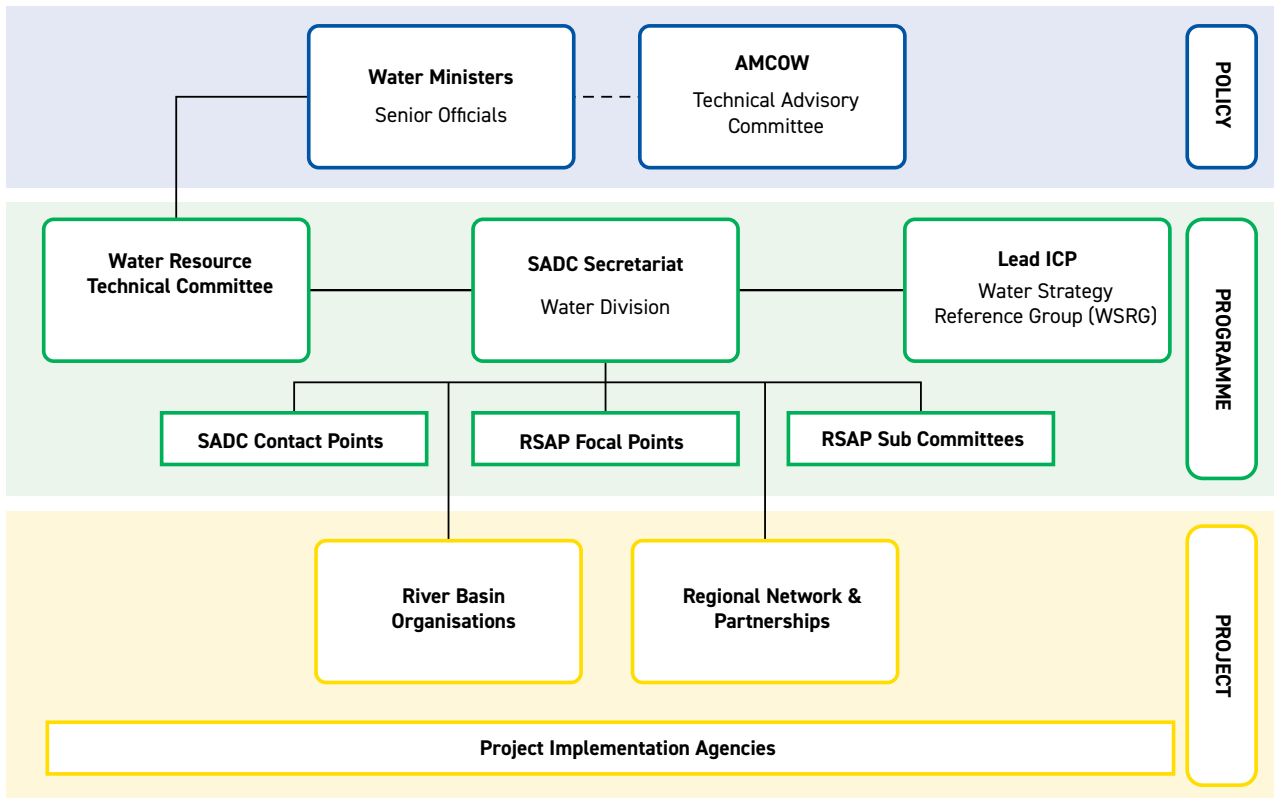


Figure 3-1: RSAP IV institutional framework

The SADC water enabling environment is premised on the 1992 SADC Declaration and Treaty which urges members of SADC to work together cooperatively to achieve regional common goals.





04 RSAP V FRAMING

4.1 Strategic Problem Analysis

The development of RSAP V comes at a critical juncture. The recent period has been typified by a range of crises at varying scales that have resulted in significant impacts upon economies and livelihoods. The increase in severity and variation in climate related events as well as the emergence of global events such as the COVID-19 pandemic, have placed increased emphasis on our resilience to the impacts of these events. In developing RSAP V there has been a need to review the functional purpose of RSAP as an implementing instrument on a regional scale and understand its role in building this much needed resilience.

It is important to consider implementation challenges related to previous phases of the RSAP, and potential areas that need to be strengthened in the RSAP V.

RSAP I aimed at creating an enabling environment for the joint management of regional water resources. Some key achievements included the promulgation of the Regional Water Policy (2005), and the adoption and ratification of the Revised Protocol on Shared Watercourses.

During reviews of RSAP I it was recommended that there be a shift from a project approach to a programmatic approach, and changing the focus of the RSAP from the creation of an enabling environment to water infrastructure development.

RSAP II was approved in June 2005 and with the adjusted focus on infrastructure there was much emphasis on aligning with the RISDP. however, progress reviews indicated good progress was made on strategic objectives that relate to the enabling environment (water resources development, planning and management, water governance, and capacity building) with limited progress noted around infrastructure development.

RSAP III continued the focus on water governance, water management and a targeted focus on infrastructure development and as such RSAP III laid a foundation for integrated water resources development including much needed water infrastructure.

Subsequent reviews of RSAP III noted the successes in supporting governance and institutional issues and in supporting capacity building intervention, however, noted the

importance of engaging with the WEF nexus and other nexuses, as well as the importance of strengthening the approach to programmatic monitoring and evaluation.

The RSAP IV provided a continued focus on infrastructure development, noting the importance of industrialisation, water resources management and water governance, development and use of nexus approaches, and capacity development and research. These were underpinned by cross-cutting themes, including gender and youth development, knowledge management, stakeholder engagement management, resource mobilisation, and monitoring and reporting.

Reviews of RSAP IV reflected that the levels of ambition were possibly too high bearing in mind the resource constraints being experienced as well as noting the need to strengthen the approach to monitoring and evaluation with improved links between the TOC and the programme interventions. It was recommended that the RSAP monitoring and evaluation framework will need to include clear linkages to regional action plans as well as setting targets and indicators that ensure accountability.

Engagements with stakeholders in developing RSAP V reflected concerns with regards to the needs to strengthen institutions, the need to strengthen approaches towards building resilience, the need to build capacity to improve the preparation of bankable infrastructure projects, the need to improve approaches to financing and resource mobilisation, the need to improve approaches towards ecological infrastructure and the need to mainstream research and development into the planned interventions.

Other highlights from the stakeholder engagements were continuation of existing themes from RSAP IV including: industrialisation, water governance, inter-basin transfers, water resources management, infrastructure, nexus approaches, building climate resilience (e.g. disaster risk reduction) and capacity development and research. Alongside this, there was emphasis on elevating the role of the SADC Secretariat in terms of leading discussions around privatisation of water supply and mobilising political support at Member State level, where appropriate. In addition, there is a need to rethink the

role of water in terms of wealth creation and as a common shared resource i.e. a water pool as well as improving water use efficiency, water re-use and wastewater beneficiation. With the growing attention given to groundwater, the inclusion of groundwater through conjunctive planning was also noted as well as the incorporation of indigenous knowledge to support existing knowledge management systems. Innovative finance models and engagement with private sector through partnerships was also recognised as a critical issue going forward into RSAP V. There are also a number of cross-cutting themes that surfaces in RSAP V including gender and youth development; data, information and knowledge management; stakeholder management; resource mobilisation; monitoring and reporting; capacity building; and research and development.

Importantly, consultations emphasised a need to strengthen the fundamentals of water resources management including undertaking studies that build on previous ones to assist in understanding the status of catchments and strategic water source areas, underpinned by improved monitoring and information management.

4.2 RSAP V Vision, Values and Principles

Resilience to enable sustained regional growth and development continues to be essential for the SADC region. The impacts of COVID-19 have served to underline an already present vulnerability to the climatic and water resource extremes that Grey and Sadoff (2007) referred to as "difficult hydrology's". In recent years, the regional understanding of the importance of water in supporting socio-economic development has developed significantly underpinned by hydro-economic assessments and basin level strategic plans amongst others. These serve to demonstrate the importance of ensuring water security to regional integration and to sustainable regional development.

In this light, the vision for RSAP V is:

A water secure future for a resilient, peaceful and prosperous SADC region

The SADC water vision speaks to the equitable and sustainable use of water resources for present and future generations, and it recognises water to be a catalyst for socio-economic and economic development. Whilst the need to develop the programmatic framework for RSAP V building upon the lessons and successes of previous phases is important, it is equally important to develop this plan with a view to the emergent issues at hand. SADC has a clear developmental agenda that RSAP V must support and regional water security is imperative in this regard.

In support of achieving water security, the United Nations (UN) has adopted water issues in its agenda due to growing calls to recognise the impact of changing weather and water patterns on water resources. In response to this, the UN set about defining water security and what is required to achieve it. The key elements needed to achieve and maintain water security were outlined as being:

- Access to safe and sufficient drinking water, including sanitation and hygiene and safeguard health and levels of well-being;
- Protection of livelihoods, human rights, and cultural values;
- Preservation and protection of ecosystems through water allocation and management systems to maintain ecosystem functioning;
- Water supplies for socio-economic development (such as agriculture, energy, industry, tourism, and transport);
- Treatment of waste waters to protect human life and the environment from pollution;
- Collaborative approaches to transboundary water resources management within and between states to promote water resource sustainability and cooperation;
- Adaptive management of uncertainties and risks of water-related hazards, such as floods, droughts, and pollution; and,
- Good governance and accountability, and engagement of stakeholders underpinned by policy and law; effective and accountable institutions; well planned, operated and maintained infrastructure; and ongoing capacity development (United Nations University, 2013).

These concepts are not new but serve to reinforce the elements that RSAP V needs to consider in the construction of a focused programme of interventions that will build the water security the SADC region requires.

In addition, these interventions need to be guided by a suite of values and principles that are normative in nature (Table 4-1).

These elements then provide the basis on which the TOC and CF for RSAP V are based.

Table 4-1: Values and principles that underpin RSAP V

Values	Implication
Unity and integrity	Aligning institutions and individuals to work cooperatively with a clear vision
Equality of opportunity	Creating a fair society through access to education, career opportunities and information
Courtesy, mutual respect and trust	Creating a safe environment through inclusion that encourage politeness and respect
Empowerment	Empowering individuals and institutions through training and capacity building
Transparency and openness	Ensuring access to relevant, accurate and up-to-date information and knowledge sharing
Commitment and passion	Leading the regional water sector through hard work and dedication
Principles	Implications
Water as instrument of peace, cooperation and regional integration	Cooperating and engaging in a transparent manner
Water is a shared asset and shared risk	Working to ensure shared beneficitation
Sustainable and resilient development	Understanding that resources are finite and fragile
Adaptive and coordinated management	Employing adaptive and coordinate management through collaborative approaches
Fairness and equity	Ensuring inclusivity for disadvantaged groups
People-centric	Understanding social impacts
Environment is central to building core resilience	Incorporating nature-based and ecological-based solutions
Informed region	Promoting access to information, awareness raising and education
Data is a strategic asset	Recognising the value of data sharing
Partnerships	Building partnerships through collaboration
Subsidiarity and accountability	Providing clear mandates, roles and responsibilities
Prudent pragmatism	Encouraging prioritisation and utilisation of innovative approaches and methods

4.3 Theory of Change

The current context and progress made in achieving continental and international goals as well as SADC’s goals and objectives, inform the next steps that the water sector needs to engage with to address water security.

The TOC provides the basis for strategy development and prioritises key interventions to take forward in the next 5 years. Essentially, a TOC describes how the activities for a programme or project contribute to the intended impact(s). The TOC further provides reasoning on why a particular approach will be effective in achieving the desired impact. It describes the needs to be addressed, the barriers that need to be overcome, and the structured drivers that will result in the impact that will be realised through the implementation of RSAP V. Figure 4-1 provides an overview of three key areas that need to be addressed in order to achieve the impact: “A water secure future, for a resilient, peaceful and prosperous SADC region”.

The “Threats to Regional Peace and Prosperity” outline the major risks in SADC region within a water context, whilst the “Barriers to Water Security” refer specifically to challenges in the water sector that need to be addressed. These barriers can be categorised into three key “Change Areas” that are indicative of key pillars around which the RSAP V and its priority interventions could be based. The change areas are:

- 1) Governance and integration;
- 2) Water resources management; and
- 3) Infrastructure development.

These change areas inform the Pillars of the CF discussed below and provide the overarching framework under which the priority interventions will be outlined.

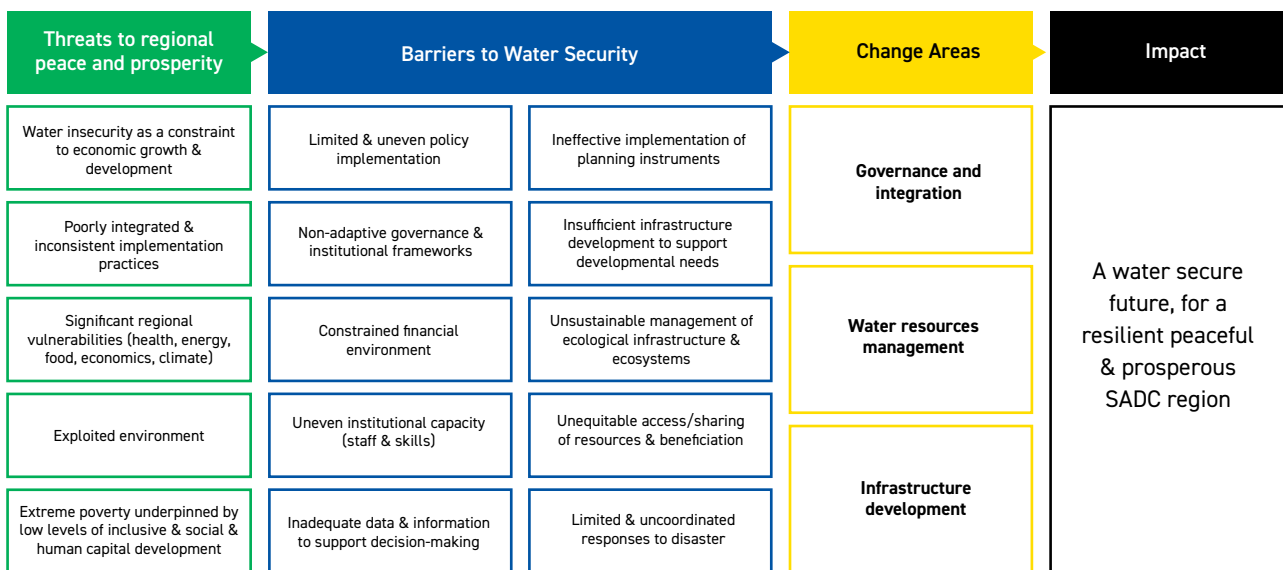


Figure 4-1: Theory of change

4.4 Conceptual Framework

Whilst the TOC describes the impact that needs to be realised and the various aspects that need to be addressed to have that impact, it does not provide a structured or programmatic approach towards achieving the RSAP V vision or how this supports the various SADC regional objectives. The CF for RSAP V therefore provides a visual overview of the core concepts that are considered and indicates the inter-relationships between the differing elements of RSAP V (Figure 4-2) and how this underpins the various aspects that are set out in developmental instruments such as RISDP and RIDMP.

The CF below visually represents the key concepts of RSAP V, namely the three pillars, and the foundational aspects upon which these core areas of focus are based. The CF does importantly provide for the importance of RSAP in supporting regional integration and development towards the longer-term SADC goals as shown in Figure 4-2.

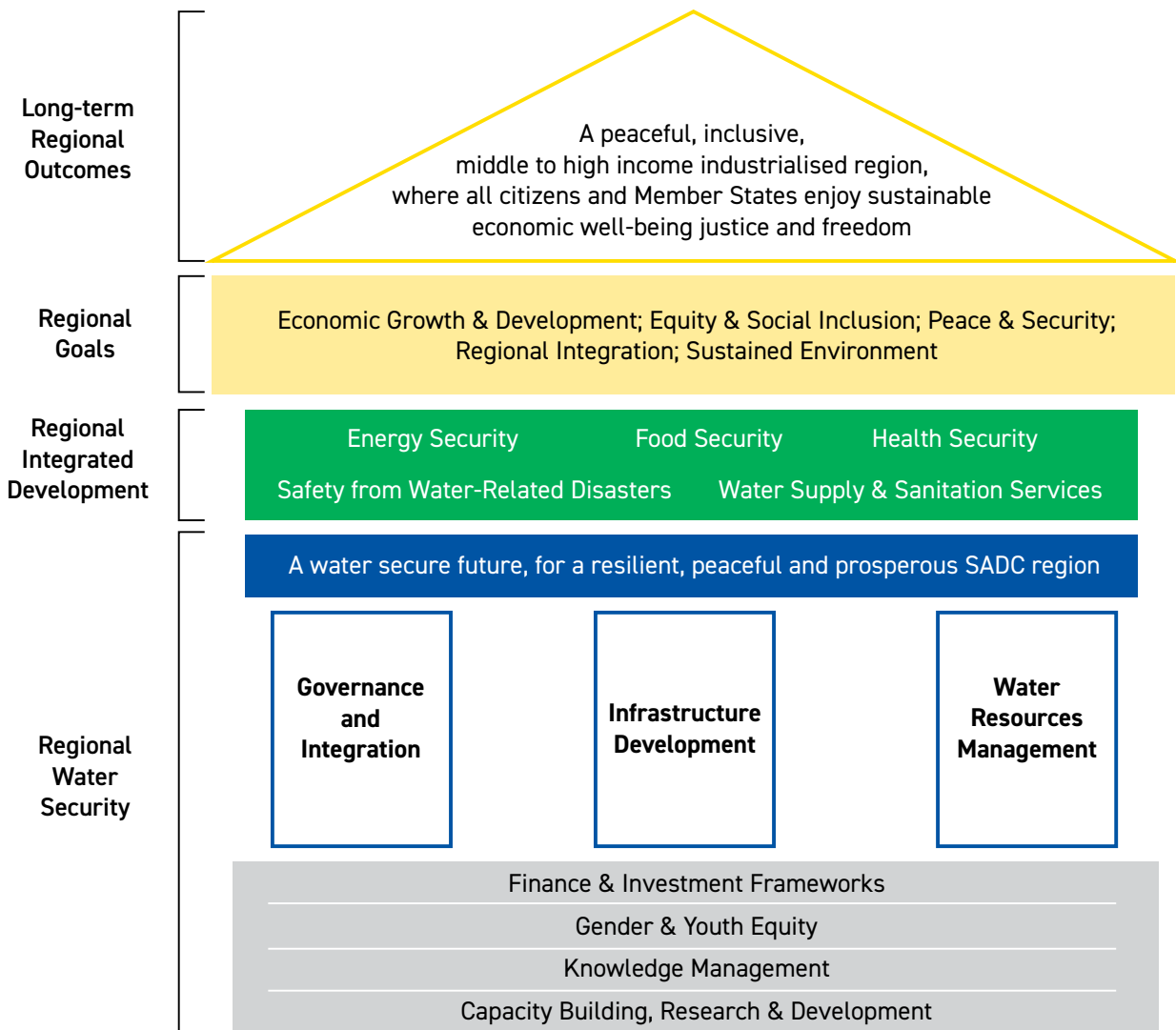


Figure 4-2: Conceptual Framework

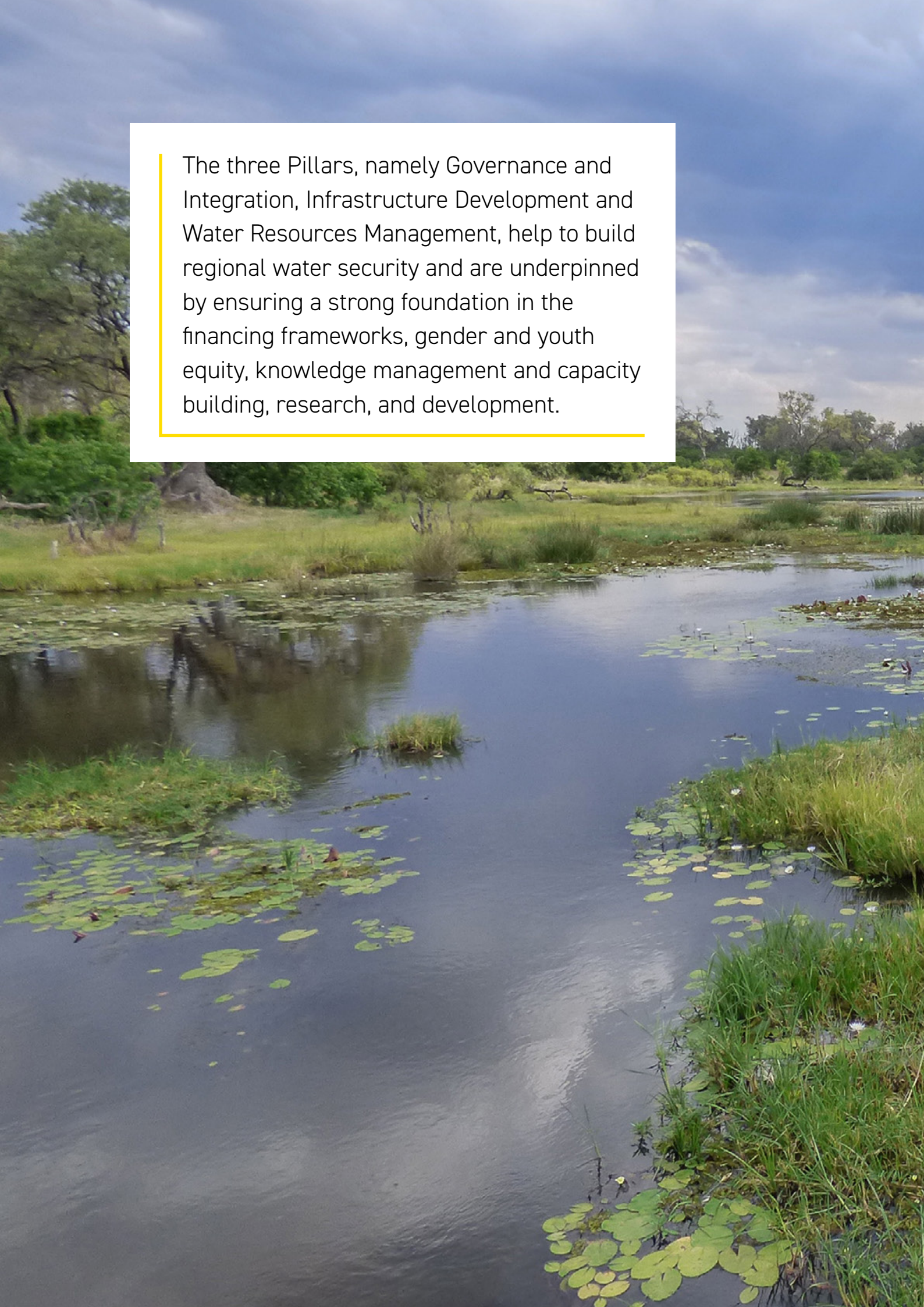
The three Pillars, namely *Governance and Integration*, *Infrastructure Development* and *Water Resources Management*, help to build regional water security and are underpinned by ensuring a strong foundation in the financing frameworks, gender and youth equity, knowledge management and capacity building, research, and development. These Pillars have adapted from the previous phases of the RSAP and have been recast to support the priorities for the next five years and can be summarised as follows:

- **Governance and Integration:** Undertaking focused interventions to strengthen regional and shared watercourse institution alignment to evolving mandates and needs whilst embedding the WEF nexus governance framework (and other nexus arrangements) to support integrated and intersectoral regional development;
- **Infrastructure Development:** Implementing structured approaches that support the planning, preparation, financing and delivery of infrastructural solutions at various scales and to support regional development and improved livelihoods; and
- **Water Resources Management:** Building and improving key aspects of water resources management, at various scales that underpin decision making towards sustainable and resilient water resources development.

It is important to note that the CF places strong emphasis on infrastructure development with governance and integration as well as water resources management being critical enablers towards infrastructure development. This does not place governance or water resources management as a lesser priority than infrastructure development, but rather highlights the need for infrastructure development that is supported by effective governance, integration and water resources management. The RSAP V will also continue to support ongoing initiatives that support and strengthen governance and water resources management with the understanding that this feeds into broader infrastructure development.

The CF also shows the intention of the RSAP V to draw linkages with other key strategic instruments in the region. The RISDP provides the implementation framework that guides the regional integration agenda of SADC and provides an important framing for RSAP V going forward. The RISDP places strong emphasis on energy and food security and by establishing linkages between RISDP and RSAP V, the WEF nexus comes into greater focus as an important element for the framing of the priority interventions. Furthermore, with heightened awareness for the need to strengthen pandemic resilience, the importance of health security and WASH services, both of which form core components of RISDP, are further highlighted as critical elements for existing and future pandemic responses across the SADC region. The CF also includes SADC's Goals which shows its intent to support SADC's overarching objectives and the long-term regional outcomes. Through regional integration, combined efforts will realise the desired impact and support the attainment of the SADC Goals.

How the pillars and the various interventions are inter-related and are supportive of each other are provided for under the Intervention Logic in Chapter 5.

A landscape photograph of a wetland area. In the foreground, a pond is filled with water, reflecting the sky. The water is dotted with numerous green lily pads. The pond is bordered by lush green grasses and some small white flowers. In the background, there are more trees and a line of vegetation under a cloudy, overcast sky. The overall scene is a natural, somewhat desolate wetland environment.

The three Pillars, namely Governance and Integration, Infrastructure Development and Water Resources Management, help to build regional water security and are underpinned by ensuring a strong foundation in the financing frameworks, gender and youth equity, knowledge management and capacity building, research, and development.



05 STRUCTURING INTERVENTIONS

5.1 Intervention Logic

The intervention logic builds on the TOC and CF and defines the objectives and results in a more detailed and structured manner and provides clear linkage between the range of interventions and how these realise the impact that RSAP V will attain. The intervention logic is presented in Figure 5-1 below.

The outcomes refer to long-term and collective results that will be realised through the interventions and activities under each change area, while the outputs refer to results that will be achieved immediately after implementing an activity. The outputs in the intervention logic correspond to the strategic interventions that have been developed for RSAP V and are numbered from 1.1. to 3.4 in Figure 5-1. Under each of these strategic interventions, strategic activities have been developed which detail the core sub-activities that will be undertaken to realise the impact of the strategic interventions. The strategic interventions, the strategic activities and the associated sub-activities are listed in Chapter 6 under their respective Pillars.

The intervention logic also includes a range of cross-cutting elements that play a supportive role when undertaking the strategic interventions and activities. This includes:

- Climate change, adaptation, and resilience;
- International cooperation and coordination;
- Gender, youth, equity, and inclusion;
- Monitoring, evaluation, reporting and learning (MERL);
- Knowledge management and exchange interventions;
- Research and innovation;
- Capacity development;
- Advocacy and awareness raising;
- Stakeholder engagements; and
- Finance and investment frameworks.

The importance of these cross-cutting elements in realising the impact of RSAP V is recognised and therefore, these have been mainstreamed within the strategic interventions and activities to ensure that they are not overlooked during the implementation of the plan.

Placing the cross-cutting aspects as part of the sub-activities also helps to indicate where these aspects need to be prioritised under each strategic intervention, allowing for a more targeted and focussed approach that is integrated with the overall programme, in ensuring delivery. It is important to note that not all cross-cutting elements will lead to specific sub-activities (refer to Annex C Implementation Plan) but rather that these cross-cutting issues need to be considered when implementing a strategic activity.

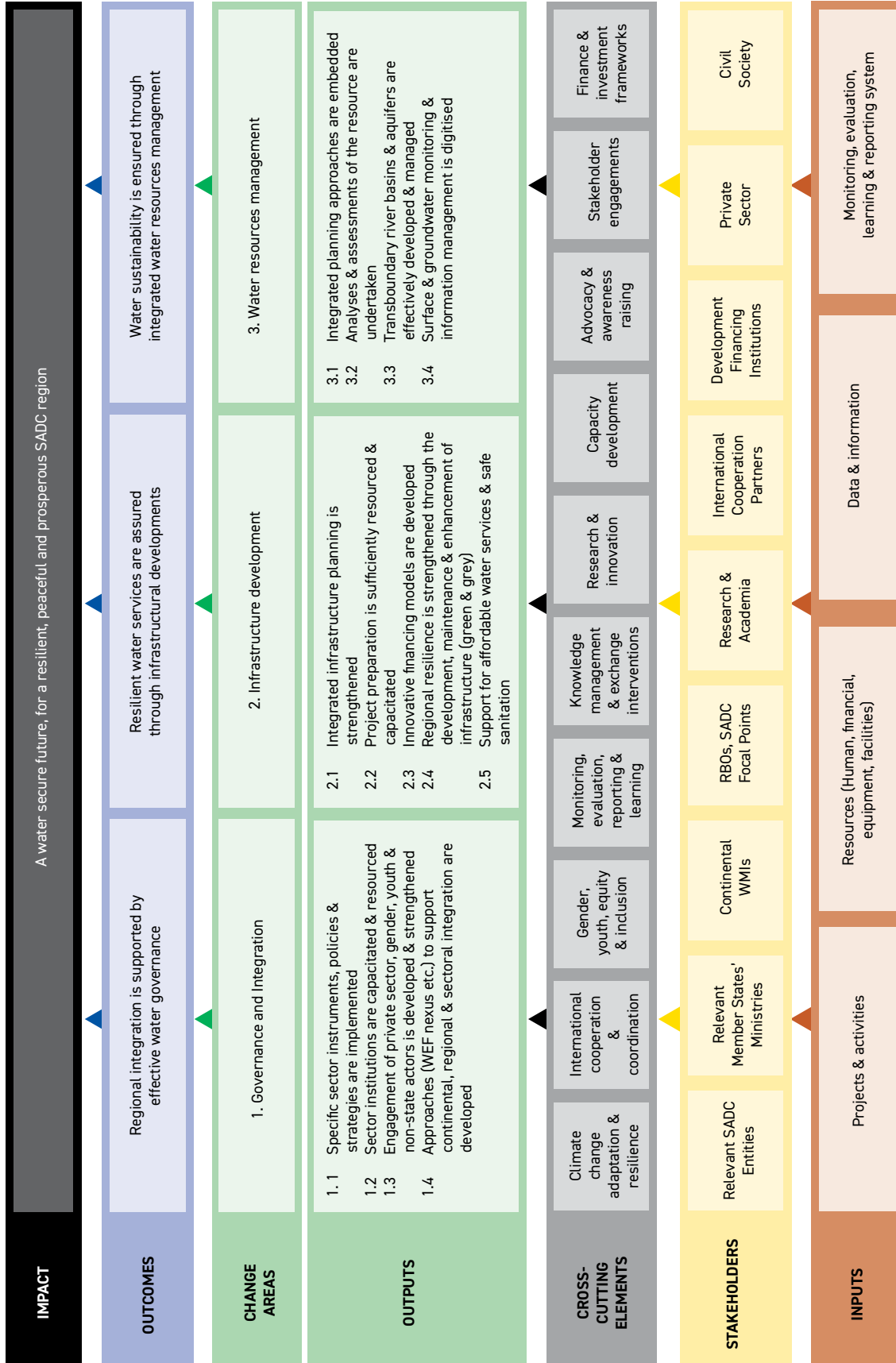



Figure 5-1: Intervention Logic

5.2 Interfaces and linkages between pillars

Although the pillars and their respective outputs are presented as separate streams of work in the Intervention Logic (Figure 5-1), it must be recognised that the three pillars are interlinked and supportive of one another. As such there are important interfaces between these pillars. Noting the focus of RSAP V on the importance of developing infrastructure, some examples include:

- **Governance and integration:** Inter-sectoral governance frameworks, across the differing nexuses, will inform the developmental interfaces between sectors and the associated priorities thus influencing the planning required for water resources management and development. This will guide infrastructure development processes and priorities.
- **Water Resources Management:** Key outcomes from the interventions to manage water resources includes improved levels of understanding of the status of water resources at various spatial scales thus providing the basis for determining the options for sustainable development. This will be underpinned by quality data and information that is needed for infrastructure planning, preparation, implementation and for operations, management and maintenance of infrastructure.

In planning for the delivery of projects to support the implementation of RSAP V, these important results chains and dependencies that integrate pillars will need to be considered and managed.

A photograph of a large-scale agricultural irrigation system. Multiple nozzles are spraying water in a wide, overlapping pattern over a vast field of young, green corn plants. The water droplets are captured in mid-air, creating a misty effect. The corn plants are arranged in neat, parallel rows, and the overall scene is bathed in a warm, golden light, likely from the low sun. A white text box with a yellow border is overlaid on the upper left portion of the image.

Placing the cross-cutting aspects as part of the sub-activities helps to indicate where these aspects need to be prioritised under each strategic intervention, allowing for a more targeted and focussed approach that is integrated with the overall programme, in ensuring delivery.

06 PILLAR 1: GOVERNANCE AND INTEGRATION

Governance has been a key change area for the region and has been emphasised in past phases of RSAP. Graham et al. (2003) describes governance as "the interactions among structures, processes and traditions that determine how power and responsibilities are exercised, how decisions are taken, and how citizens or other stakeholders have their say". In the context of water, governance can be understood as the key systems and processes that support organised development and management of water resources and services (Jiménez, et al., 2020). This places water governance as a cornerstones of effective water resources management at a local, national, transboundary, and regional level.

The previous phases have focused on principles of legitimacy, accountability, transparency, and inclusiveness. Building upon previous phases, the RSAP V, and by extension Pillar 1, also focuses on the strengthening of governance with a focus on improving the policy, legal and institutional frameworks as well as building capacity within key water sector institutions. The

developmental agenda requires that alternative and innovative approaches be developed to support and drive growth. This will require integrated approaches that connect efforts to sustainably manage and develop water resources with those developmental and environmental sectors that are dependent upon water. This introduces the concept of the nexus, with there being multiple nexuses due to the nature of water. For this reason, integration has been emphasised together with governance noting the need to build the capacities, capabilities, institutions, instruments, and systems to support regional and sectoral integration.

It is important to note that with a clear emphasis of RSAP V being placed on water resources development through infrastructural solutions, there is emphasis under the Governance and Integration pillar to provide the managerial basis necessary to ensure integrated and sustainable development projects.

6.1 Strategic interventions

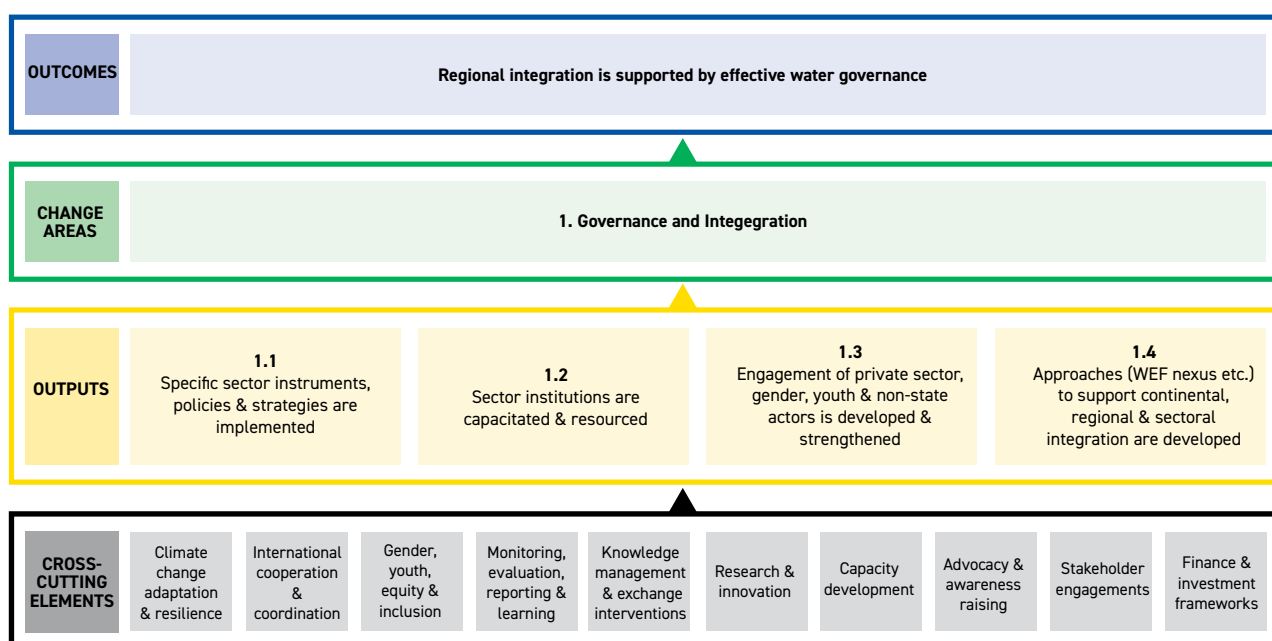


Figure 6-1: Interventions for governance and integration

1.1. Specific sector instruments, policies and strategies are implemented

Objective

Strengthen regional water sector instruments, policy and strategy and provide support to Member States² and SWIs to implement these.

Strategic activities

SA 1.1.1. Review and strengthen regional water policy and strategy instruments to strengthen Member State and SWI programmes towards resilience (including pandemics and climate)

The regional water sector has a range of governing instruments most notably the Revised Protocol on Shared Watercourses (2000), the Regional Water Policy (2005) and the Regional Water Strategy (2006). These provide the basis for regional integration and much effort has been undertaken to support SWIs and the Member States to harmonise approaches and implement these instruments. In recent years there have been adjustments in elements of the water sector approaches to management, development, and the need to develop resilience (to economic shocks, climate and pandemics).

The need for improved levels of intersectoral integration may require amendments to strengthen the water sector policy and strategy framework, but equally it will be critical to understand the policy and strategy frameworks for these other sectors, including energy, food, health and others. This will require a review of these sector instruments to develop guidance on how to strengthen the integrated regional policy and strategy framework. Within this context is it now relevant to review these instruments and assess as to how they can be bettered to support integration.

Sub-activities include:

- a) Conducting a study to review the range of regional water sector and other developmental sector instruments to assess areas for possible improvements;
- b) Developing a suite of recommendations and action plan to improve key regional water sector and development sector instruments, policies, and strategies through a stakeholder driven process; and
- c) Updating regional water sector instruments, policies, and strategies and providing support to sector lead institutions to improve policies and strategies for priority development sectors to ensure better integration with the water sector.

Integrated cross-cutting activities

Stakeholder engagements

Undertaking stakeholder engagements during this assessment will be imperative as will the support and engagement of academic and research institutions who could provide rich insights from international, continental, and regional and experience.

Climate change adaptation and resilience

Economic, climate and pandemic resilience will be an area of consideration in looking at key areas for improving regional instruments and the support of technical experts, including research and academic institutions will be important in assessing how these various instruments can be strengthened to support improved resilience.

Gender, youth, equity, and inclusion

It is important to ensure that the issue of addressing gender inequalities is strengthened in the regional instruments. Intentional positive actions will be critical in contributing to redressing vulnerabilities in marginalised groups.

Research and innovation

One of the core themes of the SADC Water Research Agenda (2015) is water governance and institutional arrangements, particularly around institutional models for effective water governance. Drawing upon research institutions and their studies regarding this theme can provide useful insights regarding governance and integration.

² Member States in the strategic activities refer to both mainland and island states (Madagascar, Comoros, Seychelles and Mauritius) in SADC

SA 1.1.2. Assess progress of policy harmonisation within Member States and SWIs

Policy harmonisation is a cornerstone of the Revised Protocol on Shared Watercourses (2000) and the Regional Water Policy (2005) and supports regional integration in the management and development of shared watercourses. Policy harmonisation under this strategic activity will involve vertical and horizontal alignment. Vertical alignment will require that national and regional water-related policies and strategies are harmonised and aligned to support the implementation of the Regional Water Policy (2005). Horizontal integration incorporates policies from other sectors i.e. energy, food, transport, health care etc. and ensures alignment with water policies and strategies, thereby promoting a hydro-supporting approach.

Previous phases of RSAP have reported good progress with regards to policy harmonisation, however, this needs to be assessed to develop focused interventions to support improvements. Policy harmonisation is a complex undertaking that requires ongoing effort and resources, noting the evolving mandates of SWIs and complicated institutional arrangements. Any amendments to the Regional Water Policy (SA 1.1.1) will need to be considered in this study and this may require consideration by all Member States.

It is important to note that while policy harmonisation seeks to achieve vertical and horizontal alignment across the region and sectors, this strategic activity looks at water as the entry point into other sectors and is utilising a water-centric approach towards harmonisation.

Sub-activities include:

- a) Building and updating on existing studies and undertaking new studies (where necessary) to assess the levels of policy harmonisation across SADC Member States as well as across sectors;
- b) Organising a knowledge exchange workshop on policy harmonisation and develop an agreed upon approach towards improving levels of harmonisation;
- c) Developing a programme of support to Member States to better align policy with that of the Regional Water Policy and providing recommendations for alignment of sectoral policies.

Integrated cross-cutting activities

Stakeholder engagements and knowledge exchange

This will be an essential part of this process. Noting the nature of this study, the use of national resources including research and academic institutions to support the review will be important to yield sound results. Utilising students or emergent consultants would be supportive of developing a new cohort of water experts.

SA 1.1.3 Provide technical support for policy harmonisation in prioritised Member States and SWIs

Based on the lessons gleaned from the review process, a programme of development support to Member States and SWIs would have been developed. Rolling-out this capacitation programme will require the use of regional and national experts, and will provide support to the Member States to determine the processes required to align policy instruments at the national and transboundary basin scale. This could best take place within transboundary river basins and aquifers and can be used as a process within these basins to compare policies of each Member State to the Regional Water Policy, as well as other key sector policy instruments, providing for knowledge exchange. This activity will build on existing initiatives that are currently being undertaken to achieve policy harmonisation.

Sub-activities include:

- a) Conducting a knowledge exchange session within transboundary river basins or aquifers with Member States to review and discuss levels of policy harmonisation and to develop processes to align;
- b) Providing technical/ legal support to Member States to address specific policy issues to address harmonisation through a pool of experts as well as basin/Member State specific support; and
- c) Developing and updating a database of interventions to provide for knowledge exchange and track progress.

Integrated cross-cutting activities

Stakeholder engagements, advocacy and awareness raising

Engagement and knowledge exchange will be key elements of the process to ensure policy harmonisation as will advocacy and awareness through the development of a transparent database that provides progress.

1.2. Sector institutions are capacitated and resourced

Objective

Strengthen and capacitate the various water sector institutions to undertake their current and evolving mandates within shared watercourses.

Strategic activities

SA 1.2.1. Conduct a study on the challenges and opportunities towards strengthening mandates and capacities of regional and shared watercourse institutions

The SADC region has a rich water sector institutional landscape including SADC Water Division, Southern African Development Community – Groundwater Management Institute (SADC-GMI) and other SWIs. This is necessary due to the complexity of a sector that must consider a range of technical dimensions across various administrative and hydrological boundaries, and at varying scales from local through to regional. As the demands on the water sector change, so the mandates of these institutions should evolve. This will require adjustments in capabilities and capacities to fulfil their roles and responsibilities, supported by improvements in resourcing and systems that enable operations. Undertaking a complete assessment study of the evolving status of SADC's water sector institutions will provide guidance in determining how these institutions can be supported in this process to build and evolve. Understanding the status of water sector institutions will also include looking at the overlap that exists between some institutions and Transfrontier Conservation Areas (TFCAs), the latter of which also has an interest in freshwater. The activity will also look at interactions between marine and freshwater scenarios as this is increasingly becoming an issue with some SADC institutions already conducting work in this area.

Sub-activities include:

- a) Conducting a study to review the SADC water sector institutional framework and the evolving mandates, roles and responsibilities given the current and future requirements of the sector including a review of the SADC Water Sector Human Development Strategy;
- b) Undertaking an assessment of institutional capabilities and capacities for prioritised SWIs to determine key actions for institutional strengthening;
- c) Developing a clear programme of institutional support with support from International Development Partners and Member States: and
- d) Developing and implementing strategies for regional water sector institutional development and capacitation and resourcing.

Integrated cross-cutting activities

Finance and investment framework

A key aspect of the capacity review will be the sustainable financing arrangements for SWIs and assessing the requirements to improve these arrangements to support the evolving mandates.

Stakeholder engagement and knowledge exchange

In undertaking such a review there will be the necessity to engage with a range of stakeholders as part of the process to review institutional capacities. The development of guidelines will support longer-term knowledge exchange.

Research and innovation

It will be important during the institutional review process to include the research and development requirements across SADC in order to review how this is capacitated and supported. Furthermore, the SADC Water Research Agenda's (2015) theme around sustainable water institutions can provide useful insight and good practice on appropriate institutional arrangements.

International cooperation and coordination –

A key element of this strategic activity will be to also outline the important role of International Cooperating Partners (ICPs)

SA 1.2.2. Implement focused and funded capacitation programme to address priority gaps for regional and shared watercourse institutions

The various water sector institutions identified as requiring capacitation support (SA 1.2.1) will require focused and funded support to undertake their development. Key sector institutions such as SADC Water Division, SADC-GMI, WaterNet and others play a key role in supporting ongoing capacitation efforts. In so doing the approach should be one of finding sustainable capacitation and funding models, whilst possibly being seeded by grant funding initially. This process to build capacity should be understood as being phased and progressive aligned to the evolving institutional mandates.

Sub-activities include:

- a) Developing a funded programme of support to seed key institutional capacitation needs;
- b) Developing a business case for prioritised SWIs to outline the evolving mandates, roles and responsibilities; and
- c) Undertaking focused institutional development planning with prioritised SWIs to outline a capacitation programme aligned to evolving mandates.

Integrated cross-cutting activities

International cooperation and coordination

The support of ICPs will be critical in supporting the SADC region to systematically strengthen water sector institutions. The development of knowledge products as guidelines will be informative, however, the aim of SA 1.2.2 is to assist SWIs to unlock their capacity challenges to assist their institutional development and this will require strategic support, knowledge exchange and joint planning with Member States and the SWIs.

Capacity development

The capacitation programme will involve skills and capacity development as a key element to address identified gaps in water institutions.

SA 1.2.3. Build capacity of Member States to coordinate implementation of the regional groundwater programme

SADC-GMI has made significant progress regarding groundwater management and development in the region. With RSAP IV having a dedicated programme that targets groundwater, groundwater management has been steadily promoted to become a national and regional priority, particularly when considering that a large portion of SADC's rural population is dependent on groundwater resources. SADC-GMI has developed a regional groundwater programme with its implementation coinciding with, and supporting the implementation of RSAP V. Noting this, there is the opportunity to align the RSAP V and its activities with the regional groundwater programme and provide support to Member States to coordinate implementation of the groundwater programme. While groundwater management and development has slowly risen in importance at a national level, there is still the need to support Member States when implementing groundwater-specific initiatives.

Sub-activities include:

- a) Establishing and operationalising Groundwater National Focal Groups in 8 Member States; and
- b) Developing and implementing Action Plans to close gaps in the policy, legal and institutional frameworks of 5 Member States to support implementation of sustainable groundwater programmes.

Integrated cross-cutting activities

International cooperation and coordination

The support provided to Member States will help to promote international cooperation and coordination as well as fostering of relationships between SADC-GMI, SADC Water Division and Member States.

1.3. Engagement of private sector, gender, youth and non-state actors is developed and strengthened

Objective

Strengthen engagements with private sector, gender, youth and non-state actors at a regional and national level to support development and management of water resources.

Strategic activities

SA 1.3.1. Strengthen the role of private sector, gender, youth and civil society actors in national, regional and shared watercourse projects implementation

While the importance of the involvement of private sector and civil society in water resources management has been emphasised, there is limited understanding what role private sector and civil society can play at a regional level, particularly with regards to shared watercourse interventions. With the strong focus on industrialisation in the RISDP and growing understanding that water resources management and development is no longer the sole responsibility of government, there is a need to understand the role of private sector and non-state actors and how they can contribute, at a regional level, to management of the water resources. Understanding this will be crucial in guiding future partnerships and models between private and public sector.

This also provides the opportunity to expand on the role of youth and gender in an attempt to understand how to deepen inclusion in a more integrated and sustainable manner. There have also been numerous attempts to mainstream gender and youth inclusion in water resources management, however, these have yielded limited results. Technical/working groups and focal points for the region have been developed, but there is a need to integrate these platforms and to understand how youth and gender can be mainstreamed in supporting the adaptation and innovation that the regional water sector requires.

Sub-activities include:

- a) Conducting a desktop study of the key private sector and civil society actors in the region (both at a national and transboundary level), particularly those that are involved in water-intensive businesses and water supply.
- b) Strengthening existing national and regional gender (SADC Gender Focal Points for the Water Sector) and youth groups (SADC Youth WEF Innovation Network) and platforms and understanding how they can be incorporated to further gender and youth inclusion through facilitating implementation of their Regional Action Plans;
- c) Building on existing engagement initiatives such as the Multi-Stakeholder Dialogue and undertaking workshops with private sector, civil society, public sector, gender and youth to develop an understanding of the role non-state actors can play in regional and shared watercourse interventions in collaboration with government; and
- d) Strengthening and formalising the Multi-Stakeholder Dialogue to provide a single platform for private sector, government, non-governmental organisation, civil society, gender and youth to engage on critical water-related issues and identify shared water risks.

Integrated cross-cutting activities

Stakeholder engagements

Key to this strategic activity is facilitating and strengthening ongoing stakeholder engagements between state and non-state actors (like the biennial Multi-Stakeholder Dialogue) to promote dialogue and the collaboration at a regional and transboundary level.

Gender, youth, equity and inclusion

This strategic activity provides the opportunity for youth and gender groups to engage in the implementation of the regional water programme. It is also promoting engagement with private sector and to raise key issues around how youth and gender inclusion can be strengthened within private sector initiatives.

SA 1.3.2. Carry out a study of water-related projects at regional and national level that demonstrate collaboration between government, private sector and civil society

A number of successful water-centric interventions exist at national and regional levels across Member States, that demonstrate successful partnerships between state and non-state actors. Many of these initiatives are often under the ambit of Corporate Social Responsibility (CSR) and have occurred in isolation of others in the region. Increased awareness of these initiatives can help to promote lesson learning between SADC Member States, especially around water stewardship and joint management of shared water risks, to encourage private sector to move beyond CSR to broader water resources management initiatives and explore opportunities for upscaling or replication.

Sub-activities include:

- a) Undertaking a study of successful water-related initiatives at a national and regional level that have been successfully implemented through partnerships between government, private sector and/or civil society;
- b) Developing a business case for the engagement of private sector, civil society, gender, youth and other relevant non-state actors;
- c) Hosting a suite of knowledge exchange sessions that involve Member States, private sector and civil society to facilitate awareness raising of successful initiatives and proposed business case; and
- d) Developing knowledge products such as a compilation of lessons learnt, that raises awareness amongst SADC Member States of successful initiatives in the region and how these initiatives effectively involved private sector and civil society.

Integrated cross-cutting activities

Knowledge management and exchange

This strategic activity will entail strong elements of knowledge exchange as lessons learned from across Member States will be shared to help drive uptake and/or upscale of initiatives.

Stakeholder engagements, advocacy and awareness raising

Hand in hand with knowledge exchange is awareness raising which will be crucial in helping to raise awareness amongst SADC Member States of the importance of collaborating with non-state actors to support effective water resources management. Using social media platforms that have been developed by SADC under RSAP IV can support this activity. Engaging of stakeholders at all levels – regional, transboundary and national will be critical in driving successful initiatives which will contribute to managing water resources and building resilience.

SA 1.3.3. Strengthen Member States' ability to engage with private sector, gender, youth and civil society through showcasing of flagship and demonstration projects for upscale / replication

Although many successful initiatives have been implemented at a national level, there is an opportunity to strengthen the ability of Member States to engage with private sector, civil society, gender and youth through knowledge exchange and flagship and/or demonstration projects. Some Member States have progressed water stewardship initiatives and facilitating lesson learning and knowledge exchange interventions can benefit those Member States that are looking to implement projects (either through upscaling or replication of previous projects) that can strengthen engagement with non-state actors as well as youth and gender.

Sub-activities include:

- a) Hosting knowledge exchange workshops with Member States, private sector, civil society, youth and gender whereby successful projects can be showcased to explore the potential for upscaling or replication;
- b) Developing a guideline for the engagement of private sector, gender, youth and civil society in regional and national water resources management based upon flagship project and experience; and
- c) Supporting the prioritisation and implementation of flagship and demonstration projects that incorporate private sector, civil society, gender and youth at a national level.

Integrated cross-cutting activities

Stakeholder engagements

The showcasing of flagship and demonstration projects will require facilitating and promoting continuous stakeholder engagements between Member States and non-state actors to drive ownership and buy-in as well as encouraging knowledge exchange between public and private sector.

International cooperation and coordination

By furthering engagements between Member States, cooperation can be strengthened at a regional level with the added benefit of including private sector to support regional integration.

Gender, youth, equity, and inclusion

The involvement of youth and gender in the sub-activity helps to strengthen their role in potential flagship and demonstration projects and provides the opportunity for their involvement in projects that might be upscaled or replicated in other regions. The selected projects can include gender and youth targets to ensure their involvement and inclusion. This can also build on RSAP IV's earlier gender mainstreaming and youth participation in projects which showcase successful examples of gender and youth inclusion.

1.4. Approaches (WEF nexus etc.) to support continental, regional and sectoral integration are developed

Objective

Identify and support operationalisation of governance and broader nexus approaches to strengthen continental, regional, and sectoral integration.

Strategic activities

SA 1.4.1. Identify approaches towards strengthening continental, regional and sectoral integration through improved regional and multi-sectoral governance frameworks

Sector integration is challenging, even within Member States where the philosophy of cooperative governance may be policy, but the challenges of ensuring effective implementation are prohibitive. Member State governments are typically structured in a functional manner that tends to reinforce silos, rather than support collaboration, integration, and coordination. These challenges exist at the continental and regional level and requires new approaches to successfully foster, facilitate, and implement complex multi-sector programmes and projects. The work done to date on the WEF Nexus (noting the recent approval of the WEF Governance Framework for SADC) can provide some useful guidance, while recognising that this is only one form of nexus. The water, sanitation, food, energy nexus; water, sanitation, health (hygiene) nexus; water, land, food nexus and water, wildlife, tourism, livelihoods nexus being but a few examples of the potential in this arena. This activity will consider continental frameworks and processes to develop improved alignment in these frameworks.

The governance arrangements are a useful and essential starting point for fostering sectoral, regional and continental integration. These can provide the critical leadership necessary for complex undertakings involving multiple sectors across Member States. At the same time, they are mechanisms that can foster coordination, integration, and alignment. They also provide fora where the key players can develop mutual trust and recognition of differing points of view.

Sub-activities include:

- Developing criteria for determining the form and nature of successful governance frameworks for sectoral integration, including policy development, programmes, or projects across continental, regional and national levels;
- Identifying and assessing examples of governance frameworks that have been successful in fostering intersectoral integration; and
- Identifying key learnings and best practices from these successful approaches that can be replicated and scaled up for more broader application, regionally and at the continental level.

Integrated cross-cutting activities

International cooperation and coordination

This strategic activity has a strong focus on regional and continental integration which promotes international cooperation and coordination. The ongoing engagement of SADC Water Division in the nexus working groups will be important in engaging with the challenges of implementing such a governance framework.

Knowledge management and exchange interventions

The key learning and best practices will result in a knowledge product that supports knowledge exchange at a regional and continental level.

SA 1.4.2. Implement WEF and other nexus demonstration projects to showcase regional and sectoral integration

WEF nexus projects that have been implemented in the region with more being planned, especially with the WEF Nexus Governance Framework being approved by the Ministers in 2020. There is a need to implement WEF and other nexus projects, particularly around health, to demonstrate successful regional and sectoral integration – the projects need to be employment oriented and gender-sensitive; aimed at building resilience and ensuring water security, food security and energy security in the region. Demonstration projects are a useful tool for providing lessons regarding practical application in terms of successes and challenges, in understanding the linkages across sectors as well as exploring the possible trade-offs that have to be made between the sectors. Ideally these should be designed in a manner that builds resilience to climate change, maximises the potential for learning, replication, and scalability.

Sub-activities include:

- a) Conducting a study to review of past WEF nexus and other nexus projects that have been undertaken at a regional, national, and local scale to identify potential projects for upscale or replication;
- b) Identifying, designing, and promoting demonstration projects that can provide key learnings regarding regional and sectoral integration, including scoping and funding needs;
- c) Supporting implementation of these projects in a manner that maximises the participation of stakeholders to optimise on the learning potential of the projects; and
- d) Disseminating the findings effectively to key stakeholders through the development of guideline.

Integrated cross-cutting activities

Gender, youth, equity and inclusion and capacity development

The demonstration projects that are undertaken under this activity can include gender and youth targets as well as a capacity building or training element, depending on the nature and scale of the demonstration project.

Research and innovation

The support of research and academic institutions in these demonstration projects can support the development of innovative approaches. The SADC Water Research Agenda (2015) does include the land-water nexus under the theme: Water and Land. Drawing upon research done under this theme can also support the implementation of nexus project.

Climate change adaptation

The promotion of WEF and other nexus approaches will help to incorporate climate change adaptation. Furthermore, the demonstration projects should also place a strong emphasis on climate change adaptation, thereby ensuring an integrated approach.

SA 1.4.3. Operationalise the developed regional nexus governance frameworks

The learnings from SA 1.4.1 will provide key pointers regarding how to design, establish and foster nexus governance arrangements that promote intersectoral integration. These then need to be operationalised to support developmental requirements. Within SADC Secretariat a WEF Nexus Working Group has been established to drive the implementation of the approved governance nexus framework – this group will facilitate the initial operationalisation of a nexus approach working with regional implementing agencies.

Sub-activities include:

- a) Conducting a study to identify specific, practical, and prioritised nexus opportunities that will benefit from the introduction of SADC governance frameworks and will support priority developmental needs;

- b) Designing guidance materials for the strategic and operational modalities for these governance frameworks, for each of the specific opportunities; and
- c) Providing implementation support for the operationalisation of these nexus frameworks.

Integrated cross-cutting activities

Gender, youth, equity and inclusion

The implementation of this frameworks will also need to include provisions for gender, youth and equity inclusion. These frameworks must provide for effective mechanisms that can effectively translate SADC's policies and programmes regarding youth and gender.

SA 1.4.4. Develop concepts and implementation strategies for other emerging nexus arrangements of importance in the region

There is a growing recognition of the importance of nexus approaches as a key driver in promoting effective and integrated governance across sectors. While the WEF Nexus Governance Framework has been developed and approved within SADC, there is the opportunity to explore other nexus arrangements such as the water-energy-food-ecosystems (WEFE) nexus and the water-health-energy-food (WHEF) nexus. In addition, there are also elements such as transport, environment and communication that can be incorporated to provide a holistic and comprehensive approach towards sectoral integration and support the implementation of the RISDP. As these nexus arrangements are relatively new in the water sector, there is a need to develop strategies and concepts that can guide the region in adopting emerging nexus approaches in planning processes. The onset of COVID-19 has emphasised this with the need for pandemic resilience and adaptive health management approaches being paramount in ensuring that the region is prepared and resilient to future pandemics.

Sub-activities include:

- a) Assessing and reviewing emergent nexus arrangements and identifying opportunities and recommendations at a regional and national level;

- b) Developing concept notes that highlight key nexus arrangements that can be incorporated in prioritised Member States and SWIs;
- c) Developing implementation strategies that provide guidance on implementation of emerging nexus arrangements at a regional and national level;
- d) Conducting knowledge sharing sessions with Member States, SWIs and other sectors to raise awareness of emerging nexus arrangements and to disseminate lessons learned.

Integrated cross-cutting activities

Stakeholder engagements

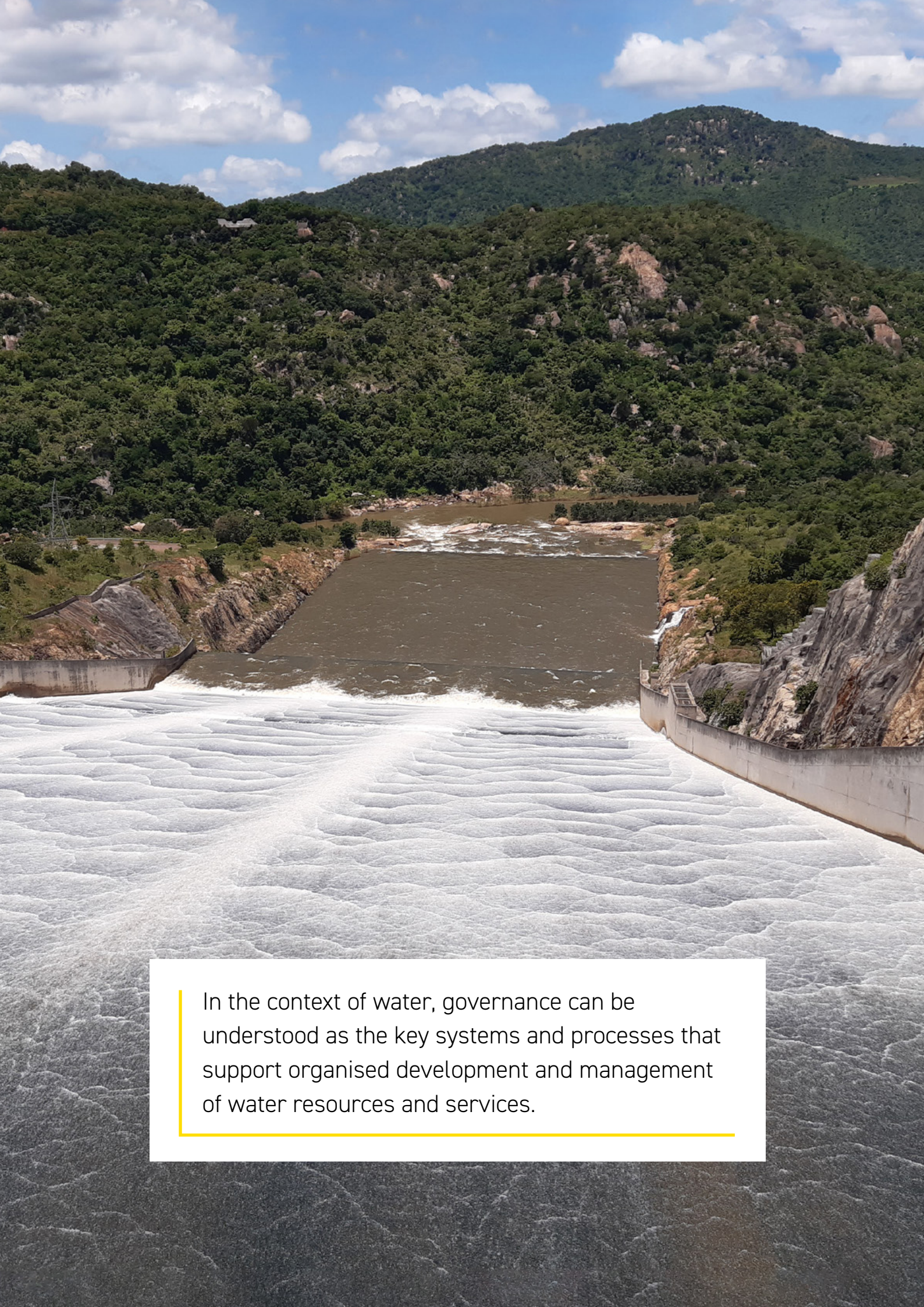
The strategic activity will require continuous engagements with Member States, SWIs and other sectors to understand the challenges and opportunities within and across sectors.

Knowledge management and exchange interventions

The knowledge sharing sessions will allow for key lessons and outcomes from the sub-activities to be disseminated amongst relevant stakeholders as well as raising awareness of emerging nexus approaches.

Climate change adaptation and resilience

The inclusion of health and environmental elements in planning processes through nexus arrangements strengthens climate change adaptation and resilience.



In the context of water, governance can be understood as the key systems and processes that support organised development and management of water resources and services.



07 PILLAR 2: INFRASTRUCTURE DEVELOPMENT

Infrastructure development for water resources is the key priority area for RSAP V with the understanding that the need for infrastructure development would support sustainable and effective development and management of the region's water resources and enhance resilience. The range of interventions includes the development of large-scale multipurpose infrastructure that supports regional growth and development across economic sectors through to developments that support resilience through managing the risk of floods and droughts. There is still a significant need to support infrastructure developments for water supply, noting that large portions of the population in SADC region are still without access to safe and reliable water services. Likewise, for access to safe sanitation. As such, the infrastructure for water and sanitation services will be developed at various scales from regional through to local levels. In the more rural contexts, groundwater infrastructure used conjunctively with that of surface water is critical in supporting communities and livelihoods. The development of more regionalised approaches to community development and livelihoods projects are likely to be more sustainable noting the various financial challenges that such projects face. The development of improved and innovative models for these water and sanitation services projects will be instructive in guiding these projects to scale.

It is also important to recognise that challenges exist between national and regional priorities for infrastructure and development projects. While the RSAP focuses on regional priorities, there is a need to ensure that this balances with national and Member State priorities so that alignment is achieved, and an integrated approach is promoted.

Climate change and the recent COVID-19 pandemic has also underscored the need for resilience to be incorporated into the development, operations and maintenance of the region's existing and new infrastructure. Importantly, the region's resilience will be realised through the conjunctive management and development of built infrastructure with that of ecological infrastructure, as well as the incorporation of nature-based solutions.

Previous phases of RSAP have focused on increasingly developing the capacity across the region to prepare and package infrastructure projects. RSAP IV supported joint cross-border transboundary infrastructure development,

used flagship projects to exchange experience and knowledge and develop guidelines, and explored innovative mechanisms for the financing of infrastructure projects.

RSAP V continues to build on this, and the experience developed to date. However, the focus now shifts, and the objective is to provide support through a more direct approach that facilitates infrastructure development, by building capacity and strengthening each stage of the infrastructure development lifecycle. The strategic interventions for this pillar have been structured such that each intervention flows from one to the other and should not be viewed as standalone initiatives.

Noting that the infrastructure development lifecycle is lengthy, there will be connectivity between infrastructure projects from previous phases of RSAP and will be for subsequent phases of RSAP. It can also be expected that varying and different projects will be supported across the various stages of the infrastructure development lifecycle and strategic interventions of RSAP V (Figure 7-1) and linked to the RISDP and the RIDMP.

While some projects can enter at the beginning of the lifecycle (Project Alpha in Figure 7-1), these projects might only progress through the first phase i.e. project planning. Similarly, other projects (Project Beta and Echo) can enter at other stages of the lifecycle and can either progress through to implementation or progress through one or two phases. Hence it is important to understand how different projects will be supported across the various stages of the lifecycle.

The manner in which the infrastructure lifecycle is described in the below strategic activities allows for a flexible approach towards implementation using different institutional arrangements that support specific project criteria e.g. utilising a one-stop-shop for planning, preparation, mobilising finance and implementation or using existing facilities that provide specialised support for specific stages of the infrastructure lifecycle, or even specific facilities that may have infrastructure specialisations. Furthermore, the interventions described below are focused upon the infrastructure development lifecycle noting that there are interfaces with, and some dependencies on, the other pillars.

With considerable emphasis being placed on the need to develop, manage, and maintain both grey and green infrastructure it is essential to recognise that effective governance, integration and water resources management provide the enabling environment within which infrastructure development can be successfully and sustainably implemented.

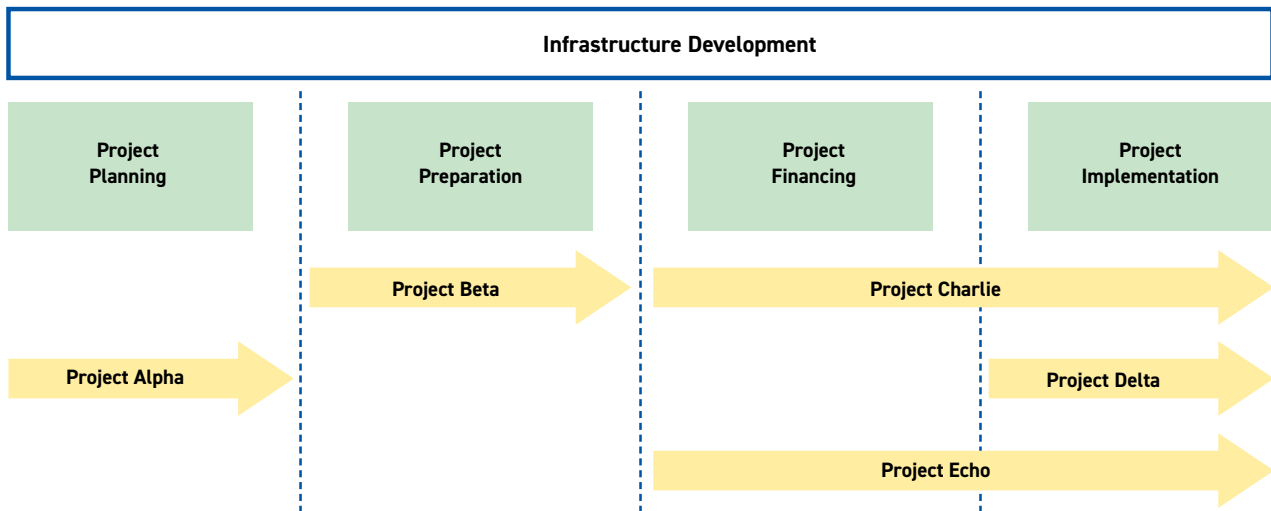


Figure 7-1: Projects can enter the infrastructure lifecycle at the appropriate stage of support

7.1 Strategic interventions

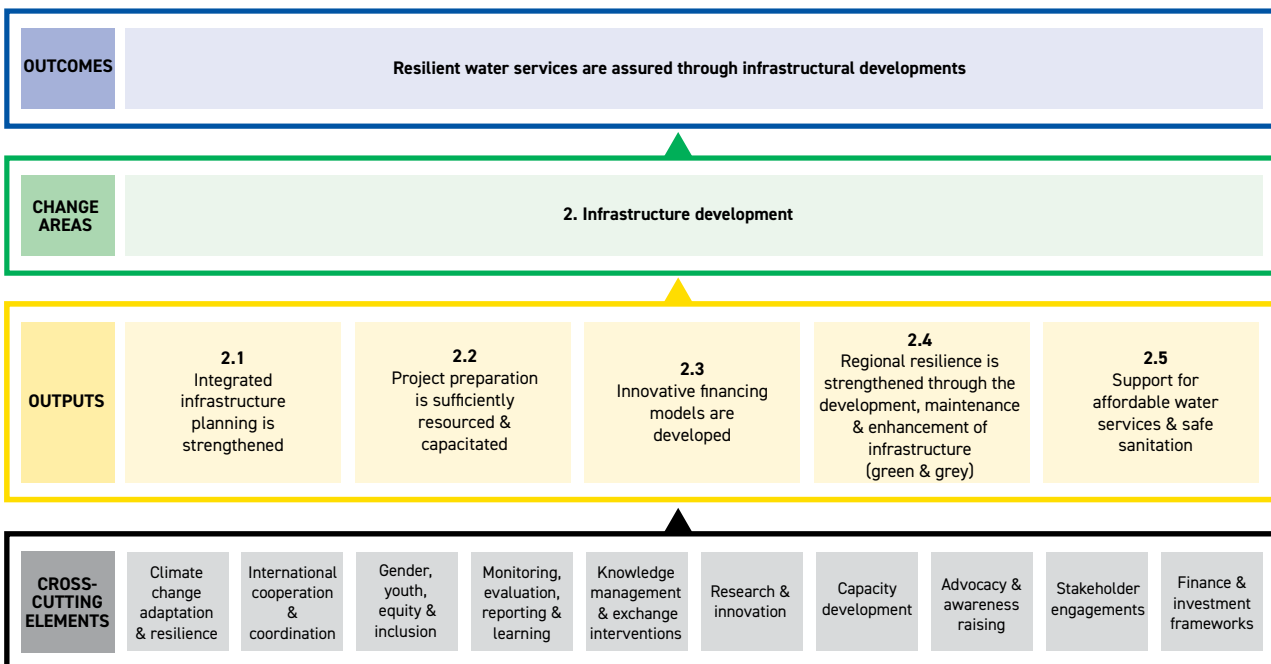


Figure 7-2: Interventions for infrastructure

2.1. Integrated infrastructure planning is strengthened

Objective

Support Member States and SWIs in planning for the development of infrastructural solutions that support regional growth and development, enhancing resilience and improved livelihoods³.

Strategic activities

SA 2.1.1. Undertake integrated hydroclimatic-economics study at a regional scale, linked to potential opportunities and develop approaches to the creation of regional water pools

Whilst the RIDMP provides a suite of 23 prioritised infrastructure projects that are regional, cross-border or national in nature, the RIDMP did note that these projects were (in 2011) at various levels of development. Nevertheless, it will be important to understand how these projects and future opportunities for infrastructure development would have socio-economic impact at various scales across the region. More specifically, an assessment of the potential for joint-basin developments (or regional water pools) to support larger regional developments could be instrumental in realising significant regional impact.

Undertaking a regional integrated hydroclimatic-economic analysis would assist in understanding this potential while showing how climate-related changes in water availability will affect society and regional economics. The approach to develop the hydroclimatic -economic analysis will ensure horizontal (engagement across sectors) and vertical (addressing scale) integration issues are considered. The assessment would also identify how different policy interventions and investments can take advantage of possible opportunities in the water sector while reducing risks resulting from climate change and climate extremes. The study will also increase the understanding on how water is supporting the regional value chains and the implementation of the SADC Industrialisation Strategy.

Sub-activities include:

- a) Undertaking a regional water demand forecast that builds on existing studies at a transboundary level to understand the water demand forecast for the region;
- b) Conducting a regional integrated hydroclimatic-economic analysis to develop an improved understanding of the important linkages between hydrology and the social-economy;
- c) Hosting a regional integrated hydroclimatic-economics workshop to exchange on the study findings and to develop a suite of criteria and principles to guide future developmental priorities; and
- d) Developing a guidance document to inform project selection and prioritisation based on the regional analysis undertaken.

Integrated cross-cutting activities

Climate change, adaptation, and resilience

The incorporation of pragmatic climate change impacts and criteria into the hydroclimatic-economic analysis will be critical noting the impact that this will have regionally. The utilisation of research and academic institutions to support this analysis will prove important.

Knowledge management and exchange interventions

Whilst there will be stakeholder engagement with Member States and SWIs through the regional workshop, the primary outcome will be one of knowledge exchange and capacity building.

Stakeholder engagements

Ongoing stakeholder engagement will be critical to ensure a range of water using and water impacting sectors are engaged in the promoting an integrated approach to the development of the hydroclimatic-economic analysis.

Research and innovation

This will be a key element in the analysis to ensure regional contribution from the academic institutions and sustainability of the approaches in academia.

³ It is important to note that *Strategic Intervention 2.1. Integrated infrastructure planning is strengthened* is focused primarily on infrastructure development and is supported by broader water resources and other sector planning.

SA 2.1.2. Provide technical support to Member States and SWIs in the development of regional, joint basin, and national projects (including flagship and demonstration projects)

The integrated hydroclimatic-economic analysis and identified criteria will be used to identify, priority projects at regional, joint basin, basin and national levels. In so doing the RIDMP priority projects will be considered based on stage of development to develop a more up to date and comprehensive suite of prioritised projects. These projects will tend to be the larger multipurpose infrastructure developments as well as smaller scale impact developments. Equally these could be useful nexus projects that support in demonstrating proof of concept in terms of intersectoral developments.

It will be important to also consider the financial sustainability of the institutions that will be implementing the projects, especially within the context of shifting mandates amongst RBOs.

Sub-activities include:

- a) Supporting Member States and SWIs to identify priority large scale or high impact infrastructure projects; and
- b) Compiling and updating a regional water infrastructure priority project portfolio as part of the RIDMP.

Integrated cross-cutting activities

Stakeholder engagements

In developing the updated portfolio of priority projects there will not only engage with the Member States and SWIs, but also with the key units and management structures of SADC. This will be essential in ensuring alignment in priorities across the various sectors.

Climate change adaptation and resilience

Integrating climate change and climate extremes into the identification and prioritisation of infrastructure will be critically important to support the strengthening of regional resilience.

SA 2.1.3. Provide funding support to Member States and SWIs in the development of pipelines of livelihood projects

Using the integrated hydroclimatic-economic analysis and identified criteria support will be provided to identify priority projects that aim to address improved livelihoods at regional and national levels through enhancing resilience and addressing gender inequalities. These projects could be aimed at improving levels of water and sanitation services, at addressing local level inter- and intra-seasonal variabilities extreme climatic events like flooding or the impacts of drought, catchment asset protection, as well as providing infrastructure to supply agricultural developments and, in some cases, improving energy security. In so doing, the RIDMP priority projects will be considered noting that these also include water supply and sanitation projects. A key consideration in developing a pipeline of livelihood initiatives is to integrate them into prioritised value chains and this requires cross-sectoral engagement. These projects will be required to address regional challenges as well as smaller scale impact projects with the potential to be taken to scale – contributing to equity and social inclusion.

Sub-activities include:

- a) Supporting Member States and SWIs to identify priority regional scale or high impact local scale infrastructure projects that support improved livelihoods and enhance resilience; and
- b) Compiling a regional pipeline of water infrastructure priority projects to support improved livelihoods.

Integrated cross-cutting activities

Stakeholder engagements

In developing the updated pipeline of priority projects there will not only engage with the Member States and SWIs, but also with the key units and management structures of SADC. This will be essential in ensuring alignment in priorities.

Climate change adaptation and resilience

Integrating climate change and climate extremes into the identification and prioritisation of livelihoods projects will be critically important to support the strengthening of regional resilience.

2.2. Project preparation is sufficiently resourced and capacitated

Objective

Strengthening regional capacity to prepare infrastructure development projects for financing.

Strategic activities

SA 2.2.1. Conduct institutional review of project preparation facilities and identify challenges and opportunities for Member States and SWIs when undertaking project preparation

There is a need to improve the capacity of the region to prepare and package projects towards financial closure. There are a number of project preparation facilities that currently function across the region including the Climate Resilient Infrastructure Development Facility, the Africa Water Facility, the New Partnership for Africa's Development (NEPAD) Infrastructure Project Preparation Facility as well as the Development Bank of Southern Africa Project Preparation Fund. Nevertheless, there is a sense that the approach towards project preparation remains fragmented and awareness of the different types of facilities in the region and continent remains limited. In addition, each of these facilities may specialise in different elements and their requirements and criteria may vary per project. Noting the capacity constraints within Member States and SWIs in undertaking project preparation, there is a need to understand the institutional landscape with regards to project preparation facilities and how Member States and SWIs can best make use of these facilities to develop bankable projects. Thus, a review of these facilities and funds, and their capacity to support the regional needs for project preparation will be important.

Sub-activities include:

- a) Conducting a study to review the capabilities of the various regional project preparation facilities and funds and identifying opportunities and capacity gaps within Member States and SWIs with regards to project preparation;
- b) Hosting a regional workshop to share findings from study and engage with Member States, SWIs and project preparation facilities to promote collaboration and foster relationships; and
- c) Developing a guideline for Member States and SWIs on the types of project preparation facilities available in the region.

Integrated cross-cutting activities

Stakeholder engagements

The strengthening the regional capacity to prepare and package water infrastructure projects is of regional importance, whilst there will be engagement with the various facilities, Member States and SWIs, it would be of significant value to establish a water project preparation working group that not only discusses the nuances of water sector project preparation, but also drives quality support in the arena

Capacity development

The focus of these interventions is to support the overall capacity development of project preparation and this will include developing guidelines and materials that are structured to upskill staff in Member States and SWIs in project preparation.

SA 2.2.2. Build capacity in Member States and SWIs to support regional, national and transboundary project preparation

The findings from SA 2.2.1 will have identified the various capacity gaps and challenges in terms of regional and national project preparation amongst Member States and SWIs. The development of training materials will be useful to train staff as well as improve awareness of water sector practitioners. It will be important to work collectively with the various facilities, Member States and SWIs to develop a strategic approach to building the regional capacity.

Sub-activities include:

- a) Hosting a project preparation working group consisting of Member States, SWIs and project preparation facilities to discuss approaches and priorities to developing the capacity required by the regional water sector;
- b) Developing and implementing a capacity development implementation plan based upon the identified priorities; and
- c) Conducting training sessions with Member States and SWIs based on capacity development implementation plan.

Integrated cross-cutting activities

Capacity development

A core focus will be the training of staff and water sector practitioners (MS and SWIs) to develop institutional capacity with regards to project preparation. This will build the skills to provide the necessary quality study inputs that financiers require. The development of training interventions that involves both, will support quicker turnaround on project preparation processes. The development of training (course and materials) in this field by academic and professional institutions would be supportive of this and could be usefully supported by expert inputs. International experts could provide invaluable guidance, and this could be facilitated by ICPs.

Finance and investment frameworks

The ability to develop capacity and upskill staff at a national and regional level requires financial resources. There is the opportunity to explore funding from ICPs, particularly those that prioritise capacity building. The development of the capacity development implementation plan will also ensure that capacity development in project preparation will occur in a structured manner with funders being aligned to the overall objectives of the plan.

SA 2.2.3. Identify priority projects (large-scale, multipurpose, livelihoods, WASH) in Member States and SWIs and provide technical support towards their implementation

Based on Strategic Activity 2.1.3, a portfolio of projects would have been developed for regional- and local-scale as well as livelihoods-focused projects. The next step would require identifying prioritised projects from these portfolios that can be implemented by Member States and SWIs, with the support of SADC Water Division. Noting that the previous strategic activity looked at capacity building to strengthen project preparation, there is the opportunity to progress these prioritised projects towards bankability through technical support such as feasibility studies. The provision of technical support to see these priority projects taken to financial closure would be supportive of continental and regional development imperatives. This support could be seen to be catalytic in unlocking certain projects, due to circumstance.

Sub-activities include:

- a) Undertaking a study to identify priority projects (large-scale, multipurpose, livelihoods, WASH) that require financial and technical support to take these projects through to financial closure;
- b) Providing technical assistance to Member States and SWIs in the preparation of priority water infrastructure projects for financing; and
- c) Documenting and disseminating lessons learned from project preparation processes to further strengthen the approach to supporting studies.

Integrated cross-cutting activities

Knowledge exchange and innovation

Lessons learned from the project preparation support provided under RSAP will be documented and shared, thereby supporting improved understanding. Regular meetings of the Project Preparation working group, as identified in Strategic Activity 2.2.2, could be a platform for further exchanges of lessons. These could be used to update the materials developed under SA2.2.1 thereby steadily improving the approach to water sector projects.

2.3. Economic and financing models are developed

Objective

Identify and implement appropriate sustainable financing mechanisms to crowd-in diverse financing and facilitate resource mobilisation needed to support the region's water sector development.

Strategic activities

SA 2.3.1. Assess existing water development funds to develop a coherent regional funding approach that supports the crowding-in of innovative finance

Water sector financing remains a key challenge (that is not unique to the SADC region). Funding is widely available through various channels, including a range of regional (e.g. Regional SADC Water and Sanitation Fund) and continental water development funds, but remains fairly untapped. Information on the region's water sector financing needs is largely aggregated at a continental level with a limited understanding of the region's water financing needs. It is therefore critical to understand SADC's water financing needs, and how projects are identified, assessed, and packaged to meet the requirements of available finance.

In addition, the 2001 Agreement Amending the Treaty of the Southern African Development Community (SADC) does provide for the establishment of a special fund of SADC, called the SADC Regional (infrastructure) Development Fund (RDF). This fund is seen as the "main instrument of SADC for the social and economic development and integration of the SADC region" (SADC, 2012). Under the RDF, sectoral financing instruments will be set up to become financing windows with the Development Bank of Southern Africa being appointed as Project Executing Agency to implement the start-up phase of the fund. However, it is important to note that the RDF is envisioned as an initiative for future water financing but is yet to be fully operationally and its implementation modalities are currently being developed. As such, the RDF is a potential window of infrastructure support for RSAP V once operational.

Sub-activities include:

- a) Evaluating the range of regional and continental water development funds, by way of a comprehensive study, to understand their purpose and suitability in supporting SADC's water sector development;
- b) Assessing the need, demand, and viability for a dedicated regional water development fund or investment facility;
- c) Identifying potential areas for integration and/or alignment within existing water development funds; and
- d) Evaluating and packaging key lessons learned from the comprehensive study and disseminate to key stakeholder groups.

Integrated cross-cutting activities

Knowledge exchange and innovation

A key element to the above-mentioned sub-activities is a focus on knowledge development, management, and dissemination to relevant stakeholder groups. The dissemination of the lessons learned from this strategic activity will help to support knowledge exchange regarding funding in SADC.

Stakeholder engagements

This strategic activity will entail a number of stakeholder engagements to acquire meaningful participation from a diverse stakeholder group.

International cooperation and coordination

The role of the international community in supporting regional development is critical. The financial support that international partners provide comes in different forms depending on the nature and needs of projects. The insights and inputs of international cooperating partners and development financing institutions will be an important part of this strategic activity.

SA 2.3.2. Develop investment frameworks to support financing of priority projects (joint basin, multipurpose, rural livelihoods and water and sanitation services)

An investment framework would strategically prioritise key projects and mobilise the necessary financial and technical resources based on regional imperatives. The framework should outline socio-economic benefits and the financing needs of the prioritised projects and should promote the alignment and coherence between the available sources of financing, key policies and institutional frameworks, with those of the SADC water sector.

Sub-activities include:

- a) Identifying and prioritising candidate regional / transboundary / cross-border projects based on the identified projects or from PIDA and RISDP priorities;
- b) Conducting pre-feasibility studies on prioritised projects and develop project information memoranda;
- c) Facilitating investment roadshows or conferences with the aim of engaging financiers and socialising prioritised projects; and
- d) Developing investment framework to support identified and prioritised projects.

Integrated cross-cutting activities

Monitoring, evaluation, reporting and learning

Key to this strategic activity is the adoption of strong MERL frameworks to ensure key learnings are take-aways are documented and shared for future projects adaptability.

Capacity development

A key component of sub-activity (c) can include building capacities and skills development at the national and regional level.

Advocacy and awareness raising

This strategic activity will include a strong focus on advocacy and awareness around identified candidate projects particularly amongst water funds and financiers.

Stakeholder engagements

Continuous engagement with stakeholders will be undertaken throughout this strategic activity, including with ICPs, funders and financiers to support the development of appropriate projects ready for financing/ funding.

SA 2.3.3. Identify innovative finance mechanisms and alternative sources of finance to support mobilisation of finance for implementation of specific demonstration projects

Whilst much emphasis is being placed on finding appropriate financing for projects, there is a need to explore innovative and alternative funding mechanisms and to pull these together with other financing instruments. This mix of funding and financing sources would need to be matched to the project needs and would be supportive of the investment framework developed under SA 2.3.2.

Sub-activities include:

- a) Conducting an assessment on existing water financing mechanisms and their appropriateness and viability within the SADC context;
- b) Developing a resource mobilisation plan that identifies appropriate funding modalities and mechanisms, linking them to identified specific demonstration projects; and
- c) Developing and implementing a plan towards roll-out of demonstration projects which will include a MERL framework.

Integrated cross-cutting activities

Monitoring, evaluation, reporting and learning

Key to this strategic activity is the adoption of strong MERL frameworks to ensure key learnings are documented

Advocacy and awareness raising

This strategic activity will include a strong focus on advocacy and awareness around optimal financing mechanisms that can be leveraged for candidate projects.

SA 2.3.4. Undertake demonstration projects on economic value of water and water accounting using selected Member States and river basins.

The economic value of water, whilst recognised as important in the region, is still not integrated into planning at a national and regional level due to limited understanding regarding how this can be applied and where. There is a strong need to develop a more comprehensive understanding of the economic value to the region's water resources in a manner that assists in deriving shared and sustainable benefit from these resources, linked to developmental sectors. Understanding this can help to inform financing of infrastructure projects and support buy-in from financiers. In addition, water accounting has proven to be a useful tool in providing critical information in a harmonised, coherent and integrated manner to decision-makers. By conducting cost-to-benefit analyses, decision-makers are able to understand the benefit accrued from effective water resources management and development. Both water accounting and the economic value of water can be powerful instruments in supporting the region's ability to develop infrastructure as well as securing the finance to implement infrastructure projects.

Sub-activities include:

- a) Developing guidelines for determining the economic value of water, cost-to-benefit analysis and the use of water accounting in projects;
- b) Identifying Member States and river basins where potential demonstration projects on economic value of water and water accounting can be undertaken;
- c) Implementing demonstration projects on water accounting and valuing; and
- d) Developing case studies based on key lessons from demonstration project and disseminating to stakeholders across the region.

Integrated cross-cutting activities

Gender, youth, equity, and inclusion

The demonstration projects can include gender and youth targets to promote participation of vulnerable groups as well as skills development and training.

Research and innovation

Research has been done on the economic value of water and water accounting and it will be useful to collaborate with research institutions in the region to develop an approach that is both financially and scientifically sound.

Advocacy, awareness raising, knowledge management and exchange interventions

The development and dissemination of case studies will support lesson learning between Member States and SWIs as well as raising awareness of the demonstration projects with the opportunity for upscale or replication.

2.4. Regional resilience is strengthened through the development, maintenance, and enhancement of infrastructure (green and grey)

Objective

Develop, maintain, and enhance built and ecological infrastructure to support regional resilience and socio-economic development.

Strategic activities

SA 2.4.1. Implement demonstration projects in selected Member States on identified opportunities to strengthen green and ecological infrastructure or nature-based solutions

Developing a deeper understanding of the status of the region's infrastructure asset base will prove essential in providing insights into how this needs to be supplemented as part of regional strategies to support growth and development, as well as ensure ongoing resilience. There is a need to review how built infrastructure in the region can be supplemented and even be enhanced through the introduction of nature-based solutions and the conjunctive use of grey and green infrastructure. Assessing the opportunities and developing guidance materials will assist water resource practitioners and managers to make more informed management decisions regarding the management of both green and grey infrastructure.

Sub-activities include:

- a) Undertaking a desktop review, supplemented by stakeholder engagements, to assess the status of the region's key infrastructural assets (grey and green) including the status of infrastructure development of the priority projects from RSAP IV;
- b) Reviewing case studies and pilot / demonstration projects to gather lessons learned regarding the conjunctive use of grey and green infrastructure and to demonstrate the benefits from conjunctive management as well as the introduction of nature-based solutions;
- c) Identify and implement priority demonstration projects in selected Member States using the findings from the desktop review, stakeholder engagements and case studies review;
- d) Identifying and documenting opportunities for green infrastructure to support the regions priority projects as identified under RSAP or through RIDMP; and
- e) Developing a regional guideline that captures insights from the literature, stakeholders, and case studies and that indicates how these approaches (management of both green and grey infrastructure conjunctively) can be practically used in the operation of regional systems.

Integrated cross-cutting activities

Research and innovation

Research and academic institutions have undertaken significant work to understand nature-based solutions as well as the importance of ecological infrastructure and as such are well placed to support this study. The SADC Water Research Agenda (2015) also has themes around the development and sustainable implementation of resilient water-related infrastructure which can support the strategic activity.

Gender, youth, equity and inclusion

The demonstration projects can include gender and youth targets during implementation to drive inclusion.

Advocacy and awareness raising

There is some scepticism regarding the role that green infrastructure can play conjunctively with grey infrastructure and as such the development of simple knowledge products based on the study will be important to improve awareness and advocate for new approaches.

Knowledge management and exchange interventions

The development of guidelines will be important to develop improved understanding by technical staff and will be supported by a training workshop.

SA 2.4.2. Design and implement prioritised large-scale, multipurpose, livelihoods and WASH projects in Member States and SWIs

Using the recommendations from Strategic Activity 2.2.3, the prioritised infrastructure projects for large-scale, multipurpose, livelihoods and WASH purposes can be implemented. The RIDMP provides for 23 priority projects and articulates the importance of RSAP in driving regional water sector development, noting that RSAP is the *de facto* implementation plan for the water elements of the RIDMP. Earlier stages of the infrastructure project lifecycle, under this pillar, include identification, planning, project preparation and financing. It is foreseen that various projects will fall into each of these categories/ steps.

This strategic activity will look at providing assistance to Member States and SWIs during implementation of these prioritised infrastructure projects. Noting that these projects will vary in scale and complexity, the type of assistance provided can also vary, however, the envisioned interventions for these projects will be primarily around the technical support in design and infrastructure build as well as possible project management, procurement and oversight support during implementation activities.

In addition, capacity building can be incorporated during implementation of these infrastructure projects, and this can include facilitating a panel of experts to assist with procurement, review work done and interventions to engage youth and gender focus groups to promote skills development, training and mentorship.

Sub-activities include:

- a) Providing implementation assistance (e.g. design- and build-related assistance, project oversight, procurement assistance etc.) to prioritised infrastructure projects and document lessons learned from each project;
- b) Developing and implementing strategies for accelerated delivery of regional water infrastructure projects; and
- c) Training of Member States, SWIs, youth and gender groups on the implementation of regional infrastructure projects.

Integrated cross-cutting activities

Gender, youth and equity inclusion and capacity development

Through implementation assistance, the development of strategies and training, capacity to support these projects will be developed. This also includes supporting skills development amongst youth and gender groups during implementation with some of the projects possibly having youth and gender targets to promote inclusion.

SA 2.4.3. Provide technical and project management support to Member States and SWIs to strengthen existing infrastructure to support and enhance resilience at regional, transboundary, and national levels (including climate change, DRR, pandemics and others)

Whilst it is essential that new infrastructure be developed, it is still imperative, wherever possible, to strengthen or improve existing infrastructure to support identified objectives (e.g. additional supply, flood management, extend to multipurpose function etc.). In many instances, strengthening of existing infrastructure can offer the opportunity of achieving impact with minimal cost and effort, especially when compared to development of new infrastructure that is typically associated with high costs and long timeframes.

Under this Strategic Activity assistance is provided to Member States and SWIs with the improvement and strengthening of current infrastructure assets. In some instances, these can be useful for demonstration purposes, but the focus needs to be primarily on these projects to support the growth and development objectives of SADC that enhance resilience. The nature of the support required will vary considerably with the project context but includes technical guidance on elements of infrastructure strengthening as well as project management support. There is also a strong element of capacity building under this strategic activity, and this can include youth and gender inclusion to promote skills development, training and mentorship.

Sub-activities include:

- a) Providing assistance to Member States and SWIs to identify opportunities for improvement and strengthening of existing infrastructure;
- b) Providing implementation assistance (technical guidance, project management support) to selected projects that enhance existing infrastructure and document lessons learned from each project;
- c) Providing procurement assistance to Member States and SWIs – this covers procurement at all stages in the project development cycle: procurement of services, works and goods;
- d) Conducting review of livelihood projects and upscaling implementation of selected livelihood projects in Member States using groundwater as a resource, and the use of innovative and efficient clean energy solutions;
- e) Developing guidelines for the enhancement of existing regional infrastructure; and
- f) Hosting a training intervention with Member States, SWIs, youth and gender groups regarding the strengthening of existing infrastructure.

Integrated cross-cutting activities

Gender, youth and equity inclusion and capacity development

Through implementation assistance, the development of guidelines and the hosting of a training session, capacity to support strengthening of existing infrastructure is developed. This also includes supporting skills development amongst youth and gender groups during implementation with some of the projects possibly having youth and gender targets to promote inclusion.

SA 2.4.4. Develop and provide guidance and training to Member States and SWIs to improve Operation and Maintenance (O&M) of existing infrastructure (green and grey)

Many infrastructure assets (grey and green) across the SADC Region are in deterioration, largely due to poor operations and maintenance regimes, and is becoming an increasing risk that results in poor service delivery. In many instances, both built and ecological infrastructure are not effectively operated, managed, and maintained due to insufficient human and financial resources to underpin these activities coupled with weak water regulation. Water pricing is often not a true reflection of the costs and the RIDMP notes this recognising that a comprehensive water services institutional/ business model assessment is required to improve water pricing towards generating improved revenue.

The RIDMP notes the significance of poor operations and maintenance to the regional infrastructure programme and as such, providing support through RSAP to improve approaches to addressing this would be valuable support to the RIDMP.

Sub-activities include:

- a) Conducting a study to develop a regional understanding of the operations and maintenance challenges experienced for grey infrastructure;
- b) Conducting a study to develop a regional understanding of the management (operations) and maintenance challenges experienced for green infrastructure;
- c) Organising a regional workshop on identification of innovative solutions for infrastructure operations and maintenance; and
- d) Developing a regional guideline to support improved infrastructure operations and maintenance.

Integrated cross-cutting activities

Capacity development

The primary focus of SA 2.4.3 will be on developing new approaches to supporting infrastructure operations and maintenance through a knowledge exchange workshop and the development of guidelines.

2.5. Support for affordable water services and safe sanitation

Objective

Support the development and strengthening of affordable water services and safe sanitation through demonstration projects and the development of community, public and/or private sector models.

Strategic activities

SA 2.5.1. Implement flagship WASH demonstration projects in high-demand areas and regional strategic borders in response to the COVID-19 increased demand for adequate and efficient WASH systems

Water and sanitation services are a top priority for Member States, both in terms of national objectives as well as internationally through the SDGs. Nevertheless, significant service backlogs remain in each SADC Member State and this is particularly so for safe sanitation (and hygiene). The importance of these services has been further emphasised with the COVID-19 pandemic and the need to develop innovative climate and pandemic resilient approaches to safe sanitation is critical. Typically, the focus for provision of these services has been at a national level in view of the scale of such projects,

which rarely incorporate a transboundary component. There are however particular sites where a transboundary aspect is relevant, such as cross-border projects and where these developments engage with transboundary aquifers (TBAs).

The role of SADC has therefore concentrated historically on aspects such as fostering and sharing good and best practices. Solid expertise and experience exist in Member States and innovative solutions can provide useful insights for fellow Member States. Exchanges of knowledge and experience can therefore be powerful in helping Member States to address their own challenges which will require strengthening regional platforms with utilities and regulators. Utilities play a strong and vital role in water supply and their involvement and buy-in at a regional level will be critical in supporting the implementation of demonstration water supply and sanitation projects.

With the drive to support infrastructure development in support of the RIDMP it is imperative that RSAP V provides support to water supply and sanitation projects. Of the 23 priority water projects in RIDMP there are a number of national and cross border projects. Providing implementation support to prioritised projects whilst having impact on communities will also enable the development of transferable lessons.

Implementing these flagship WASH projects will also showcase diversification of water sources, where applicable and affordable, to strengthen pandemic and climate resilience, including conjunctive water use, water re-use and aquifer recharge, as well as supporting Member State in addressing Non-Revenue Water (NRW). Climate change highlights the need to explore alternative sources, even when some of these sources are substantially more expensive. In addition, improved management, and reduction of NRW is a "no regrets" climate resilience approach. While Member States are often aware, the fact that NRW figures of greater than 40% remain endemic, implies that there is still much to be learned and shared with regards to good practice.

The proposed demonstration projects will be implemented at regional and national scales by Member States and SWIs with support from International Development Partners, Eastern and Southern Africa Water and Sanitation Regulators Association (ESAWAS) and utilities at a national and local level. The region has also undertaken studies to understand how utilities can be brought in to support WASH at a regional level and this initiative can build on the Scoping Study for a Regional Water Utilities Association. The exchange of knowledge and experiences from demonstration sites and case studies can be instructive with best practice sites and case studies having been identified and captured by ESAWAS. In addition, there is the opportunity for upscale and replication of the demonstration projects. It is also important for SADC to initiate a regional mechanism for monitoring progress towards the SDGs.

Sub-activities include:

- a) Developing a database template for monitoring and evaluation reporting for annual progress towards SDGs by all Member States;
- b) Developing suitable criteria and identifying potential scalable and replicable WASH projects including identifying the nature and scope of potential WASH demonstration projects;
- c) Identifying potential sites that are high-demand areas and regional strategic borders for the WASH demonstration projects;
- d) Designing and implementing these demonstration projects;
- e) Documenting lessons learned from the demonstration sites; and
- f) Hosting a regional workshop with Member States, ESAWAS, and SWIs as well as utilities and regulators to disseminate best practice, NRW management case studies and to workshop regional approaches in addressing NRW.

Integrated cross-cutting activities

Gender, youth, equity and inclusion

The demonstration projects that are implemented to showcase diversification can include gender and youth targets.

Knowledge management and exchange interventions

The dissemination of best practice through the development of a knowledge product supports the cross-cutting element of knowledge management and exchange.

Research and innovation

The SADC Water Research Agenda (2015) includes the theme: Innovation in affordable and appropriate technologies and innovative approaches and practices. Research conducted under this theme can help to inform approaches for water re-use and supply to rural areas. In addition, the Agenda also explores the human right to water as a core theme which can help to understand how to ensure affordable services.

Stakeholder engagements

The implementation of these projects will entail significant stakeholder engagements to secure buy-in and encourage knowledge exchange.

SA 2.5.2. Develop models for community, public and private sector participation for sustainable water supply and sanitation projects

Member States are increasingly recognising the importance of private sector and community participation in many activities in the water sector (SI 1.3). However, with regards to the private sector, their role in water and sanitation services has often been restricted to specific areas such as engineering design and construction of infrastructure. The role of the private sector in operational aspects remains limited in the SADC region. One of the reasons for this is the varying understandings amongst Member States regarding private sector involvement. Most Member States have limited Public-Private Partnership (PPP) policies or frameworks to support this and a review of existing working business models in Africa and globally can enhance water provision. Furthermore, alternative models that utilise community-based management have proven to be successful in other parts of Africa and there is opportunity for this to be explored and replicated in SADC, particularly in rural areas where the presence of partnerships between private sector and government are limited.

Other business and community-based models should also be reviewed including those looking at a different range of water service providers. This will need to be undertaken with the understanding that water in the region is generally under-priced and there is a strong drive to achieve a balance between tariffs that are affordable while still recognising water as an economic good that requires recovery of investments.

Undertaking an assessment of the various models and their appropriateness to support water and sanitation services across SADC would provide important guidance that could result in improved levels of service. Alongside this there will be a strong focus on capacity building to ensure that there is a good understanding of the proposed models.

Sub-activities include:

- a) Identifying and documenting experiences and lessons from water sector PPP case studies and community-based management models, within SADC and the continent.
- b) Conducting a study to develop appropriate models and frameworks to facilitate private sector and community partnerships, based on the above experiences, as well as international good practice;
- c) Hosting a knowledge exchange workshop; and
- d) Developing a guideline for the development of PPPs and community-based models to support water and sanitation services.

Integrated cross-cutting activities

Knowledge management and exchange interventions

The dissemination of knowledge products that have been developed during the sub-activities supports knowledge exchange and lesson learning and also highlights good practise that can guide Member States.

Research and innovation

The development of sustainable business models will require strong elements of research and innovation and can draw on research institutions to support the activity.

Stakeholder engagements

Continuous stakeholder engagements will be held throughout the activity, particularly with utilities, regulators, communities, private sector, and government to help support the development of the sustainable and affordable models.



Infrastructure development for water resources is the key priority area for RSAP V with the understanding that the need for infrastructure development would support sustainable and effective development and management of the region's water resources and enhance resilience.



08 PILLAR 3: WATER RESOURCES MANAGEMENT

Water resources management forms the final pillar in the RSAP V. As in previous phases of RSAP, water resources management and its associated activities, are crucial for helping to realise the water security for the region. As the RSAP serves as an enabler for the regional water sector to respond to social, environmental, and developmental priorities, it is to be expected that the focus on water resources management comes out strongly under the key strategic areas.

RSAP IV under water resources management included activities around planning, developing, distributing, managing, and optimising uses of water resources with particular emphasis on IWRM, shared watercourses and river basins.

RSAP V builds on this with the objective of Pillar 3 being to strengthen integration at a regional, national, and sectoral level to better align with RISDP and the region's drive to promote industrialisation. There is still a need to continue analysing and assessing the water resources in the region to improve understanding and support informed decision-making. With the emphasis on regional cooperation and coordination, transboundary river basins and aquifers are also given specific attention in this suite of interventions. Finally, there is a need to improve and maintain monitoring and information management in the region building upon the successes of the SADC HYCOS programme.

8.1 Strategic interventions

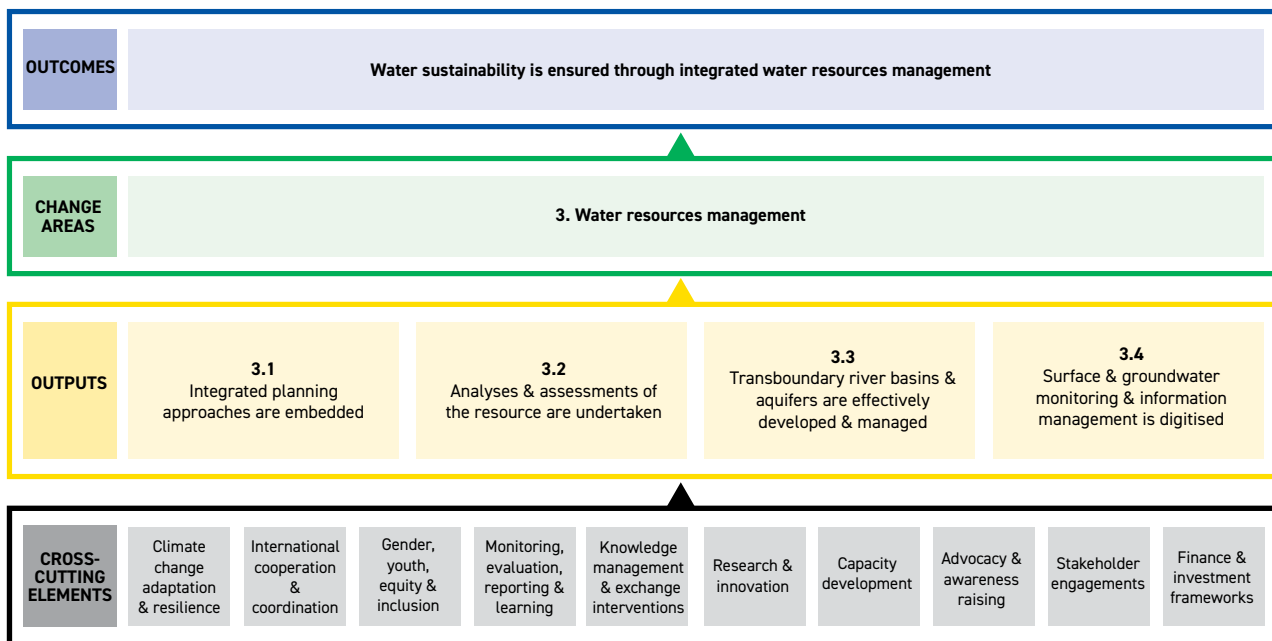


Figure 8-1: Interventions for water resources management

3.1. Integrated planning approaches are embedded

Objective

Strengthen and embed integrated planning through alignment of sectoral planning instruments, development of water efficiency strategies and development of a regional strategy/programme for desalination and other non-conventional water sources⁴.

Strategic activities

SA 3.1.1. Support Member States and SWIs in aligning water planning instruments with other sector plans

Strengthening of integrated planning is required at a national, shared watercourse and sectoral level to improve the management and development of the region's water resources. Whilst there has been significant recognition of the importance of linking planning instruments across sectors, and across various administrative and natural boundaries, the complexities are many. Traditionally, water planning instruments have been developed with limited integration with other sector plans. From a water perspective, sectoral planning has often been about ensuring water demands are met, whereas more integrated planning would understand the nature and timing of developments, the full requirements from a water resource (i.e. quantity, quality and timing) as well as understanding impact on the resource, as well as the need to make trade-offs in order to support priority projects.

It is important to fully understand the interfaces between sectoral planning instruments, the need for alignment in time-steps and process, and importantly alignment in broad objectives. This will involve sectors such as energy, transport, agriculture, health and environment and will require identifying the institutional interfaces and modalities at local, national and regional levels.

Sub-activities include:

- a) Conducting a review of planning instruments within the different sectors (water, energy, agriculture, transport, health etc.) at local, national, and regional levels towards improved integration;
- b) Assessing and documenting successes from nexus projects which exhibit integrated planning and implementation across sectors;
- c) Using existing working groups and convene workshops to explore opportunities for integration with different sectors at a national and regional level; and
- d) Providing technical assistance to Member States and SWIs to develop integrated and intersectoral plans at national or shared watercourse level to support integrated investments.

Integrated cross-cutting activities

Climate change adaptation and resilience

All planning instruments will need to incorporate elements of climate change adaptation and resilience and integrating the planning process across sectoral instruments can ensure a comprehensive approach towards climate change.

Stakeholder engagements

In aligning planning instruments with sector plans at a regional and national level, there will be a need for ongoing stakeholder engagement between Member States including the different sectors to ensure that integration is enhanced.

⁴ It is important to note that *Strategic Intervention 3.1. Integrated planning approaches are embedded* involves water resources management plans and is separate from *Strategic Intervention 2.1.* which is focused only on infrastructure development.

SA 3.1.2. Implement water efficiency strategies in prioritised water intensive value chains in selected Member States and river basins, as a demonstration project

Whilst RSAP V drives to support infrastructural solutions to support regional growth and development, there is nevertheless the need to use the regions scarce water resources efficiently. Many private sector businesses are looking to manage their corporate risk to water and as such are taking a range of steps to be more water efficient whilst undertaking various water stewardship steps. Real efficiency gains can be realised in working beyond the individual businesses and across water intensive value chains. Engaging with agriculture sector – a huge water user in the region is also critical. These can be complex as these value chains can cut across differing sectors and the incentives to drive water efficiency are not always aligned. However, the impacts can be significant and can catalyse similar responses in other value chains

Sub-activities include:

- a) Identifying priority regional water intensive value chains and undertaking a desktop study of the water footprints of the water users across the value chain;
- b) Undertaking and reviewing prioritised demonstration projects to showcase improved water use efficiency; and
- c) Developing a guideline strategy and implementation plan that guides water efficiency for prioritised water intensive value chains.

Integrated cross-cutting activities

Knowledge management and exchange interventions

Sharing of lessons learned and knowledge exchange between the different sectors can be undertaken through of the guideline strategy. In addition, a knowledge exchange product can be developed from the findings that can highlight key lessons that different sectors have learned.

Gender, youth, equity, and inclusion

The implementation of demonstration projects that showcase improved water efficiency can include gender and youth targets to promote inclusion and skills development.

SA 3.1.3. Prepare a regional strategy/ programme for seawater desalination (and other non-conventional water sources), for the transfer of such produced waters to regional water demand centres of importance, and thereby increasing the regional water pool

Desalination has become an emerging opportunity to use alternative sources to supplement water supply, particularly in water-scarce regions where drought and other factors has reduced water availability. Desalination involves removing salts and minerals from saline water (seawater, saline groundwater or surface water, and wastewater) and making it suitable for reuse. The opportunities for this are many, however, it comes with significant financial costs as well as relying on a continuous and reliable supply of energy. Being a high-energy user and noting the energy challenge within the region, desalination will require further exploration through the development of a strategy and/or programme that can be used during transfers to regional water demand areas and subsequently increasing the region's water pool. In addition, this strategy and/or programme can explore other non-conventional water sources such as managed aquifer recharge and water re-use.

Sub-activities include:

- a) Conducting a study to identify cost-effective opportunities for desalination and other non-conventional water sources at a regional and national level;
- b) Hosting workshops and stakeholder engagements with Member States and regional technical experts to understand the challenges and successes with regards to desalination and other non-conventional water sources; and
- c) Developing a regional strategy and/or programme using the findings from earlier sub-activities and disseminate to stakeholders.

Integrated cross-cutting activities

Research and innovation

The exploration of non-conventional water sources can rely on previously conducted research as well as drawing on research and academic institutions in the region. This also aligns neatly with the SADC Water Research Agenda (2015) which includes the sub-theme "Waste water treatment technologies in urban, peri-urban and rural settlements and industrial areas", thereby researching possibilities for water re-use.

Stakeholder engagements

This element will be critical throughout the strategic activity as engagements with Member States and regional experts will help to deepen understanding around desalination as well as other opportunities for non-conventional water sources.

Knowledge management and exchange interventions

The development and dissemination of the regional strategy and/or programme will help to raise awareness amongst Member States as well as encourage knowledge exchange in the region, particularly around successes and challenges experienced at a national level.

3.2. Analyses and assessments of the resource are undertaken

Objective

Strengthen management of water resources by conducting analyses and assessment of the resource including regional studies of important water source areas, targeted water resource studies and joint water assessment and development initiatives.

Strategic activities

SA 3.2.1. Undertake a regional study to assess the status of important water source areas and develop monitoring frameworks for strategic water source areas

Critical to water resources management is ongoing analyses and assessment of water resources to ensure that up-to-date and relevant information is available to support decision-making and infrastructure development. There have been many studies and assessments of the region's water resources and this needs to continue and build on previous work while introducing updated information and new concepts.

Important water source areas refer to those areas that supply a disproportionate amount of mean annual runoff to a geographical region of interest (WWF, 2013). Understanding the state of these areas and the threats they face will be instrumental in understanding how to protect these areas. Strategic Water Source Areas (SWSAs) refer to natural "water factories" that support growth and development needs for a large geographic area. Any decline in quantity or quality of a SWSA can negatively impact downstream ecosystems. While significant work has already been done regarding SWSAs, there is a need to develop monitoring frameworks that support the management and protection of SWSAs.

Sub-activities include:

- a) Undertaking a regional water resources assessment study involving all Member States and shared watercourses across the region;
- b) Conducting a review of important water source areas in the region to assess the status of the resource including water quality etc.;
- c) Conducting a study of identified SWSAs and develop monitoring framework that supports the management of SWSAs; and
- d) Running awareness raising sessions to share findings from the above studies and highlight the importance of important source areas and SWSAs.

Integrated cross-cutting activities

Research and innovation

Many of the above studies in this strategic activity align with the SADC Water Research Agenda (2015), particularly around Theme 1: Assessment of Surface and Groundwater Resources (water quality and quantity assessments and monitoring networks). Research institutions such as Water Research Fund for Southern Africa (WARFSA), Southern African Network of Water Centres of Excellence (SANWATCE) and WaterNet can help support some of these studies.

Advocacy, awareness raising, knowledge management and exchange interventions

The awareness raising sessions will provide the opportunity to share the findings from the studies conducted under the strategic activity as well as raise awareness on important water sources areas and SWSAs.

SA 3.2.2. Undertake targeted water resource studies in prioritised vulnerable water resources (including assessments of social, economic, environmental and political dimensions)

There is a need to undertake water resource studies of prioritised vulnerable water in the region (both from a surface water and groundwater perspective) to provide a holistic overview that supports planning and development. This could include priority catchments, sub-catchments, aquifers, and ecological infrastructure. An assessment of the status of prioritised water resources will go beyond aquatic environmental dimensions but will also look at economic, social and political elements, all of which has an impact on management of these pressured resources. These assessments can build on previous and ongoing studies that have taken place in prioritised catchments including the interventions prioritised and undertaken by the Water Quality and Aquatic Weeds Sub-Committee of the WRTC.

Sub-activities include:

- a) Identifying prioritised vulnerable water resources and undertaking studies to assess catchment vulnerability including:
 - Environmental flow requirements,
 - Invasive species assessment,
 - Sediment transport monitoring,
 - Assessment of flows,
 - Water quality assessments,
 - Water abstraction and use assessments,
 - Ecosystem assessments,
 - Review of existing infrastructure,
 - Economic dimensions,
 - Social dimensions,
 - Political dimensions
- b) Developing knowledge products that communicate the status of these resources.

Integrated cross-cutting activities

Research and innovation

Similar to SA 3.2.1., the water resource vulnerability assessments also align with a number of themes from the SADC Water Research Agenda (2015), noting that the assessments will have a social, economic and political dimension. Research institutions such as WARFSA, SANWATCE and WaterNet can help support some of these studies.

Integrated cross-cutting activities

Knowledge management and exchange interventions

The development of knowledge products for the various studies conducted in the strategic activity will help to inform the region and allows for knowledge exchange at a regional level.

SA 3.2.3. Promote joint water assessment and development initiatives between river basins, and provide support for a demonstration project involving two RBOs as a case study

To support transboundary assessment, the need for joint studies of groundwater and surface water is imperative, particularly for SWIs that share aquifers and/or river basins. Joint management of water resources is a critical component of the RSAP, and joint water assessment and development initiatives will underpin this. These studies will contribute to a common understanding of integrated systems, promote cooperation and coordination, strengthen capacity enhancement of those involved at a practice level, and promote harmonisation of approaches towards monitoring and reporting. In addition, these joint studies support improved data sharing and exchange between the institutions involved. With the ongoing efforts to support regional integration in the region, there is the opportunity to use these demonstration projects to strengthen joint assessments and initiatives across the region.

Sub-activities include:

- a) Conducting study to identify RBOs with shared aquifers and/or rivers basins and types of joint demonstration projects to be implemented;
- b) Implementing demonstration projects based on findings from previous study; and
- c) Developing case studies based on lessons learned from demonstration projects and hosting an awareness raising session to disseminate and share findings from demonstration projects.

Integrated cross-cutting activities

Gender, youth, equity and inclusion

The implementation of the demonstration projects can include gender and youth targets which can help to support skill development and gender mainstreaming.

International cooperation and coordination

The joint studies to be implemented through the demonstration projects will have strong elements of international cooperation and coordination, between the RBOs that will be the primary institutions involved with SADC Water Division providing support.

Advocacy, awareness raising, knowledge management and exchange interventions

The case studies to be developed during the strategic activity will promote knowledge exchange between RBOs and other SWIs with the awareness raising sessions also advocating for joint studies.

Capacity development

During the demonstration projects the RBOs will work together realising the opportunity for staff to learn new skills through engaging with partner RBOs and sharing information and practices.

3.3. Transboundary river basins and aquifers are effectively developed and managed

Objective

Improve the development and management of transboundary river basins and aquifers in an effective and sustainable manner through quantitative analysis of water resources quantity and quality, implementation of projects with multi-stakeholder involvement and awareness raising of ecosystem-based adaptations.

Strategic activities

SA 3.3.1. Update or develop new basin strategies/plans in selected river basins in need of this support

There is still a need to support the technical studies to develop transboundary basin and aquifer plans to guide water resources management and development. Sustainable abstraction and resources development require a detailed understanding of climate conditions, hydrology, hydrogeology, ecosystems, and water use and demand among others, in the past, present, and future and includes both water quantity and water quality. Combined with the identification of areas for future development, the evaluation of availability of water resources through Transboundary Diagnostic Analyses and Strategic Action Plans, or through basin level IWRM plans, is a prerequisite to achieving water security.

Sub-activities include:

- a) Assisting Member States in hydrological and hydrogeological (quantity and quality) data collection, processing, analysis, and reporting and improving water information systems among regional and national institutions;
- b) Assessing and evaluating water (surface water and groundwater) quality and pollution in transboundary river basins and aquifers through joint studies;
- c) Determining sustainable abstraction through modelling the dynamics of surface water and groundwater flow in transboundary river basins and aquifers through joint studies;
- d) Identifying potential areas for future surface water and groundwater development in transboundary river basins and aquifers through joint studies; and
- e) Identifying RBOs that need support and developing new and/or updating existing basin plans and strategies.

Integrated cross-cutting activities

Knowledge management and exchange interventions

These form the basis and are pivotal for decision-making and are hence included at the forefront of the sub-activities. Many of the products developed during the sub-activities including the updated/new basin plans and strategies contribute to knowledge products

Climate change adaptation and resilience

Climate change is directly linked to this strategic activity with many of the studies contributing to climate change adaptation and resilience by providing relevant and accurate information for planning processes. In particular, the incorporation of climate change elements in the RBOs' basin plans and strategies will be help to support resilience of river basins.

Gender, youth, equity, and inclusion

The updating and/or developing of RBO plans and strategies will provide the opportunity for gender, youth, equity, and inclusion to be prioritised for future initiatives in the river basins.

International cooperation and coordination

Noting that this strategic activity focuses on TBAs and river basins, international cooperation and coordination is critically needed to materialise above activities and can draw on support of ICPs. SADC Secretariat can also facilitate and support efforts at promoting cooperation at a transboundary level.

Research and innovation

Many of the assessments suggested under the above sub-activities align to the SADC Water Research Agenda (2015). Research institutions such as WARFSA, SANWATCE and WaterNet can help support some of these assessments.

SA 3.3.2. Implement transboundary water and catchment stewardship flagship projects with private sector, government and civil society

Through a stakeholder inclusive process, including the public sector, private sector and civil society, shared water risks can be mapped and evaluated. This strategic activity aims to identify and implement transboundary water stewardship flagship projects to enhance water security through mitigating high shared water risks whilst building upon the strengths of all the stakeholders.

Sub-activities include:

- a) Developing good practice and guidelines for water stewardship with a focus on water-intensive industries and sectors in SADC Member States;
- b) Conducting and evaluating strategic action planning and evaluate shared water risks. The strategic action planning builds upon transboundary diagnostic analyses of transboundary river basins and aquifers and also includes Oceanic Island States;
- c) Identifying and prioritising flagship projects to mitigate high shared water risks in multi-stakeholder workshops; and
- d) Implementing flagship projects to enhance water security.

Integrated cross-cutting activities

Stakeholder engagements

Key to this strategic activity is facilitating stakeholder engagement between the public sector, private sector and civil society to promote dialogue and collaboration at a regional and transboundary level.

Knowledge management and exchange interventions

The good practice and guidelines developed in the sub-activities can be shared with Member States to provide guidance and raising awareness of good practice in the region. Furthermore, case studies can also be developed from the flagship projects to provide lessons learned during implementation.

Capacity development

This forms an integral part of the strategic activity and sub-activities, both in terms of human resources and capital investment (infrastructure and equipment)

Advocacy and awareness raising

Alongside knowledge exchange is awareness raising which will be crucial in helping to raise awareness amongst Member States of the importance of utilising the strengths of the public sector, private sector and civil society to support effective water resources management.

Research and innovation

There is ample opportunity and necessity for developing and innovating effective water stewardship partnerships through a stakeholder inclusive process. Research institutions such as WARFSA, SANWATCE and WaterNet can help support some of these studies, noting that many align with the SADC Water Research Agenda.

Gender, youth, equity and inclusion

The flagship projects to be implemented under this strategic activity can include gender and youth targets.

SA 3.3.3. Develop capacity of Member States and SWIs on nature-based solutions/ ecosystem-based adaptations for more resilient management of transboundary river basins and aquifers

Ecosystem-based adaptation is a nature-based solution that harnesses biodiversity and ecosystem services to reduce vulnerability and build resilience to climate change (IUCN, 2017). It involves the conservation, sustainable management and restoration of ecosystems to benefit from the ecosystem goods and services such as flow regulation, filtering of water quality and protection of communities and infrastructure from floods, soil erosion and landslides (IUCN, 2017). The technical and strategic guidance provided by the Water Quality and Aquatic Weed Sub-Committee of WRTC will be instructive.

Supporting capacity development to strengthen Member States' and SWIs' ability to implement ecosystem-based adaptation will improve resilient management of transboundary river basins and aquifers.

Sub-activities include:

- a) Developing an inventory of ecosystem-based adaptations to improve management of transboundary river basins and aquifers in fragile ecosystems and flood-prone areas;
- b) Advocating and raising awareness for ecosystem-based adaptation and running training sessions to improve transboundary river basin and aquifer management including Oceanic Island States; and
- c) Identifying and implementing demonstration ecosystem-based adaptation projects to enhance water security of transboundary river basins and aquifers including Oceanic Island States.

Integrated cross-cutting activities

Climate change adaptation and resilience

Ecosystem-based adaptation as a nature-based solution is critical in reducing water resources and peoples' vulnerability and building of resilience to climate change.

Stakeholder engagements

Key to this strategic activity is facilitating stakeholder engagement between the public sector, private sector, and civil society to promote dialogue and collaboration at a regional and transboundary level.

Advocacy and awareness raising

The awareness raising and training sessions will aim to advocate ecosystem-based adaptation to improve transboundary river basin and aquifer management his forms an integral part of the strategic activity and sub-activities, both in terms of human resources and capital investment (infrastructure and equipment)

Gender, youth, equity and inclusion

The demonstration ecosystem-based adaptation projects can include gender and youth target during implementation to promote inclusion.

Capacity development

The sub-activities include training sessions to strengthen capacity of Member States and SWIs regarding ecosystem-based institutions.

SA 3.3.4. Implement climate resilience and DRR water resources management initiatives in the more vulnerable Member States and river basins

Climate resilience is pivotal in strengthening the region's ability to adapt and respond to climate change-related disasters. The growing frequency of these disasters has highlighted the need to implement climate resilient initiatives, particularly from a water resources management and livelihoods perspective. DRR provides the opportunity to address some of these issues by creating a systematic approach to identify, assess and reduce the risk of disasters to the environment and population.

It is also important to understand that some Member States and shared watercourses are more vulnerable than others to disasters. In particular, the island states are the most vulnerable to climate change due to rising sea levels from global warming. Furthermore, infrastructure development and regional institutional establishment has occurred at varying paces across the region creating instances where some Member States are more fragile and less developed than others. As such, it will be necessary to target the more vulnerable Member States and river basins during this strategic activity.

Sub-activities include:

- a) Identifying vulnerable Member States and shared watercourses and identifying opportunities and appropriate operational modalities to support climate resilience and DRR initiatives;
- b) Implementing demonstration projects in selected Member States and shared watercourses based on the previous study; and
- c) Developing case studies and hosting workshops to disseminate findings and lessons from demonstration projects.

Integrated cross-cutting activities

Climate change adaptation and resilience

An essential element of the strategic activity is addressing climate change-related disasters and implementing initiatives that support adaptation and resilience.

Gender, youth, equity and inclusion

The demonstration projects to be implemented in vulnerable Member States and river basins can include gender and youth targets to ensure inclusion of vulnerable and prioritised groups.

Advocacy, awareness raising, knowledge management and exchange interventions

The case studies and awareness raising sessions contribute directly to this cross-cutter and will help to raise awareness amongst Member States of the lessons learned from the demonstration projects.

Research and innovation

There is a strong element of research and innovation that can be brought into this strategic activity. Noting that the sub-activities will rely on previously conducted and ongoing research on DRR and climate-resilience, there are opportunities to engage with research and academic institutions to explore effective and successful initiatives for the region.

SA 3.3.5. Enhance inclusive groundwater management in selected TBAs

TBAs play a critical role in water resources management and development and are a growing source of water, however, its transboundary nature requires an inclusive approach that incorporate elements of diplomacy and integration. Significant work has been done on SADC's TBAs to understand their extent and water quality and quantity and this can be built upon to enhance inclusive groundwater management in selected TBAs. Groundwater management, while having improved in SADC, still requires further strengthening to ensure inclusive and holistic management of both surface water and groundwater. Selected priority TBAs offers the chance to improve groundwater management while also promoting transboundary initiatives that strengthen cross-border relationships and effective data sharing.

Sub-activities include:

- a) Undertaking Transboundary Diagnostic Analyses and develop Joint Strategic Action Plans in 2 TBAs;
- b) Undertaking Transboundary Diagnostic Analyses and develop Joint Strategic Action Plans in 2 TBAs;
- c) Establishing and operationalising governance institutional arrangements for management of groundwater in 1 TBA; and
- d) Developing and running computer model for surface and groundwater interaction in 1 TBA.

Integrated cross-cutting activities

Climate change adaptation and resilience

When conducting transboundary diagnostic analyses and action plans, it will be important to ensure that climate change adaptation and resilience are incorporated, especially in the action plans. In addition, the focus on groundwater also contributes towards climate change adaptation and resilience by exploring options to diversify water supply.

International cooperation and coordination

Transboundary activities help to strengthen international cooperation and coordination and the undertaking of transboundary initiatives will help to foster relationships between transboundary SWIs and Member States. In addition. The focus on TBAs also provides the opportunity to promote regional integration between surface water and groundwater institutions.

3.4. Surface and groundwater monitoring and information management is digitalised

Objective

To enable effective and efficient collation, reporting, and sharing, of data, information, and knowledge across SADC region, as it pertains water resources and water resources management, in order to support improved decision making especially where it pertains transboundary water resources management and infrastructure development.

Strategic activities

SA 3.4.1. Identify and evaluate financing mechanisms to support Member States and SWIs to ensure operational sustainability of monitoring systems (including O&M and capacity)

Digital systems and the digitalisation of data or linkage of existing digital data is a critical requirement towards promoting improved transboundary and regional cooperation, as well as aligned developmental and infrastructure activities. The process requires, amongst others, human and information and communications technology resources. It is therefore necessary for financing mechanisms and financing sources/funding streams to be identified, evaluated, and pursued, to support water resources monitoring systems.

Sub-activities include:

- a) Conducting stakeholder mapping to identify responsible persons/positions within SADC Secretariat, Member State participants/role players, and ICPs/funding partners to facilitate and coordinate the identification and evaluation of financing mechanisms;
- b) Developing, with the Member States and role players, an action plan to develop the selected financing mechanisms that can be mobilised to improve regional data and information sharing across RBO's and Member States; and
- c) Mobilising funding, based on the action plan, to improve digital information management systems and digital data and information sharing across the SADC region, to support operational sustainability of monitoring systems.

Integrated cross-cutting activities

Climate change adaptation and resilience

Monitoring systems play a crucial role in supporting climate change adaptation and resilience and this is a core principle through this the strategic activity. In addition, with regional centres such as the SADC Climate Services Centre and Regional Early Warning Centres in existence, regional organisations such as Southern African Science Service Centre for Climate Change and Adaptive Land Management (SASSCAL), and also Member States having their own national Weather and Meteorological services and Research institutions that specialist in climate sciences, it would be important to include linkages to these, when considering financing mechanisms, so as to align processes and interactions where applicable/feasible, and reduce duplication.

Monitoring, evaluation, reporting and learning

A key outcome when identifying and mobilising financing mechanisms, is to support regional monitoring and evaluation, reporting and learning. This cross-cutting element is, therefore, central to this Strategic Action 3.4.1.

Research and innovation

The SADC Water Research Agenda (2015) has a sub-theme around optimisation of monitoring networks. As such, establishing linkages between this strategic activity and what has and is currently being undertaken by the research and academic community can provide useful insights to strengthen monitoring and information management.

Advocacy and awareness raising

It will be necessary to conduct advocacy and awareness raising necessary to secure the necessary financing mechanisms toward mobilisation of finance in support of this Strategic Objective. Private sector and partners could perform a key function in supporting the development of financing mechanisms.

Integrated cross-cutting activities

Capacity development

The sub-activities include training sessions to strengthen capacity of Member States and SWIs regarding ecosystem-based institutions.

SA 3.4.2. Establish or strengthen integrated monitoring and information management system(s) for river basins and aquifers, including the continuity of the SADC Hydrological Cycle Observing System (HYCOS) programme

SADC HYCOS is operating inconsistently across SADC region. This system needs re-operationalisation in some cases, as well as strengthening and consistency in its maintenance in general. Also, some SWIs across SADC have implemented Information Management Systems (IMS) and/or decision support systems (other than HYCOS) or are in the process of implementing such systems. SADC Secretariat has furthermore implemented initiatives to improve regional database and information management systems (for example, Southern African Development Community Groundwater Management Institute (SADC-GMI) database, and recently developed SADC DRR IMS). These systems within SADC Secretariat, however, are not aligned and do not cover the entire water resources sector yet. There is need to therefore strengthen the existing network of systems, and especially align the systems so that information sharing is improved (and data capture and maintenance is not duplicated).

Sub-activities include:

- a) Assessing the overall coverage of monitoring of the region's key water resources status of SADC-HYCOS and identify gaps, needs and opportunities to support expansion and continuity of the system including integration with groundwater monitoring systems;
- b) Strengthen the SADC-HYCOS programme through capacity strengthening of the regional centre at the SADC Climate Services Centre, and at Member States level;
- c) Strengthen, through the SADC-HYCOS programme, provision of hydrological services through increased interface between the hydrological sector and the regional Southern African Regional Climate Outlook Forum (SARCOF) Programme;
- d) Identifying existing digital systems and digital databases across SADC Units and SWIs, and assess opportunities for alignment;
- e) Identifying needs where digitalisation is still required, in the water sector; and
- f) Identifying potential for alignment and digitalisation options, to reduce duplication of efforts and improve transboundary sharing of monitoring and IMS.

Integrated cross-cutting activities

International cooperation and coordination

This element is critical, at SADC, transboundary and SWI level, to support integration of monitoring and IMSs. SADC Secretariat will need to support and facilitate this.

Capacity development

The strengthening of capacity to support the SADC HYCOS programme will help to support SADC Climate Services Centre as well as at a Member State level.

Stakeholder engagements

The sub-activities will require ongoing stakeholder engagements and collaboration between actors and role players to achieve the sub-activities.

SA 3.4.3. Harmonise databases from SWIs and Member States, and where practical, support the standardisation of information management systems, data sharing and reporting frameworks across Member States and SWIs

Databases and IMS's across SADC, SWIs and Member States are often based on vastly different hardware and software platforms, applications, database designs differ, and programming languages (coding) as well as operational languages (e.g. English, Portuguese, French) are often incompatible, and reporting is not standardised. This disparity makes alignment and sharing of data, information and knowledge challenging, and impacts negatively on improved water resources management, development and infrastructure decision making processes and outcomes.

Rainfall data, while being the mandate of the meteorological sector, does play an important role in supporting hydrological assessments. However, these rainfall gauging networks are often not effectively designed to support hydrological studies and there are often questions of data quality. This data often resides within Member States at a national level, relying on national and local networks of rainfall stations and do not always effectively support regional level studies. However, there is the opportunity to identify good practice amongst Member States whereby rainfall data is shared and harmonised with hydrological data, which can then be used at a regional level to promote improved assessments.

Sub-activities include:

- a) Utilising outcomes from Strategic Activity 3.4.2 to identify realistic opportunities for harmonisation, standardisation and alignment;
- b) Identifying priorities and 'low hanging fruit' opportunities from the above and develop a realistic plan of action toward achieving alignment, harmonisation where applicable, and standardisation where possible, as well as developing a budget;
- c) Utilising funding that was mobilised via Strategic Activity 3.4.1 to implement the plan of action; and
- d) Conducting training sessions to strengthen capacity of institutions with regards to harmonisation and standardisation.

Integrated cross-cutting activities

Capacity development

The training sessions will support skills and capacity development within Member States and SWIs by providing training on harmonisation and standardisation.

Stakeholder engagements

Ongoing stakeholder engagements will be required throughout the strategic activity to obtain buy-in and support for the proposed plan of action.

International cooperation and integration

The harmonisation of databases across Member States and SWIs helps to promote international cooperation and integration.

SA 3.4.4. Develop groundwater databases and knowledge management systems

Information on groundwater resources in the SADC region is an essential tool to support decision-makers and help to inform policies, strategies, and legislation. This makes databases and knowledge management systems a critical component to promote effective and efficient water resources management and development. The SADC region, through the support of SADC-GMI, has collected large amounts of data regarding groundwater resources in the region including TBAs and priority aquifers. With this data comes the need for groundwater databases as well as knowledge management systems where data can be stored and shared to benefit the region. SADC-GMI has developed the SADC Groundwater Information Portal (SADC-GIP) which currently hosts data produced from various projects implemented by SADC-GMI. This portal has become an important platform for the region by allowing free and easy access to groundwater data including spatial data and maps. Further strengthening of this portal will serve to support groundwater management in the region by producing sectoral and thematic groundwater overviews at a regional level. In addition to the SADC-GIP, SADC-GMI has also developed SADC Groundwater Literature Archive (SADC-GLA) which houses groundwater-related literature for the region. Going forward, it will be a priority to enhance this service by increasing the number of documents in the SADC-GLA as well as strengthening its functionality to improve user-friendliness and accessibility. And finally, there is a need to establish a SADC Groundwater Monitoring Network by linking it to national and TBA groundwater monitoring networks. Groundwater information can only be produced through effective monitoring networks. There are currently a number of national and TBA groundwater monitoring networks in the region that operate independently from each other. By establishing a SADC Groundwater Monitoring Network linked to national and TBA monitoring networks, an integrated monitoring network can be developed that builds on existing networks and ensures alignment with national priorities.

Sub-activities include:

- a) Expanding the SADC-GIP to produce sectoral and thematic groundwater overviews at the regional level;
- b) Expanding the SADC-GLA with more documents and enhance its functionality; and
- c) Establishing a SADC Groundwater Monitoring Network by linking to national and TBA groundwater monitoring networks.

Integrated cross-cutting activities

Knowledge management and exchange interventions

This strategic activity has a strong focus on knowledge management with the sub-activities seeking to improve groundwater databases and knowledge management systems currently in existence in SADC.

Monitoring, evaluation, reporting and learning

The strengthening of groundwater databases and knowledge management systems supports MERL by providing information that can be tracked to assess progress and identify lessons learned.



As the RSAP serves as an enabler for the regional water sector to respond to social, environmental, and developmental priorities, it is to be expected that the focus on water resources management comes out strongly under the key strategic areas.



09 TOWARDS IMPLEMENTATION

RSAP V provides a five-year strategic action plan that acts as a macro-level planning tool for the SADC regional water sector, SWIs and Member States. As such it is the implementation action plan for the water component of the RISDP, as the blueprint of SADC programmes. Importantly, with RSAP V placing considerable emphasis on infrastructure development, RSAP is also a strategic plan to implement the water chapter of the RIDMP.

The implementation of the plan requires a combined effort involving the leadership of the SADC Secretariat together with the active engagement of SWIs and Member States together with a range of supporting institutions and organisations that will undertake projects as part of the RSAP. This then requires a clear project management approach to ensure the levels of coordination and delivery that is required.

It is important to note that while the outcomes and outputs of this plan are firm targets for the region to jointly achieve during 2021 -2025, the five-year activities are indicative of what is required and guide implementation. The availability of funds, ongoing consultation with processes and Member States as well as emergent issues and priorities will have impact on these targets and timelines.

Noting the fluidity of the water sector as well as the impact of the COVID-19 pandemic, the need to undertake these activities in a phased and progressive manner will be imperative. This will enable work specificity, but will also support an adaptive management approach that keeps process and delivery aligned towards achieving the five-year objectives for RSAP V.

Clarifying and organising the governance and institutional framework to oversee and coordinate delivery on RSAP V becomes imperative noting that these projects will have

impact at various scales and thus require active engagement at these scales. Importantly, many of the staff that engage with RSAP (from SWIs and Member States and other organisations) often have other core institutional mandates and roles that they perform for their respective institutions, with the RSAP support role being an addition. Finding ways to strengthen and capacitate these staff (and institutions) to play this key support and guidance role will be an important part of the first phase of RSAP V delivery and aligns to the strategic interventions captured under Pillar 1: Governance and Integration, that aims to strengthen regional capacity.

Clarifying the principles that guide the approach to delivery is important as these are normative statements that specifically guide institutional implementation of the various projects. Likewise, the approach to monitoring and evaluation gives structured guidance on the approach to be used to track project roll-out as well as that of overall programmatic delivery for RSAP. This will enable adaptive response and ultimately shape the progress that will be made of the five-year period.

The ability to fund the implementation of RSAP V will be important and will required both longer term programmatic support as well as shorter term project support. The ongoing process to mobilise resources will be linked to the needs of project interventions and will be supported by the effective monitoring and evaluation for ongoing delivery. The role of SADC Secretariat and key ICPs is central in securing these resources.

These elements provide the basis for the RSAP V implementation framework as illustrated in Figure 9-1.

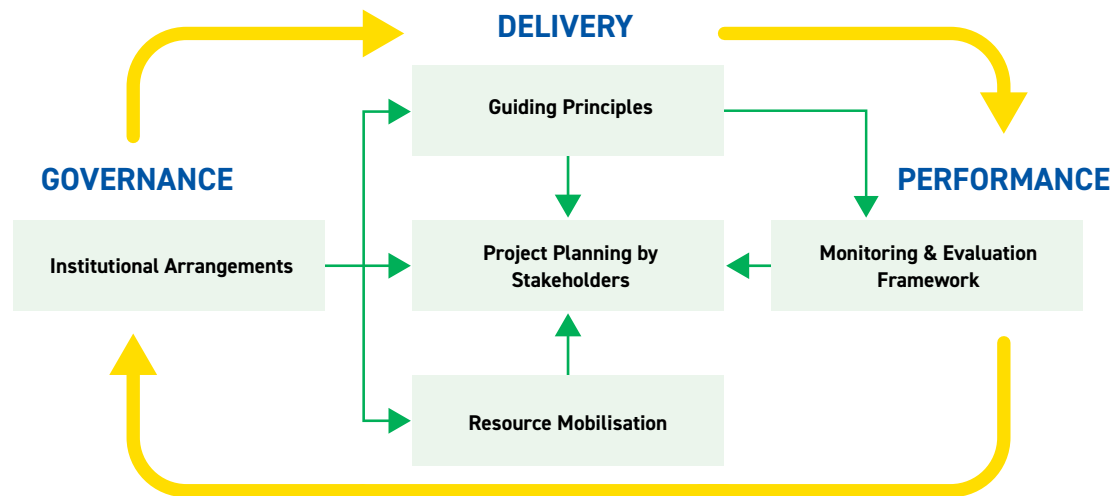


Figure 9-1: RSAP V resource mobilisation and project implementation framework

9.1 Institutional arrangements

To implement RSAP V, there is a need to understand the institutional frameworks including mandates, roles, and responsibilities of the different role players in SADC. Three levels (policy, programme, and project) in the institutional framework are envisioned during RSAP V implementation, building upon the frameworks provided for in RSAP IV (Figure 3-1).

9.1.1 Policy level

The SADC Committee of Water Ministers

The policy direction and oversight for the implementation of SADC programmes is provided by the SADC Council of Ministers which is comprised of representation of all Member States. The Ministers of Water for each Member State provide overall guidance to the water sector, through the SADC Committee of Water Ministers, and as such, oversee the roll-out of RSAP. Importantly, these ministers also provide the interface between SADC and the African Ministers Council on Water (AMCOW), thereby representing both the region and continent.

The SADC Protocol on Shared Watercourses is one of the important instruments that guide the Ministers of Water in their oversight responsibility to the regional water programme through the RSAPs, in the following responsibilities amongst others:

- 4) Provide oversight for the implementation of RSAP;
- 5) Provide advice to the SADC Council of Ministers regarding policies; and
- 6) Provide assistance in conflict resolution on shared watercourses.

The Ministers of Water are advised by senior officials who are responsible for water within their Member States. These senior officials are supported by the WRTC which consists of national directors for water.

WRTC

The WRTC serves as the technical body for the SADC water sector and is provided for in the SADC Protocol on Shared Watercourses. The WRTC has the following responsibilities amongst others:

- 1) Provide strategic direction to the RSAP;
- 2) Advise and coordinate the establishment of project steering committees;
- 3) Provide supervision over all RSAP operations; and
- 4) Provide oversight to assessments and approval of RSAP projects.

Noting the technical dimensions of RSAP, it is important to recognise the key role of WRTC as the technical clearing house for the SADC water sector.

9.1.2 Programme level

The SADC Secretariat is responsible for implementation of the RSAP through the Water Division, under the Directorate of Infrastructure and Services, being the primary entity responsible for implementation. As such, the Water Division is tasked with the following:

- 1) Develop and implement RSAP as a programme that aligns with RISDP;
- 2) Disseminate RSAP deliverables to key stakeholders;
- 3) Coordinate implementation of RSAP projects and initiatives; and
- 4) Monitor and evaluate the RSAP programme and its projects.

The SADC Water Division plays a critical role in transferring and translating the various project level outputs and outcomes to policy level findings and implications.

9.1.3 Project level

Noting the range of projects to be implemented under RSAP V, the institutional arrangements will vary depending on the project's complexity, size, objectives and scale of implementation etc. As such, the roles and responsibility of the institutions involved in the strategic activities are provided for in the Implementation Plan.

9.2 Principles to support implementation

Establishing a suite of guiding principles that underpin the implementation of the RSAP V is important. These provide normative guidance to the way RSAP V will be implemented. These are provided in the table below.

Table 9-1: RSAP V implementation principles

Principle	Implication
Additionality	Institutions other than the SADC Secretariat are appropriately chosen to implement RSAP V interventions
Best practice	IWRM policies and strategies are executed based on best appropriate practice and from lessons learned
Comparative advantage	The SADC WD and other institutions engaged in the implementation of RSAP V should engage in areas where the best result can be produced (i.e. add the most value)
Demonstration	Policies, strategies, and guidelines are tested to obtain lessons for the rolling-out of RSAP V and achieving the objectives of SADC
Flexibility	RSAP V will be monitored, and progress reviewed periodically to ensure adaptive management
Hydrological approach	Shared watercourses (e.g. surface and groundwater) and their associated SWIs are fundamental component of the implementation of RSAP V
Variable geometry	Member States and SWIs can progress faster with the implementation of certain activities.
Participative	Engagement of stakeholders is core to implementation processes of RSAP V to ensure that stakeholders are informed, consulted and involved throughout RSAP implementation and project processes
Prioritisation	RSAP V programmes and interventions are based on SADC development priorities
Programmatic	RSAP V provides a programmatic design towards achieving SADC objectives built upon outputs from a series of projects
Results-based	RSAP V implementation will be measured and evaluated to assess impact and to identify and disseminate lessons learned
Subsidiarity	Programme and project activities are undertaken at the most appropriate levels.
Sustainability	RSAP promotes local ownership, awareness, capacity development and institutional development

9.3 Resource mobilisation

Ensuring that the RSAP V is adequately resourced is essential to the successful implementation of the plan. There is a direct dependency on the funding of the SADC Water Programme, with the financial resources required coming from diverse array of sources. This diversity, underpinned by a clear financial management framework, provides the basis for a resilient programme that can ensure adaptive implementation.

The financing and financial management strategy for RSAP V is guided by suite of commitments as follows:

- **Aid effectiveness:** RSAP V is guided by the 2005 Paris Declaration on aid effectiveness, as adopted by the SADC Secretariat, and which outlines the nature of the partnership with ICPs. Further, the approach towards ensuring that development assistance is managed and utilised in such a way that aspects of ownership, alignment, harmonisation, and accountability are ensured, will be aligned to the Windhoek Declaration of 2006.
- **Programme management:** Towards the attainment of SADC's objectives, RSAP V will be managed and financed in a programmatic manner to ensure consolidated attainment of the plan's goals and objectives.
- **Financial management:** Effective financial management will not only ensure timely implementation but will equally ensure effective and efficient use of resources. The utilisation of accounting standards in all transactions will be linked to transparent and timely reporting. The SADC Secretariat is committed to providing staff, resources, and an enabling environment that supports the programmatic delivery of RSAP V.
- **Financial performance:** Periodic and structured monitoring of financial performance will be supported by regularised reporting against programme objectives and budgets, and these will be made available to key stakeholders.

As with previous phases, RSAP V will require a diverse mix of financial support instruments. This will require strengthening existing funding sources whilst developing new sources of income. With the focus of RSAP V on strengthening the development of infrastructure to support development, this diversification will place a clear emphasis on appropriate financing of interventions in this regard. The strategy to be applied includes:

- **Domestic resource mobilisation:** A number of interventions under RSAP V will undertake assessments of the current financing environment that underpins aspects of RSAP delivery. This will include the core financing of SWIs as well as specific aspects of water resources management. These interventions with others will support the overall strategy to improve the mobilisation of domestic resources (together with international development support);
- **International development support:** The support of ICPs has been catalytic in supporting the regions development trajectory and as such, further support for the implementation of RSAP V is essential;
- **Development finance institutions:** The efforts to strengthen the approach to development finance will continue, particularly with respect to the strong emphasis under the RISDP, RIDMP and RSAP V on the need to develop regional water infrastructure. Developing blended financing approaches will prove critical in unlocking the regions developmental agenda and will require integrated sectoral engagement with financiers; and
- **Private sector:** Interventions will be undertaken to explore the creation of a more favourable investment environment for the private sector. This includes looking at a range of approaches to de-risk private sector investments while developing PPP models.

The financial resources accrued from national governments are important to the implementation of RSAP V, with the contributions from Member States taking various forms. These include:

- **Financial contributions:** Contributions by Member States support the SADC Secretariat's ability to perform the important coordination role. These contributions are 'per formula' and are made on an annual basis. Noteworthy, is that the support of the core staff of the SADC Water Division and some activities is provided through these Member States contributions;
- **Direct contributions:** Member States do make direct financial contribution to specific interventions and projects and this will be an important aspect to the implementation of RSAP V; and
- **In-kind contributions:** These contributions provide a significant role in supporting the implementation of RSAP and will include such aspects as providing expert inputs, equipment, office space and other facilities, as well as the time-cost associated with staff inputs. This also includes the various costs associated with the support to SWIs where appropriate.

There is continued emphasis on improving the support of Member States to the implementation of RSAP, but as with previous phases, the support of ICPs will be prove essential. This will particularly be the case in the post-COVID-19 context where regional economies have been severely impacted.

The total funding requirement for the implementation of RSAP V is €107 010 000. A breakdown of these costs is provided in the table below.

Table 9-2: RSAP V funding requirements

Strategic Intervention	Cost (000 €)
PILLAR 1: GOVERNANCE AND INTEGRATION	
1.1. Specific sector instruments, policies & strategies are implemented	3 440
1.2. Sector institutions are capacitated and resourced	2 340
1.3. Engagement of private sector, gender, youth and non-state actors is developed and strengthened	6 080
1.4. Approaches (WEF nexus etc.) to support continental, regional and sectoral integration are developed	4 860
PILLAR 2: INFRASTRUCTURE DEVELOPMENT	
2.1. Integrated infrastructure planning is strengthened	3 580
2.2. Project preparation is sufficiently resourced and capacitated	10 380
2.3. Economic and financing models are developed	11 550
2.4. Regional resilience is strengthened through the development, maintenance and enhancement of infrastructure (green & grey)	32 330
2.5. Support for affordable water services and safe sanitation	9 990
PILLAR 3: WATER RESOURCES MANAGEMENT	
3.1. Integrated planning approaches are embedded	4 240
3.2. Analyses and assessments of the resource are undertaken	2 370
3.3. Transboundary river basins & aquifers are effectively developed & managed	7 730
3.4. Surface and groundwater monitoring and information management is digitalised	4 550
OPERATIONALISATION	
Total budget for operationalisation component	3 570

The table below indicates some of the key outputs/deliverables to be produced per intervention.

Table 9-3: Outputs and deliverables for the strategic interventions

Strategic Intervention	Output/Deliverable	Number
PILLAR 1: GOVERNANCE AND INTEGRATION		
1.1. Specific sector instruments, policies & strategies are implemented	Plans	1
	Reports	5
	Updated water sector instruments, policies and/or strategies	4
	Workshops	1
	Programmes	1
	Knowledge exchange sessions	1
	Support/assistance towards implementation or implementation	1
1.2. Sector institutions are capacitated and resourced	Reports	4
	Support/assistance towards implementation or implementation	5
	Programmes	3
	Strategies	3
	Business cases	1
	Plans	5
1.3. Engagement of private sector, gender, youth and non-state actors is developed and strengthened	Reports	7
	Workshops	2
	Business cases	1
	Knowledge exchange sessions	5
	Knowledge products	2
	Guidelines/guidance material	1
	Demonstration/flagship projects	2
1.4. Approaches (WEF nexus etc.) to support continental, regional and sectoral integration are developed	Reports	12
	Knowledge products	1
	Demonstration/flagship projects	2
	Guidelines/guidance materials	3
	Support/assistance towards implementation or implementation	2
	Concept notes	2
	Strategies	1
	Knowledge sharing sessions	3

Strategic Intervention	Output/Deliverable	Number
PILLAR 2: INFRASTRUCTURE DEVELOPMENT		
2.1. Integrated infrastructure planning is strengthened	Reports	8
	Workshops	1
	Guidelines/guidance materials	1
	Support/assistance towards implementation or implementation	4
2.2. Project preparation is sufficiently resourced and capacitated	Reports	8
	Workshops	1
	Guidelines/guidance materials	1
	Plans	1
	Training sessions	3
	Support/assistance towards implementation or implementation 3	3
2.3. Economic and financing models are developed	Reports	9
	Pre-feasibility studies	2
	Roadshows/conferences	2
	Frameworks	2
	Plans	2
	Support/assistance towards implementation or implementation	1
	Guidelines/guidance materials	1
	Demonstration/flagship projects	2
	Case studies	2
2.4. Regional resilience is strengthened through the development, maintenance and enhancement of infrastructure (green & grey)	Reports	16
	Demonstration/flagship projects	2
	Guidelines/guidance materials	3
	Support/assistance towards implementation or implementation	19
	Strategies	2
	Training interventions	2
	Workshops	1
2.5. Support for affordable water services and safe sanitation	Reports	11
	Templates	1
	Demonstration/flagship projects	4
	Workshops	1
	Models/frameworks	1
	Knowledge products	1
	Guidelines/guidance materials	1

Strategic Intervention	Output/Deliverable	Number
PILLAR 3: WATER RESOURCES MANAGEMENT		
3.1. Integrated planning approaches are embedded	Reports	7
	Workshops	5
	Support/assistance towards implementation or implementation	3
	Updated planning instruments	3
	Demonstration/flagship projects	3
	Case studies	3
	Guidelines/strategies	1
	Programmes	1
	Knowledge products	1
3.2. Analyses and assessments of the resource are undertaken	Reports	11
	Awareness raising sessions	3
	Knowledge products	7
	Demonstration/flagship projects	3
	Case studies	3
3.3. Transboundary river basins & aquifers are effectively developed & managed	Reports	22
	Support/assistance towards implementation or implementation	3
	Updated and/or new basin plans and/or strategies	2
	Guidelines/guidance materials	1
	Workshops	3
	Demonstration/flagship projects	7
	Case studies	7
	Awareness raising sessions	5
	Training sessions	5
	Plans	2
	Computer models	1
3.4. Surface and groundwater monitoring and information management is digitalised	Reports	11
	Plans	2
	Awareness raising sessions	1
	Training sessions	6
	Support/assistance towards implementation or implementation	1

9.4 Strengthening of Procurement Systems

Procurement is a core component to enable effective project implementation and completion. An effective procurement system requires good governance, transparency, accountability, equitability, and fairness which is supported by monitoring and auditing processes that ensure compliance. However, the SADC region faces many challenges with regards to procurement. Lack of effective competition in SADC, standard terms and conditions of contracts and public availability of the rules governing the public procurement system are some of the key issues in many Member States. Furthermore, there is a shortage of adequately trained people with the necessary capacity and skills to implement public procurement (de la Harpe, 2014). Procurement challenges can therefore result in significant process delays that have a range of technical, financial, social, and economic impacts.

With the understanding that many infrastructure projects in RSAP V will be driven through public procurement in SADC, it is imperative for procurement systems to be strengthened in the region. This includes improving public finance expenditure and management systems. In addition, there is a need to harmonise public procurement across the region to ensure standardised procurement processes (de la Harpe, 2014).

9.5 Monitoring and evaluation framework

The development of RSAP V has been guided by the logical process of outlining a TOC and CF which then led to the development of a programmatic intervention logic. Through the various engagement processes and workshops, the deliberation provided rich insights as to the details of the activities that are required to realise the outputs, outcomes and ultimately the impact of RSAP V. The implementation plan is presented in Annex C and follows the structural framework provided in Figure 9-2.

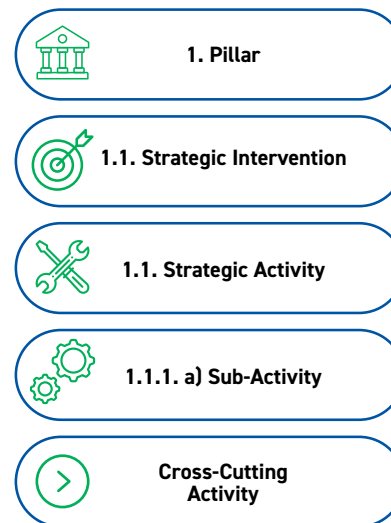


Figure 9-2: The implementation plan framework

The implementation plan provides the activities, indicators and milestones as well as responsibilities to lead and collaborate. As such, this provides the logical framework to monitor performance in support of adaptive management (Figure 9-3). For many of the strategic interventions in the implementation plan, SWIs have been identified as either a lead agent or collaborator. More details regarding the type of SWI (RBO, Joint Commission, Technical Committee etc.) will be determined when the intervention is being planned for and implemented. Noting the complexity of RSAP V, Annex B also includes a results framework that provides clarity as to how the various activities of RSAP V support the realisation of the impact through the delivery of outputs that provide outcomes.

Through the application of these instruments, the results-based management principles set out by SADC (SADC, 2012d) will be effected, and include:

- Focusing on the achievement of results that contribute effectively towards achieving the SADC mission;
- Improving institutional knowledge with regard to factors which affect its operations;
- Improving decision making; and
- Promoting an accountability culture towards results.

Towards this end, the implementation of a monitoring and evaluation system is imperative and enables the SADC Secretariat with Member States, SWIs, and ICPs to assess implementation performance. This provides the basis for:

- Assessing progress to support adaptive management;
- Learning from projects and process to support improved practice and delivery of interventions;
- Reporting that supports performance assessments and develops accountability; and
- Evaluating RSAP V performance at the mid-term and end-of-term towards the development of subsequent phases of RSAP.

The reporting and monitoring systems will be further improved to underpin the progress assessments that are required as well as providing the basis for SADC Secretariat to report on progress, challenges that require redress and achievements realised.

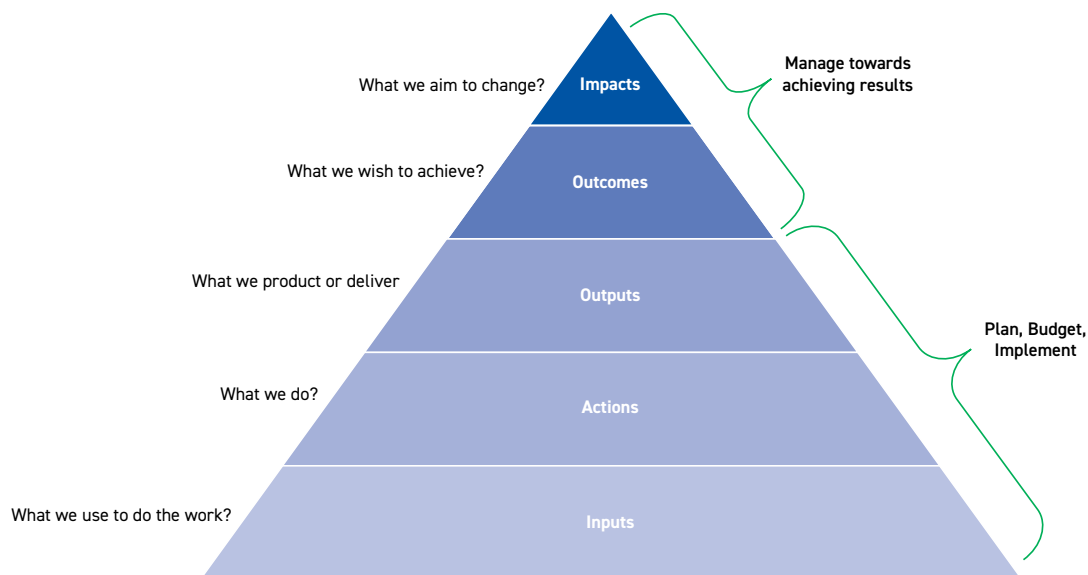


Figure 9-3: The logical model

Under this monitoring and evaluation framework the revival of the end-of-term evaluation process will be essential in building appropriate connectivity between RSAP phases. The principles set out in the SADC Policy for Strategy Development, Planning, Monitoring and Evaluation (SADC, 2012d) guide such evaluations and will look at criteria such as relevance, effectiveness, efficiency, impact and sustainability. These evaluations will be consultative in nature.

As in previous phases of RSAP, the mid-term review provides the basis for assessing progress in the first term of RSAP V and to use the lessons learned to guide the second term process of RSAP V implementation. This mid-term review will take place late in 2023/ early 2024.

9.6 Operationalisation of RSAP V

RSAP V has developed a detailed and complex suite of interventions and activities that require support and resources to ensure effective implementation. RSAP V will be facilitated and led by the SADC Secretariat, however, many of the projects will be driven by Member States, SWIs and a range of partner institutions. There is a need for the strengthening of institutional arrangements to facilitate this, to ensure effective coordination and guidance, as well as to ensure regular reporting that enables adaptive management. Core functional areas that would be required to support the management and oversight of RSAP V implementation (see Figure 9-4) would include:

- **Coordinating and convening:** This includes coordinating across projects and interventions as well as facilitating linkages between a range of internal and external processes.
- **Knowledge management:** The various projects and processes will produce a range of knowledge products that need to be finalised, stored, and made accessible to stakeholders. Developing improved systems that facilitate access to these knowledge products is important to regional learning.
- **Communications:** Improved communications are important to underpin processes to coordinate and convene and share knowledge. Equally, there is the need to improve the levels of awareness regarding water resources management and development and the linkages across sectors.
- **Monitoring and evaluation:** Ensuring ongoing reporting on project progress and keeping abreast of processes will provide the basis for adaptive management. Also, this is important for the mid-term and end-of-term evaluations, which will need to be facilitated and supported.
- **Resource mobilisation:** The complexity of RSAP V and the emphasis on infrastructure development requires more coordination, facilitation, and support. The SADC Water Division staffing capacity has to be strengthened to provide the levels of coordination, facilitation and support required to ensure effective implementation of the RSAP V therefore.

To support the operationalisation of RSAP V, the following is required:

- **M&E and Database Expert:** A dedicated and resourced staff member is required within the SADC Water Division, to coordinate and facilitate information management activities towards the broader implementation of RSAP V. This staff member would facilitate processes to improve knowledge management and communications and guide the monitoring and reporting that would prove critical to evaluation processes.
- **RSAP Sub-committee:** As a sub-committee of the WRTC, this sub-committee would be revived, and comprised of national RSAP Focal Points that would provide guidance and oversight on RSAP V interventions. Previous resourcing challenges to support these focal points and the sub-committee should be addressed to ensure that this sub-committee and the focal points can provide guidance on RSAP V implementation.

Noting the importance of this to the implementation of RSAP V, the operationalisation plan provided in Annex D includes specific activities to build this needed capacity to support implementation of RSAP V.

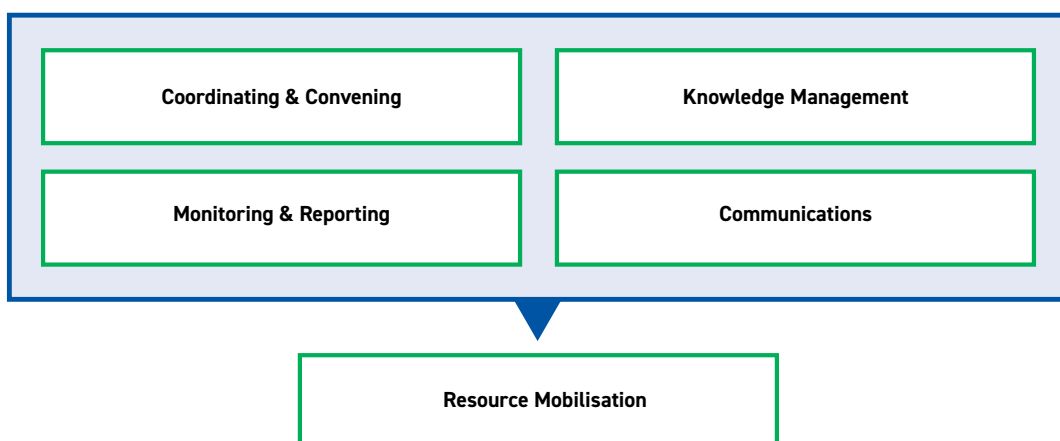
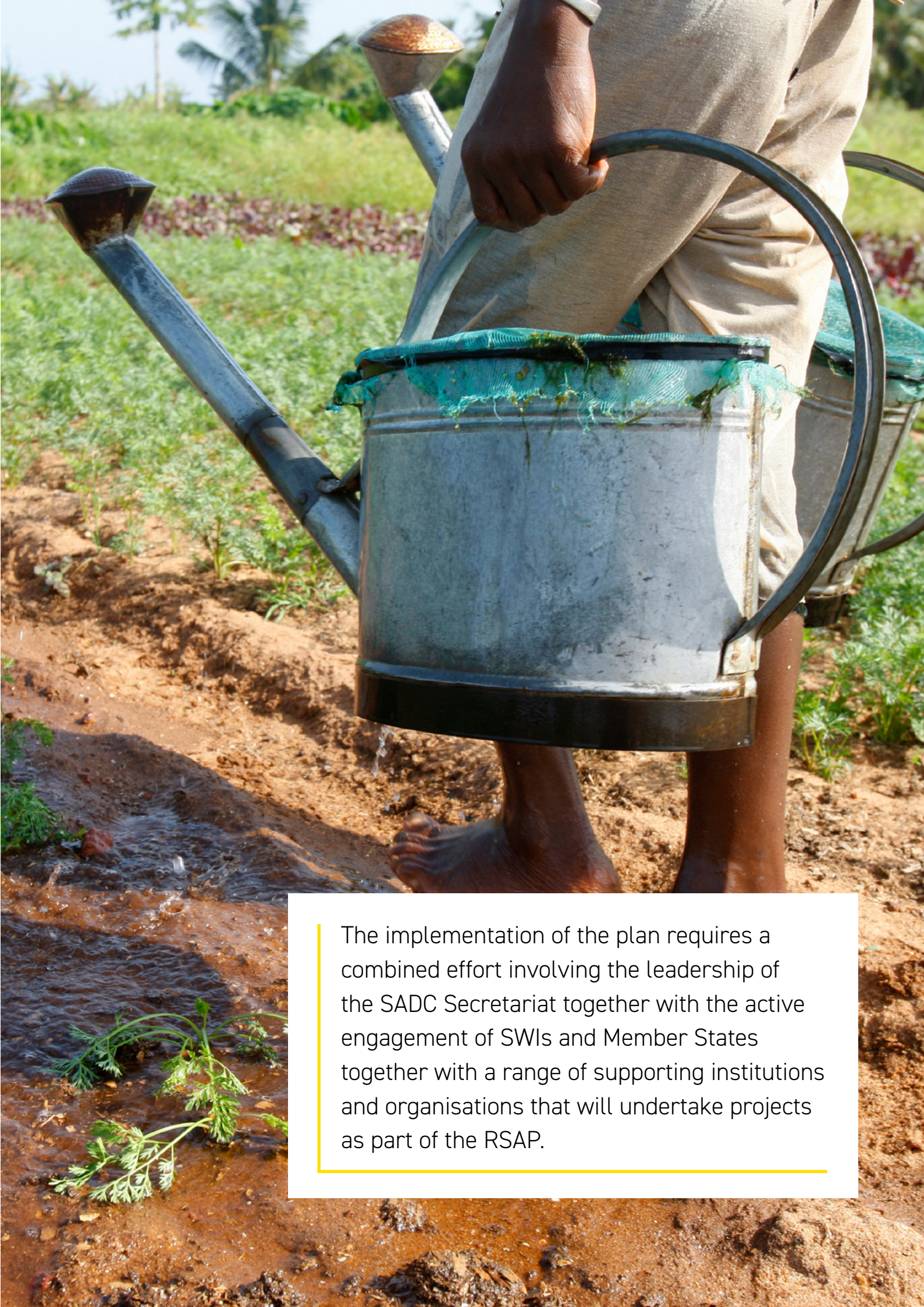


Figure 9-4: Elements key to operationalising RSAP V

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The implementation of the plan requires a combined effort involving the leadership of the SADC Secretariat together with the active engagement of SWIs and Member States together with a range of supporting institutions and organisations that will undertake projects as part of the RSAP.

11 Annex A: Table of Strategic Interventions and Activities

The strategic interventions and activities for the three pillars are presented in the below table.

Table 11-1: Strategic interventions and activities for the three pillars

Strategic Intervention	Strategic Activity	Timeframes					Collaborators & Implementing Agents
		Y1	Y2	Y3	Y4	Y5	
PILLAR 1: GOVERNANCE AND INTEGRATION							
1.1. Specific sector instruments, policies & strategies are implemented	1.1.1. Review and strengthen regional water policy and strategy instruments to strengthen Member State and SWI programmes towards resilience (including pandemics and climate)						SADC WD, MS, SWIs, ICPs, Centres of Excellence
	1.1.2. Assess progress of policy harmonisation within Member States and SWIs						SADC WD, MS, SWIs, ICPs, Centres of Excellence
	1.1.3 Provide technical support for policy harmonisation in prioritised Member States and SWIs						SADC WD, MS, SWIs, ICPs, Centres of Excellence, GWP, Pool of Experts
1.2. Sector institutions are capacitated and resourced	1.2.1. Conduct a study on the challenges and opportunities towards strengthening mandates and capacities of regional and shared watercourse institutions						SADC WD, MS, SWIs, ICPs, Centres of Excellence
	1.2.2. Implement focused and funded capacitation programme to address priority gaps for regional and shared watercourse institutions						SADC WD, MS, SWIs, ICPs, Centres of Excellence, GWP
	1.2.3. Build capacity of Member States to coordinate implementation of the regional groundwater programme						SADC WD, MS, SWIs, SADC-GMI, ICPs,
1.3. Engagement of private sector, gender, youth and non-state actors is developed and strengthened	1.3.1. Strengthen the role of private sector, gender, youth and civil society actors in national, regional and shared watercourse projects implementation						SADC WD, MS, SWIs, ICPs, Centres of Excellence, PS, CS, NEPAD, Gender & Youth Focal Groups, GWP
	1.3.2. Carry out a study of water-related projects at regional and national level that demonstrate collaboration between government, private sector and civil society						SADC WD, MS, SWIs, ICPs, PS, CS, Centres of Excellence, NEPAD, Gender & Youth Focal Groups, GWP
	1.3.3. Strengthen Member States' ability to engage with private sector, gender, youth and civil society through showcasing of flagship and demonstration projects for upscale / replication						SADC WD, MS, SWIs, ICPs, PS, CS, Centres of Excellence, Gender & Youth Focal Groups, GWP, NEPAD
1.4. Approaches (WEF nexus etc.) to support continental, regional and sectoral integration are developed	1.4.1. Identify approaches towards strengthening continental, regional and sectoral integration through improved regional and multi-sectoral governance frameworks						SADC WD, SADC sectors, MS, SWIs, ICPs, Centres of Excellence
	1.4.2. Implement WEF and other nexus demonstration projects to showcase regional and sectoral integration						SADC WD, SADC sectors, MS, SWIs, ICPs, Centres of Excellence, Gender & Youth Focal Groups
	1.4.3. Operationalise the developed regional nexus governance frameworks						SADC WD, SADC sectors, MS, SWIs, ICPs, Centres of Excellence, Gender & Youth Focal Groups
	1.4.4. Develop concepts and implementation strategies for other emerging nexus arrangements of importance in the region						SADC WD, SADC sectors, MS, SWIs, ICPs, Centres of Excellence, GWP

Strategic Intervention	Strategic Activity	Timeframes					Collaborators & Implementing Agents
		Y1	Y2	Y3	Y4	Y5	
PILLAR 2: INFRASTRUCTURE DEVELOPMENT							
2.1. Integrated infrastructure planning is strengthened	2.1.1. Undertake an integrated hydroclimatic-economics study at a regional scale, linked to potential opportunities and develop approaches to the creation of regional water pools						SADC WD, MS, SWIs, ICPs, Centres of Excellence,
	2.1.2. Provide technical support to Member States and SWIs in the development and implementation of regional, joint basin, and national projects (including flagship and demonstration projects)						SWIs, MS, SADC WD, ICPs, DFIs, Centres of Excellence
	2.1.3. Provide funding support to Member States and SWIs in the development of pipelines of livelihood projects						SWIs, MS, SADC WD, ICPs, DFIs, Centres of Excellence
2.2. Project preparation is sufficiently resourced and capacitated	2.2.1. Conduct institutional review of project preparation facilities and identify challenges and opportunities for Member States and SWIs when undertaking project preparation						SADC WD, MS, SWIs ICPs, DFIs, Centres of Excellence, GWP
	2.2.2. Build capacity in Member States and SWIs to support regional, national and transboundary project preparation						SADC WD, MS, SWIs, ICPs, DFIs, Centres of Excellence, Project Preparation Working Group, GWP, WaterNet
	2.2.3. Identify priority projects (large-scale, multipurpose, livelihoods, WASH) in Member States and SWIs and provide technical support towards their implementation						SADC WD, MS, SWIs, ICPs, DFIs, Centres of Excellence
2.3. Economic and financing models are developed	2.3.1. Assess existing water development funds to develop a coherent regional funding approach that supports the crowding-in of innovative finance						SADC WD, MS, SWIs, DFIs, ICPs, Centres of Excellence
	2.3.2. Develop investment frameworks to support financing of priority projects (joint basin, multipurpose, rural livelihoods and water and sanitation services)						SWIs, MS, SADC WD, DFIs, ICPs, Centres of Excellence, GWP
	2.3.3. Identify innovative finance mechanisms and alternative sources of finance to support mobilisation of finance for implementation of specific demonstration projects						SWIs, MS, SADC WD, DFIs, ICPs, Centres of Excellence
	2.3.4. Undertake demonstration projects on economic value of water and water accounting using selected Member States and river basins.						SADC WD, MS, SWIs, ICPs, DFIs, Centres of Excellence, Gender and Youth Focal Groups
2.4. Regional resilience is strengthened through the development, maintenance and enhancement of infrastructure (green & grey)	2.4.1. Implement demonstration projects in selected Member States on identified opportunities to strengthen green and ecological infrastructure or nature-based solutions						SADC WD, MS, SWIs, ICPs, DFIs, Centres of Excellence, ESAWAS and Utilities, Gender and Youth Focal Groups
	2.4.2. Design and implement prioritised large-scale, multipurpose, livelihoods and WASH projects in Member States and SWIs						SADC WD, MS, SWIs, ICPs, DFIs, Centres of Excellence, ESAWAS and Utilities, Gender and Youth Focal Groups, GWP, WaterNet
	2.4.3. Provide technical and project management support to Member States and SWIs to strengthen existing infrastructure to support and enhance resilience at regional, transboundary and national levels (including climate change, DRR, pandemics and others)						MS, SWIs, SADC WD, ICPs, DFIs, Centres of Excellence, ESAWAS and Utilities, Gender and Youth Focal Groups, GWP, WaterNet
	2.4.4. Develop and provide guidance and training to Member States and SWIs to improve Operation and Maintenance (O&M) of existing infrastructure (green and grey)						SADC WD, MS, DFIs, Centres of Excellence, ESAWAS and Utilities
2.5. Support for affordable water services and safe sanitation	2.5.1. Implement flagship WASH demonstration projects in high-demand areas and regional strategic borders in response to the COVID-19 increased demand for adequate and efficient WASH systems						SADC WD, ICPs, MS, SWIs, DFIs, Centres of Excellence, ESAWAS and Utilities, GWP
	2.5.2. Develop models for community, public and private sector participation for sustainable water supply and sanitation projects						SADC WD, ICPs, MS, SWIs, PS, DFIs, Centres of Excellence, ESAWAS and Utilities

Strategic Intervention	Strategic Activity	Timeframes					Collaborators & Implementing Agents
		Y1	Y2	Y3	Y4	Y5	
PILLAR 3: WATER RESOURCES MANAGEMENT							
3.1. Integrated planning approaches are embedded	3.1.1. Support Member States and SWIs in aligning water planning instruments with other sector plans						SADC WD, MS, SWIs, ICPs, Centres of Excellence, NEPAD, Sector Working Groups, SADC Sectors, GWP
	3.1.2. Implement water efficiency strategies in prioritised water intensive value chains in selected Member States and river basins, as a demonstration project						SADC WD, SWIs, MS, ICPs, Centres of Excellence, PS, Gender and Youth Focal Groups, Multi-Stakeholder Dialogue,
	3.1.3. Prepare a regional strategy/programme for seawater desalination (and other non-conventional water sources), for the transfer of such produced waters to regional water demand centres of importance, and thereby increasing the regional water pool						SADC WD, SWIs, MS, ICPs, Centres of Excellence, SANWATCE, GWP, Technical Experts
3.2. Analyses and assessments of the resource are undertaken	3.2.1. Undertake a regional study to assess the status of important water source areas and develop monitoring frameworks for strategic water source areas						MS, SADC WD, ICPs, SWIs, Centres of Excellence, WaterNet, SANWATCE, GWP
	3.2.2. Undertake targeted water resource studies in prioritised vulnerable water resources (including assessments of social, economic, environmental and political dimension)						SADC WD, MS, ICPs, SWIs, Centres of Excellence, WaterNet, SANWATCE
	3.2.3. Promote joint water assessment and development initiatives between river basins, and provide support for a demonstration project involving two RBOs as a case study						SADC WD, MS, SWIs, ICPs, Centres of Excellence, Gender and Youth Focal Groups, GWP
3.3. Transboundary river basins & aquifers are effectively developed & managed	3.3.1. Update or develop new basin strategies/plans in selected river basins in need of this support						MS, SADC WD, ICPs, SWIs, Centres of Excellence, WaterNet, SANWATCE, Gender and Youth Focal Groups, NEPAD
	3.3.2. Implement transboundary water and catchment stewardship pilot projects with private sector, government and civil society						SADC WD, SWIs, ICPs, MS, PS, CS, Centres of Excellence, NEPAD, NGOs, SWPN, Gender and Youth Focal Groups, GWP
	3.3.3. Develop capacity of Member States and SWIs on nature-based solutions / ecosystem-based adaptations for more resilient management of transboundary river basins and aquifers						SADC WD, SWIs, ICPs, MS, Centres of Excellence, SANWATCE, GWP, Gender and Youth Focal Groups, WaterNet
	3.3.4. Implement climate resilience and DRR water resources management initiatives in the more vulnerable Member States and river basins						SADC WD, SWIs, ICPs, MS, Centres of Excellence, Gender and Youth Focal Groups, SADC DRR, GWP
	3.3.5. Enhance inclusive groundwater management in selected TBAs						SADC WD, MS, SWIs, SADC-GMI, ICPs, Centres of Excellence
3.4. Surface and groundwater monitoring and information management is digitalised	3.4.1. Identify and evaluate financing mechanisms to support Member States and SWIs to ensure operational sustainability of monitoring systems (including O&M and capacity)						SADC WD, SWIs, MS, ICPs, Centres of Excellence, SANWATCE, WaterNet, GWP
	3.4.2. Establish or strengthen integrated monitoring and information management system(s) for river basins and aquifers, including the continuity of the SADC Hydrological Cycle Observing System (HYCOS) programme						SWIs, SADC WD, MS, ICPs, Centres of Excellence, WaterNet, SADC Climate Service Centre, SANWATCE, GWP
	3.4.3. Harmonise databases from SWIs and Member States, and where practical, support the standardisation of information management systems, data sharing and reporting frameworks across Member States and SWIs						SADC WD, SWIs, MS, ICPs, Centres of Excellence, WaterNet, GWP
	3.4.4. Develop groundwater database and knowledge management systems						SADC WD, MS, SWIs, SADC-GMI, ICPs, Centres of Excellence

12 Annex B: Results Framework

Table 12-1: Results framework for RSAP V

Strategic Activity Output	Strategic Intervention Outcome	Key Performance Indicators	Linkages to RISDP (2020-2030) Pillars and Cross-cutters					Pillar Outcome	Impact
			Peace, security & good governance	Industrial Development & Market Integration	Infrastructure Development in Support of Regional Integration	Social & Human Capital Development	Cross-Cutting Issues: Gender, Youth, Environment, Climate Change & Disaster Risk Management		
SA 1.1.1. Regional water policies and strategies are reviewed and strengthened	SI 1.1. Regional water sector instruments, policy and strategy is strengthened and support to Member States and SWIs is provided	1. Programmes implemented to support policy harmonisation 2. Number of water sector instruments, policies, and/or strategies updated to improve alignment						1. Regional integration is supported by effective governance	A water secure future, for a resilient, peaceful and prosperous SADC region
SA 1.1.2. Policy harmonisation progress is assessed			✓		✓				
SA 1.1.3. Technical support for policy harmonisation is provided									
SA 1.2.1. Institutional mandates and capacities are reviewed	SI 1.2. Various water sector institutions are strengthened and capacitated to undertake their current and evolving mandates within shared watercourses.	1. Capacitation programme aligned to evolving mandates for prioritised SWIs outlined and developed 2. Groundwater National Focal Groups established and operationalised 3. Action plans developed and implemented							
SA 1.2.2. Capacitation programme implemented			✓		✓	✓			
SA 1.2.3. Capacity of Member States to coordinate implementation of the regional groundwater programme developed									
SA 1.3.1. Role of private sector, gender, youth and civil society is strengthened	SI 1.3. Engagements with private sector, gender, youth and non-state actors at a regional and national level are strengthened to support development and management of water resources.	1. Number of demonstration or flagship projects implemented that incorporate private sector, civil society, gender and youth at a national level 2. Multi-Stakeholder Dialogue platform formalised and supported							
SA 1.3.2. Water-related collaboration projects between government and non-state actors is assessed			✓		✓	✓			
SA 1.3.3. Member States' ability to engage with non-state actors, gender and youth is strengthened									
SA 1.4.1. Approaches towards strengthening sectoral integration is identified	SI 1.4. Operationalisation of governance and broader nexus approaches to strengthen continental, regional, and sectoral integration are identified and supported	1. Number of WEF and other nexus demonstration projects implemented 2. Number of knowledge exchange sessions held, and number of knowledge products developed to promote nexus approaches 3. Operationalisation of the developed regional nexus governance frameworks							
SA 1.4.2. WEF and other nexus demonstration projects are implemented									
SA 1.4.3. Developed regional nexus governance frameworks is operationa-lised			✓	✓	✓				
SA 1.4.4. Concepts and implementation strategies for other nexus arrangements are developed									

Strategic Activity Output	Strategic Intervention Outcome	Key Performance Indicators	Linkages to RISDP (2020-2030) Pillars and Cross-cutters					Pillar Outcome	Impact
			Peace, security & good governance	Industrial Development & Market Integration	Infrastructure Development in Support of Regional Integration	Social & Human Capital Development	Cross-Cutting Issues: Gender, Youth, Environment, Climate Change & Disaster Risk Management		
SA 2.1.1. Hydroclimatic-economics study at regional level is undertaken	SI 2.1. Member States and SWIs are supported in planning for the development of infrastructural solutions that support regional growth and development, enhancing resilience and improved livelihoods	1. Number of priority project portfolios developed						2. Resilient water services are assured through infrastructural developments	A water secure future, for a resilient, peaceful and prosperous SADC region
SA 2.1.2. Technical support to Member States and SWIs in the development of high-level projects is provided				✓					
SA 2.1.3. Funding support to Member States and SWIs in the development of livelihood projects is provided									
SA 2.2.1. Institutional review of project preparation facilities is undertaken	SI 2.2. Regional capacity to prepare infrastructure development projects for financing is strengthened	1. Number of projects provided project preparation support							
SA 2.2.2. Capacity in Member States and SWIs to support project preparation is built				✓	✓				
SA 2.2.3. Priority projects in Member States and SWIs is identified									
SA 2.3.1. Existing water development funds is assessed, and a coherent regional approach is developed	SI 2.3. Appropriate sustainable financing mechanisms to crowd-in diverse financing and facilitate resource mobilisation needed to support the region's water sector development are identified and implemented	1. Investment framework developed							
SA 2.3.2. Investment frameworks are developed			✓	✓					
SA 2.3.3. Innovative finance mechanisms and alternative sources are identified									
SA 2.3.4. Demonstration projects are undertaken on the economic value of water and water accounting									
SA 2.4.1. Demonstration projects are implemented involving strengthening infrastructure	SI 2.4. Built and ecological infrastructure to support regional resilience and socio-economic development is developed, maintained, and enhanced	1. Number of demonstration projects implemented to strengthen existing infrastructure including O&M 2. Number of large-scale multipurpose infrastructure projects implemented 3. Number of livelihoods and WASH infrastructure projects implemented							
SA 2.4.2. Large-scale, multipurpose, livelihoods and WASH projects are designed and implemented				✓		✓			
SA 2.4.3. Technical and project management support to Member States and SWIs is provided to enhance resilience									
SA 2.4.4. Guidance to Member States and SWIs to improve O&M is developed and provided									
SA 2.5.1. Flagship WASH projects are implemented in response to COVID-19	SI 2.5. The development and strengthening of affordable water services and safe sanitation through demonstration projects and the development of community, public and/or private sector models is supported	1. Number of flagship WASH projects implemented in response to COVID-19 2. Guideline for the development of PPPs and community-based models developed							
SA 2.5.2. Models for community, public and private sector participation for water supply and sanitation projects is developed				✓	✓				

Strategic Activity Output	Strategic Intervention Outcome	Key Performance Indicators	Linkages to RISDP (2020-2030) Pillars and Cross-cutters					Pillar Outcome	Impact
			Peace, security & good governance	Industrial Development & Market Integration	Infrastructure Development in Support of Regional Integration	Social & Human Capital Development	Cross-Cutting Issues: Gender, Youth, Environment, Climate Change & Disaster Risk Management		
SA 3.1.1. Support to Member States and SWIs in aligning water planning instruments is provided	SI 3.1. Integrated planning is strengthened and embedded through alignment of sectoral planning instruments, development of water efficiency strategies and development of a regional strategy/programme for desalination and other non-conventional water sources	1. Number of water planning instruments aligned with other sector plans 2. Number of water efficiency strategies implemented 3. Regional strategy/programme for seawater desalination (and other non-conventional water sources) developed						3. Water sustainability is ensured through integrated water resources management	A water secure future, for a resilient, peaceful and prosperous SADC region
SA 3.1.2. Water efficiency strategies for water intensive value chains are implemented			✓	✓		✓			
SA 3.1.3. A regional strategy/programme for seawater desalination and other non-conventional water sources is developed									
SA 3.2.1. The status of important water source areas is assessed and monitoring frameworks for SWSAs is developed	SI 3.2. Management of water resources are strengthened by conducting analyses and assessment of the resource including regional studies of important water source areas, targeted water resource studies and joint water assessment and development initiatives	1. Number of studies, analyses and assessments undertaken					✓		
SA 3.2.2. Targeted water resource studies in prioritised vulnerable water and environmental resources is conducted.									
SA 3.2.3. Joint water assessment and development initiatives is promoted and support for demonstration projects provided									
SA 3.3.1. Basin strategies/planes are updated/developed	SI 3.3. Development and management of transboundary river basins and aquifers is improved in an effective and sustainable manner through quantitative analysis of water resources quantity and quality, implementation of projects with multi-stakeholder involvement and awareness raising of ecosystem-based adaptations	1. Number of basin plans and strategies updated and/or developed 2. Number of transboundary stewardship pilot/flagship projects implemented 3. Number of flagship ecosystem-based adaptation projects implemented 4. Number of climate resilience and DRR demonstration projects implemented 5. Number of transboundary diagnostic analyses and joint strategic action plans undertaken/developed 6. Computer model developed							
SA 3.3.2. Transboundary water and catchment stewardship projects are implemented									
SA 3.3.3. Capacity of Member States and SWIs in nature-based solutions/ecosystem-based adaptations is developed						✓			
SA 3.3.4. Climate resilience and DRR water resources management initiatives are implemented									
SA 3.3.5. Inclusive groundwater management in selected TBAs is enhanced									
SA 3.4.1. Finance mechanisms to support Member States and SWIs regarding monitoring systems is identified	SI 3.4. Effective and efficient collation, reporting, and sharing, of data, information, and knowledge across SADC region is enabled to support improved decision making	1. Number of financial mechanisms identified to improve regional data and information sharing 2. Support for HYCOS programme provided 3. Number of institutions trained to strengthen capacity for harmonisation and standardisation 4. SADC-GIP expanded 5. SADC-GLA expanded 6. Groundwater monitoring network established						✓	
SA 3.4.2. Integrated monitoring and IMSs for river basins and aquifers is strengthened and/or established									
SA 3.4.3. Databases from SWIs and Member States are harmonised									
SA 3.4.4. Groundwater databases and knowledge management systems are developed									

13 Annex C: Implementation Plan

13.1 Pillar 1: Governance and Integration

13.1.1 Strategic Intervention 1.1.

Table 13-1: Implementation plan for Strategic Intervention 1.1.

Pillar 1: Governance and Integration										
Outcome: Regional integration is supported by effective water governance										
Strategic Intervention 1.1. Specific sector instruments, policies and strategies are implemented										
Outcome: Regional water sector instruments, policy and strategy is strengthened and support to Member States and SWIs is provided										
Strategic Activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 1.1.1. Review and strengthen regional water policy and strategy instruments to strengthen Member State and SWI programmes towards resilience (including pandemics and climate)	a) Reviewing the range of regional water sector and other developmental sector instruments to assess areas for possible improvements	•Regional water sector review report		•Final report					•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	100
	b) Developing a suite of recommendations and action plan to improve key regional water sector and development sector instruments, policies, and strategies	•Recommendations report and action plan		•Final report and plan				•MS and SWIs - co-lead •SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	250
	c) Updating regional water sector instruments, policies, and strategies and providing support to sector lead institutions for priority development sectors <i>Cross-cutting activity:</i> •Incorporating elements of climate change adaptation and resilience in regional water sector instruments, policies and strategies •Incorporating gender and youth elements in regional water sector instruments, policies and strategies	•4 X Updated water sector instruments, policies and/or strategies •Sector institutions support report •4 X Water sector instruments, policies and/or strategies incorporate climate change •4 X Water sector instruments, policies and/or strategies incorporate gender and youth		•2 X Updated water sector instruments, policies and/or strategies •Adoption / approval of 2 X Water sector instruments, policies and/or strategies incorporating climate change •Adoption / approval of 2 X Water sector instruments, policies and/or strategies incorporating gender and youth	•2 X Updated water sector instruments, policies and/or strategies •Final report •Adoption / approval of 2 X Water sector instruments, policies and/or strategies incorporating climate change •Adoption / approval of 2 X Water sector instruments, policies and/or strategies incorporating gender and youth					600
Sub-total										950

Pillar 1: Governance and Integration										
Outcome: Regional integration is supported by effective water governance										
Strategic Intervention 1.1. Specific sector instruments, policies and strategies are implemented										
Outcome: Regional water sector instruments, policy and strategy is strengthened and support to Member States and SWIs is provided										
Strategic Activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 1.1.2. Assess progress of policy harmonisation within Member States and SWIs	a) Building and updating on existing studies and undertaking new studies to assess the levels of policy harmonisation across the region and sectors	•Regional policy harmonisation review report		•Final report					•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	150
	b) Organising a knowledge exchange workshop on policy harmonisation challenges and improvements	•Workshop report		•Final workshop report					•SWIs - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	570
	c) Developing a programme of support to Member States to align policy with the Regional Water Policy and providing recommendations for alignment of sectoral policies	•Support to Member States and recommendations report		•Final report					•SWIs - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	400
Sub-total										1 120
SA 1.1.3 Provide technical support for policy harmonisation in prioritised Member States and SWIs	a) Conducting a knowledge exchange session within transboundary river basins or aquifers with Member States to discuss policy harmonisation and alignment	•Knowledge exchange session report		•Final report					•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	570
	b) Providing technical/ legal support to Member States to address specific policy harmonisation	•Technical/legal support report						•Final report	•Pool of experts - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	600
	c) Developing and updating a database of interventions to provide for knowledge exchange and track progress	•Interventions report						•Final report	•Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	200
Sub-total										1 370
TOTAL										3 440

13.1.2 Strategic Intervention 1.2.

Table 13-2: Implementation plan for Pillar 1, Strategic Intervention 1.2.

Pillar 1: Governance and Integration										
Outcome: Regional integration is supported by effective water governance										
Strategic Intervention 1.2. Sector institutions are capacitated and resourced										
Outcome: Various water sector institutions are strengthened and capacitated to undertake their current and evolving mandates within shared watercourses.										
Strategic Activity	Sub-Activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 1.2.1. Conduct a study on the challenges and opportunities towards strengthening mandates and capacities of regional and shared watercourse institutions	a) Reviewing the SADC water sector institutional framework and the evolving mandates, roles and responsibilities	•SADC water sector institutional framework report	•Final report						•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	90
	b) Undertaking an assessment of institutional capabilities and capacities for prioritised SWIs	•Institutional assessment report		•Final report					•SADC WD - initiate and/or facilitate process (possibly appoint consultant) •SWIs - co-lead	160
	c) Developing a clear programme of institutional support with support from International Development Partners and Member States	•Institutional support programme		•Final programme					•ICPs and MS - co-lead •SADC WD - initiate and/or facilitate process (possibly appoint consultant)	500
	d) Developing and implementing strategies for regional water sector institutional development, capacitation and resourcing	•Strategies		•Final strategies					•SADC WD - initiate and/or facilitate process (possibly appoint consultant) •SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	120
Sub-total									870	

Pillar 1: Governance and Integration

Outcome: Regional integration is supported by effective water governance

Strategic Intervention 1.2. Sector institutions are capacitated and resourced

Outcome: Various water sector institutions are strengthened and capacitated to undertake their current and evolving mandates within shared watercourses.

Strategic Activity	Sub-Activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 1.2.2. Implement focused and funded capacitation programme to address priority gaps for regional and shared watercourse institutions	a) Developing a funded programme of support to seed key institutional capacitation needs	•Support programme		•Final programme				SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs	300
	b) Developing a business case for prioritised SWIs to outline evolving mandates, roles and responsibilities	•Business case			•Final business case			SADC WD - initiate and/or facilitate process (possibly appoint consultant) GWP - lead workshop	•ICPs - engage with and provide strategic inputs *Can build on previous RBO twinning arrangements from RSAP IV	90
	c) Undertaking focused institutional development planning with prioritised SWIs to outline a capacitation programme	•Institutional development planning report •Capacitation Programme				•Final report •Final programme		SADC WD - initiate and/or facilitate process (possibly appoint consultant)		500
Sub-total									890	
SA 1.2.3. Build capacity of Member States to coordinate implementation of the regional groundwater programme	a) Establishing and operationalising Groundwater National Focal Groups in 8 Member States	•Groundwater National Focus Group Operationalisation Report					•Final report	SADC-GMI - lead the process SADC WD - to provide support	•MS - the 8 Member States will be critical in supporting the establishment and operationalisation of the groups	400
	b) Developing and implementing Action Plans to close gaps in the policy, legal and institutional frameworks of 5 Member States to support implementation of sustainable groundwater programmes.	•Action Plan Implementation Report (X5)	•Final Action Plan Implementation Report for MS 1	•Final Action Plan Implementation Reports for MS 2 & 3	•Final Action Plan Implementation Reports for MS 4 & 5			SADC-GMI - lead the process MS - co-lead the process alongside SADC-GMI SADC WD - to provide support	•SWIs - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	180
Sub-total									580	
TOTAL									2 340	

13.1.3 Strategic Intervention 1.3.

Table 13-3: Implementation plan for Pillar 1, Strategic Intervention 1.3

Pillar 1: Governance and Integration											
Outcome: Regional integration is supported by effective water governance											
Strategic Intervention 1.3. Engagement of private sector, gender, youth and non-state actors is developed and strengthened											
Outcome: Engagements with private sector, gender, youth and non-state actors at a regional and national level are strengthened to support development and management of water resources											
Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)	
			Y1	Y2	Y3	Y4	Y5				
SA 1.3.1. Strengthen the role of private sector, gender, youth and civil society actors in national, regional and shared watercourse projects implementation	a) Conducting a study of the key private sector and civil society actors in the region (both at a national and transboundary level)	•Regional private sector and civil society review report		•Final report					•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •Private sector - engage with and provide strategic inputs •Civil society - engage with and provide strategic inputs •NEPAD - engage with and provide strategic inputs	90	
	b) Strengthening existing national and regional gender (SADC Gender Focal Points for the Water Sector) and youth groups (SADC Youth WEF Innovation Network) and platforms	•Gender and youth implementation plan report		•Final report					•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	500	
	c) Building on existing engagement initiatives such as the Multi-Stakeholder Dialogue and undertaking workshops with non-state actors to develop an understanding of their role	•2 X Workshop reports •Role of non-state actors report	•Workshop report 1	•Workshop report 2 •Final report					•SADC WD - initiate and/or facilitate process (possibly appoint consultant) •GWP - lead workshops	•Gender and youth focal groups/points - engage with and provide strategic inputs •SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs	1 140
	d) Strengthening and formalising the Multi-Stakeholder Dialogue to provide a single platform for non-state actors to engage	•Multi-stakeholder review report		•Final report					•SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•ICPs - engage with and provide strategic inputs •Private sector - engage with and provide strategic inputs •Civil society - engage with and provide strategic inputs •NEPAD - engage with and provide strategic inputs	250
Sub-total									1 980		

Pillar 1: Governance and Integration
Outcome: Regional integration is supported by effective water governance

Strategic Intervention 1.3. Engagement of private sector, gender, youth and non-state actors is developed and strengthened
Outcome: Engagements with private sector, gender, youth and non-state actors at a regional and national level are strengthened to support development and management of water resources

Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 1.3.2. Carry out a study of water-related projects at regional and national level that successfully demonstrate collaboration between government, private sector and civil society	a) Reviewing successful water-related initiatives at a national and regional level that have been successfully implemented through partnerships between government, private sector and/or civil society	•Regional water-related initiatives review report		•Final report				SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •Private sector - engage with and provide strategic inputs •Civil society - engage with and provide strategic inputs •NEPAD - engage with and provide strategic inputs	90
	b) Developing a business case for engagement of private sector, civil society, gender, youth and other relevant non-state actors	•Business case		•Final business case					•Gender and youth focal groups/points - engage with and provide strategic inputs •SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs	90
	c) Hosting a suite of knowledge exchange sessions that involve Member States, private sector and civil society and d) developing knowledge products	•2 X Knowledge exchange session reports •2 X Knowledge products	•Final knowledge exchange session report 1 •Final knowledge product 1		•Final knowledge exchange session report 2 •Final knowledge product 2			SADC WD - initiate and/or facilitate process (possibly appoint consultant) GWP - lead sessions	•Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •Private sector - engage with and provide strategic inputs •Civil society - engage with and provide strategic inputs •NEPAD - engage with and provide strategic inputs <i>* The Multi-Stakeholder Platform can be used to support knowledge exchange between government, private sector and civil society</i>	1 390
Sub-total									1 570	

Pillar 1: Governance and Integration
Outcome: Regional integration is supported by effective water governance

Strategic Intervention 1.3. Engagement of private sector, gender, youth and non-state actors is developed and strengthened
Outcome: Engagements with private sector, gender, youth and non-state actors at a regional and national level are strengthened to support development and management of water resources

Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 1.3.3. Strengthen Member States' ability to engage with private sector, gender, youth and civil society through showcasing of flagship and demonstration projects for upscale / replication	a) Hosting knowledge exchange workshops with Member States and non-state actors to identify successful projects can be showcase successful project for upscaling or replication	•3 X Knowledge exchange workshop reports			•Final workshop report 1	•Final workshop report 2	•Final workshop report 3	SADC WD - initiate and/or facilitate process (possibly appoint consultant) GWP - lead workshops	•Gender and youth focal groups/points - engage with and provide strategic inputs •SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	1 710
	b) Developing a guideline for the engagement of private sector, gender, youth and civil society	•Engagement guidelines					•Final guideline	SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•Private sector - engage with and provide strategic inputs •Civil society - engage with and provide strategic inputs •NEPAD - engage with and provide strategic inputs <i>* The Multi-Stakeholder Platform can be used to support knowledge exchange between government, private sector and civil society</i>	120
	c) Supporting the prioritisation and implementation of flagship and demonstration projects that incorporate private sector, civil society, gender and youth at a national level <i>Cross-cutting activity: •Including gender and youth targets during demonstration project implementation</i>	•2 X Demonstration / flagship project completion reports <i>•2 X Gender and youth inclusion reports</i>				•Final report 1 <i>•Final gender and youth report 1</i>	•Final report 2 <i>•Final gender and youth report 2</i>	MS or SWIs - lead and support implementation on the ground SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•Gender and youth focal groups/points - active participation and engagement from design to implementation of projects •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •Private sector - engage with and provide strategic inputs •Civil society - engage with and provide strategic inputs •NEPAD - engage with and provide strategic inputs	700

Sub-total 2 530

TOTAL 6 080

13.1.4 Strategic Intervention 1.4.

Table 13-4: Implementation plan for Pillar 1 Strategic Intervention 1.4.

Pillar 1: Governance and Integration										
Outcome: Regional integration is supported by effective water governance										
Strategic Intervention 1.4. Approaches (WEF nexus etc.) to support continental, regional and sectoral integration are developed										
Outcome: Operationalisation of governance and broader nexus approaches to strengthen continental, regional, and sectoral integration are identified and supported										
Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 1.4.1. Identify approaches towards strengthening continental, regional and sectoral integration through improved regional and multi-sectoral governance frameworks	a) Developing criteria for determining the form and nature of successful governance frameworks for sectoral integration, including policy development, programmes, or projects across continental, regional and national levels	•Criteria for governance frameworks report	•Final report						•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	90
	b) Identifying and assessing examples of governance frameworks that have been successful in fostering intersectoral integration	•Successful intersectoral integration report		•Final report						120
	c) Identifying key learnings and best practices from these successful approaches that can be replicated and scaled up for more broader application, regionally and at the continental level <i>Cross-cutting activity:</i> •Developing knowledge product on learnings and best practice and disseminating to stakeholders	•Learnings and best practice report • <i>Knowledge product</i>		•Final report • <i>Final knowledge product</i>						200
Sub-total									410	

Pillar 1: Governance and Integration
Outcome: Regional integration is supported by effective water governance

Strategic Intervention 1.4. Approaches (WEF nexus etc.) to support continental, regional and sectoral integration are developed
Outcome: Operationalisation of governance and broader nexus approaches to strengthen continental, regional, and sectoral integration are identified and supported

Strategic activity	Sub-activities	Deliverables	Milestones		Milestones		Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4			
SA 1.4.2. Implement WEF and other nexus demonstration projects to showcase regional and sectoral integration	a) Reviewing past regional, national and local WEF nexus and other nexus projects for upscale or replication	•Nexus projects review report		•Final report			MS or SWIs - co-lead demonstration project implementation	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs	90
	b) Identifying, designing, promoting and d) supporting implementation of WEF and other nexus demonstration projects <i>Cross-cutting activity: •Including gender and youth targets during demonstration project implementation</i>	•Demonstration projects review report •2 X Demonstration project completion report <i>•2 X Gender and youth inclusion reports</i>		•Final report •Final project completion report 1 <i>•Final gender and youth report 1</i>	•Final project completion report 2 <i>•Final gender and youth report 2</i>		SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •Gender and youth focal groups/ points - active participation and engagement from design to implementation of projects	900
	d) Disseminating the findings from demonstration projects in a guideline	•Guideline			•Final guideline		SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•Gender and youth focal groups/ points - engage with and provide strategic inputs •SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	220
Sub-total									1 210

Pillar 1: Governance and Integration
Outcome: Regional integration is supported by effective water governance

Strategic Intervention 1.4. Approaches (WEF nexus etc.) to support continental, regional and sectoral integration are developed
Outcome: Operationalisation of governance and broader nexus approaches to strengthen continental, regional, and sectoral integration are identified and supported

Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 1.4.3. Operationalise the developed regional nexus governance frameworks	a) Identifying nexus opportunities for the introduction of SADC governance frameworks and b) Designing guidance materials	•Nexus opportunities report •2 X Guidance materials		•Final report •Final guidance material 1	•Final guidance material 2			SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	330
	c) Providing implementation support for the operationalisation of these nexus frameworks <i>Cross-cutting activity: •Including gender and youth targets during operationalisation of frameworks</i>	•2 X Operationalisation of nexus framework report <i>•2 X Gender and youth inclusion reports</i>				•Final report 1 <i>•Final gender and youth report 1</i>	•Final report 2 <i>•Final gender and youth report 2</i>			600
Sub-total										930
SA 1.4.4. Develop concepts and implementation strategies for other emerging nexus arrangements of importance in the region	a) Reviewing emergent nexus arrangements and identifying opportunities and recommendations	•Assessment and recommendations report			•Final report			SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	90
	b) Developing concept notes that highlight key nexus arrangements that can be incorporated in prioritised Member States and SWIs	•2 X Concept notes			•Final concept note 1	•Final concept note 2	GWP - lead knowledge sharing sessions			160
	c) Developing implementation strategies that provide guidance on implementation of emerging nexus arrangements and d) conducting knowledge sharing sessions with Member States, SWIs and other sectors to raise awareness <i>Cross-cutting activity: •Including climate change adaptation and resilience considerations in strategies</i>	•Implementation strategy •3 X Knowledge sharing session report <i>•Climate change incorporation report</i>			•Final knowledge sharing session report 1	•Final knowledge sharing session report 2	•Final strategy •Final knowledge sharing session report 3 <i>•Final climate change incorporation report</i>			2 060
Sub-total										2 310
TOTAL										4 860
PILLAR 1: GOVERNANCE AND INTEGRATION TOTAL BUDGET										16 720

13.2 Pillar 2: Infrastructure Development

13.2.1 Strategic Intervention 2.1.

Table 13-5: Implementation plan for Pillar 2 Strategic Intervention 2.1.

Pillar 2: Infrastructure Development										
Outcome: Resilient water services are assured through infrastructure developments										
Strategic Intervention 2.1. Integrated infrastructure planning is strengthened										
Outcome: Member States and SWIs are supported in planning for the development of infrastructural solutions that support regional growth and development, enhancing resilience and improved livelihoods										
Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 2.1.1. Undertake integrated hydroclimatic-economics study at a regional scale, linked to potential opportunities and develop approaches to the creation of regional water pools	a) Undertaking a regional and transboundary water demand forecast	•Regional water demand forecast report		•Final report				SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs	90
	b) Conducting a regional integrated hydroclimatic-economic analysis and c) hosting a regional integrated hydroclimatic-economics workshop	•Regional integrated hydroclimatic-economic analysis report •Workshop report		•Final report •Final workshop report			GWP - lead workshop	•Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	970	
	d) Developing a guidance document to inform project selection and prioritisation	•Guidance document		•Final document			SADC WD - initiate and/or facilitate process (possibly appoint consultant)		120	
Sub-total									1 180	
SA 2.1.2. Provide technical support to Member States and SWIs in the development of high-level regional, joint basin, and national projects (including flagship and demonstration projects)	a) Supporting Member States and SWIs to identify priority large scale or high impact infrastructure projects <i>Cross-cutting activity: •Incorporate climate change elements in priority projects</i>	•1 X MS priority projects report •1 X SWI priority projects report <i>•2 X Climate change report</i>		•Final MS priority projects report <i>•Final climate change report 1</i>	•Final SWI priority projects report <i>•Final climate change report 2</i>		MS and SWIs - lead process and guide SADC WD on support required SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •DFIs - provide support where appropriate on a case-by-case basis	700	
	b) Compiling and updating a regional water infrastructure priority project portfolio as part of the RIDMP	•Regional water infrastructure priority project portfolio report			•Final report		SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •DFIs - provide support where appropriate on a case-by-case basis	500	
Sub-total									1 200	

Pillar 2: Infrastructure Development										
Outcome: Resilient water services are assured through infrastructure developments										
Strategic Intervention 2.1. Integrated infrastructure planning is strengthened										
Outcome: Member States and SWIs are supported in planning for the development of infrastructural solutions that support regional growth and development, enhancing resilience and improved livelihoods										
Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 2.1.3. Provide funding support to Member States and SWIs in the development of pipelines of livelihood projects	a) Supporting Member States and SWIs to identify priority regional scale or high impact local scale infrastructure projects that support improved livelihoods and enhance resilience <i>Cross-cutting activity:</i> <i>•Incorporate climate change elements in priority projects</i>	•1 X MS priority projects report •1 X SWI priority projects report <i>•2 X Climate change report</i>		•Final MS priority projects report <i>•Final climate change report 1</i>	•Final SWI priority projects report <i>•Final climate change report 2</i>			MS and SWIs - lead process and guide SADC WD on support required SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •DFIs – provide support where appropriate on a case-by-case basis	700
	b) Compiling a regional pipeline o of water infrastructure priority projects to support improved livelihoods	•Regional water infrastructure priority project to support livelihoods report			•Final report			SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •DFIs – provide support where appropriate on a case-by-case basis	500
									Sub-total	1 200
									TOTAL	3 580

13.2.2 Strategic Intervention 2.2.

Table 13-6: Implementation plan for Pillar 2, Strategic Intervention 2.2.

Pillar 2: Infrastructure Development											
Outcome: Resilient water services are assured through infrastructure developments											
Strategic Intervention 2.2. Project preparation is sufficiently resourced and capacitated											
Outcome: Regional capacity to prepare infrastructure development projects for financing is strengthened											
Strategic activity	Sub-activities	Deliverables	Milestones			Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5				
SA 2.2.1. Conduct institutional review of project preparation facilities and identify challenges and opportunities for Member States and SWIs when undertaking project preparation	a) Reviewing the capabilities of regional project preparation facilities and funds and identifying opportunities and capacity gaps within Member States and SWIs and b) hosting a regional workshop to share findings and promote collaboration	•Capabilities review report •Workshop report		•Final report	•Workshop report				SADC WD - initiate and/or facilitate process (possibly appoint consultant) GWP - lead workshop	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •Project preparation facilities and funds - engage with and provide strategic inputs	660
	c) Developing a guideline for Member States and SWIs on the types of project preparation facilities available in the region	•Project preparation facilities guideline			•Final guideline				SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•DFIs - provide support where appropriate on a case-by-case basis	120
Sub-total										780	
SA 2.2.2. Build capacity in Member States and SWIs to support regional, national and transboundary project preparation	a) Hosting a project preparation working group consisting of Member States, SWIs and project preparation facilities to discuss approaches and priorities to developing the capacity required by the regional water sector	•3 X Working group report		•Final working group report 1	•Final working group report 2	•Final working group report 3			Project preparation working group - lead process SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs / to receive training •MS - engage with and provide strategic inputs / to receive training •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	1 800
	b) Developing and implementing a capacity development implementation plan based upon the identified priorities and c) conducting training sessions with Member States and SWIs based on the plan	•Capacity development implementation plan •3 X Training session report	•Final plan •Final training session report 1		•Final training session report 2	•Final training session report 3			GWP and/or WaterNet - lead training and support SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•Project preparation facilities and funds - engage with and provide strategic inputs •DFIs - provide support where appropriate on a case-by-case basis	2 510
Sub-total										4 310	

Pillar 2: Infrastructure Development											
Outcome: Resilient water services are assured through infrastructure developments											
Strategic Intervention 2.2. Project preparation is sufficiently resourced and capacitated											
Outcome: Regional capacity to prepare infrastructure development projects for financing is strengthened											
Strategic activity	Sub-activities	Deliverables	Milestones			Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5				
SA 2.2.3. Identify priority projects (large-scale, multipurpose, livelihoods, WASH) in Member States and SWIs and provide technical support towards their implementation	a) Identifying priority projects (large-scale, multipurpose, livelihoods, WASH) that require financial and technical support and b) providing technical assistance to Member States and SWIs	•Priority projects report •3 X Technical assistance report		•Final report	•Final technical assistance report 1	•Final technical assistance report 2	•Final technical assistance report 3	SADC WD or SWI - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •DFIs - provide support where appropriate on a case-by-case basis	5 090	
	c) Documenting and disseminating lessons learned from project preparation processes to further strengthen the approach to supporting studies	•3 X Lessons learned report			•Final report 1	•Final report 2	•Final report 3			200	
									Sub-total	5 290	
									TOTAL	10 380	

13.2.3 Strategic Intervention 2.3.

Table 13-7: Implementation plan for Pillar 2, Strategic Intervention 2.3.

Pillar 2: Infrastructure Development										
Outcome: Resilient water services are assured through infrastructure developments										
Strategic Intervention 2.3. Economic and financing models are developed										
Outcome: Appropriate sustainable financing mechanisms to crowd-in diverse financing and facilitate resource mobilisation needed to support the region's water sector development are identified and implemented										
Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 2.3.1. Assess existing water development funds to develop a coherent regional funding approach that supports the crowding-in of innovative finance	a) Evaluating the range of regional and continental water development funds	•Review of regional and continental water development funds report		•Final report				SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •Regional and continental water development funds - engage with and provide strategic inputs •DFIs – provide support where appropriate on a case-by-case basis	90
	b) Assessing the need, demand, and viability for a dedicated regional water development fund or investment facility and c) identifying potential areas for integration and/or alignment within existing water development funds	•Needs assessment report •Integration and alignment report		•Final assessment report	•Final integration/alignment report					370
	d) Evaluating and packaging key lessons learned from the comprehensive study and disseminate to key stakeholder groups	•Lessons learned report				•Final report				180
	Sub-total									640
SA 2.3.2. Develop investment frameworks to support financing of priority projects (joint basin, multipurpose, rural livelihoods and water and sanitation services)	a) Identifying and prioritising candidate regional / transboundary / cross-border projects and b) conducting pre-feasibility studies and develop project information memoranda	•Prioritised projects report •2 X Pre-feasibility study report		•Final prioritised projects report •Final pre-feasibility report 1	•Final pre-feasibility report 2			SADC WD or SWI - initiate and/or facilitate process (possibly appoint consultant) GWP - lead roadshow and/or conference	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •DFIs – provide support where appropriate on a case-by-case basis	3 090
	c) Facilitating investment roadshows or conferences with the aim of engaging financiers and socialising prioritised projects	•2 X Roadshow and/or conference report		•Final roadshow and/or conference report 1	•Final roadshow and/or conference report 2					1 140
	d) Developing investment framework to support identified and prioritised projects	•Investment framework report			•Final report					400
Sub-total							4 630			

Pillar 2: Infrastructure Development
Outcome: Resilient water services are assured through infrastructure developments

Strategic Intervention 2.3. Economic and financing models are developed
Outcome: Appropriate sustainable financing mechanisms to crowd-in diverse financing and facilitate resource mobilisation needed to support the region's water sector development are identified and implemented

Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)		
			Y1	Y2	Y3	Y4	Y5					
SA 2.3.3. Identify innovative finance mechanisms and alternative sources of finance to support mobilisation of finance for implementation of specific demonstration projects	a) Assessing existing water financing mechanisms and their appropriateness and viability	•Assessment report			•Final report			SADC WD or SWI- initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •DFIs – provide support where appropriate on a case-by-case basis	90		
	b) Developing a resource mobilisation plan that identifies appropriate funding modalities and mechanisms, linking them to identified specific demonstration projects	•Resource mobilisation plan			•Final plan					600		
	c) Developing and implementing a plan towards roll-out of demonstration projects <i>Cross-cutting activity:</i> •Developing a MERL framework for the plan	•Implementation plan report •MERL framework report				•Final report •Final MERL framework report				1 200		
Sub-total										1 890		
SA 2.3.4. Undertake demonstration projects on economic value of water and water accounting using selected Member States and river basins.	a) Developing guidelines for determining the economic value of water, cost-to-benefit analyses and the use of water accounting in projects	•Economic value of water, cost-to-benefit analyses and water accounting guideline			•Final guideline			SADC WD or SWI - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •DFIs – provide support where appropriate on a case-by-case basis	120		
	b) Identifying Members States and river basins where potential demonstration projects can be undertaken and c) implementing demonstration projects on water accounting and valuing <i>Cross-cutting activity:</i> •Including gender and youth targets in demonstration projects	•Identified Member States and river basins report •1 X MS demonstration project completion report •1 X River basin demonstration project completion report •2 X Gender and youth inclusion reports			•Final report	•Final MS demonstration project completion report •Final gender and youth report 1	•Final River basin demonstration project completion report •Final gender and youth report 2			MS and SWIs - lead process and support implementation SADC WD - initiate and /or facilitate process (possibly appoint consultant)	•Gender and youth focal groups/points - active participation and engagement from design to implementation of projects •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •DFIs – provide support where appropriate on a case-by-case basis	4 090
	d) Developing and disseminating case studies based on key lessons from demonstration project	•2 X Case study				•Final case study 1	•Final case study 2					SADC WD - initiate and/or facilitate process (possibly appoint consultant)
Sub-total												4 390
TOTAL										11 550		

13.2.4 Strategic Intervention 2.4.

Table 13-8: Implementation plan for Pillar 2 Strategic Intervention 2.4.

Pillar 2: Infrastructure Development										
Outcome: Resilient water services are assured through infrastructure developments										
Strategic Intervention 2.4. Regional resilience is strengthened through the development, maintenance, and enhancement of infrastructure (green and grey)										
Outcome: Built and ecological infrastructure to support regional resilience and socio-economic development is developed, maintained and enhanced										
Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 2.4.1. Implement demonstration projects involving in selected Member States on identified opportunities to strengthen green and ecological infrastructure or nature-based solutions	a) Assessing the status of the region's key infrastructural assets (grey and green) and RSAP IV priority projects, with the support of stakeholder engagements	•Desktop review and stakeholder engagement report		•Final report					•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	90
	b) Reviewing case studies and pilot / demonstration projects to gather lessons learned regarding the conjunctive use of grey and green infrastructure	•Lessons learned report		•Final report					•ESAWAS and utilities - engage with and provide strategic inputs •DFIs - provide support where appropriate on a case-by-case basis	220
	c) Identify and implement priority demonstration projects in selected Member States <i>Cross-cutting activity: •Including gender and youth targets in demonstration projects</i>	•2 X Demonstration project completion report <i>•2 X Gender and youth inclusion reports</i>			•Final project completion report 1 <i>•Final gender and youth report 1</i>	•Final project completion report 2 <i>•Final gender and youth report 2</i>			•Gender and youth focal groups/ points - active participation and engagement from design to implementation of projects •SWIs - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •ESAWAS and utilities - engage with and provide strategic inputs •DFIs - provide support where appropriate on a case-by-case basis	10 000
	d) Identifying and documenting opportunities for green infrastructure to support the regions priority projects	•Opportunities report				•Final report			•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs	120
	e) Developing a regional guideline that indicates how these conjunctive approaches can be practically used in the operation of regional systems	•Regional guideline				•Final guideline			•ICPs - engage with and provide strategic inputs •ESAWAS and utilities - engage with and provide strategic inputs •DFIs - provide support where appropriate on a case-by-case basis	120
Sub-total									10 550	

Pillar 2: Infrastructure Development
Outcome: Resilient water services are assured through infrastructure developments

Strategic Intervention 2.4. Regional resilience is strengthened through the development, maintenance, and enhancement of infrastructure (green and grey)
Outcome: Built and ecological infrastructure to support regional resilience and socio-economic development is developed, maintained and enhanced

Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 2.4.2. Design and implement prioritised large-scale, multipurpose, livelihoods and WASH projects in Member States and SWIs	a) Providing implementation assistance (e.g. design- and build-related assistance, project oversight etc.) to prioritised infrastructure projects and document lessons learned from each project	<ul style="list-style-type: none"> •5 X Annual implementation assistance report •5 X Lessons learned report 	<ul style="list-style-type: none"> •Final implementation report 1 •Final lessons learned report 1 	<ul style="list-style-type: none"> •Final implementation report 2 •Final lessons learned report 2 	<ul style="list-style-type: none"> •Final implementation report 3 •Final lessons learned report 3 	<ul style="list-style-type: none"> •Final implementation report 4 •Final lessons learned report 4 	<ul style="list-style-type: none"> •Final implementation report 5 •Final lessons learned report 5 	MS and SWIs - lead process and provide guidance on assistance required SADC WD - initiate and/or facilitate process (possibly appoint consultant)	<ul style="list-style-type: none"> •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •ESAWAS and utilities - engage with and provide strategic inputs •DFIs - provide support where appropriate on a case-by-case basis 	6 000
	b) Developing and implementing strategies for accelerated delivery of regional water infrastructure projects and c) training of Member States, SWIs, youth and gender groups regarding the implementation of regional infrastructure projects <i>Cross-cutting activity:</i> •Targeting youth and gender groups during training intervention	<ul style="list-style-type: none"> • Regional water infrastructure strategies and implementation report •Training intervention report •Gender and youth inclusion report 			<ul style="list-style-type: none"> •Final strategies 	<ul style="list-style-type: none"> •Implementation report 	<ul style="list-style-type: none"> •Final training intervention report •Final gender and youth report 			GWP and/or WaterNet - lead training intervention SADC WD - initiate and/or facilitate process (possibly appoint consultant)
Sub-total										6 690
SA 2.4.3. Provide technical and project management support to Member States and SWIs to strengthen existing infrastructure to support and enhance resilience at regional, transboundary, and national levels (including climate change, DRR, pandemics and others)	a) Providing assistance to Member States and SWIs to identify opportunities for improvement of existing infrastructure and b) providing implementation assistance (technical guidance, project management support) to selected projects and document lessons learned from each project	<ul style="list-style-type: none"> •2 X MS assistance review report •2 X SWI assistance review report •4 X Implementation assistance report 	<ul style="list-style-type: none"> •Final MS assistance review report 1 •Final implementation assistance report 1 		<ul style="list-style-type: none"> •Final MS assistance review report 2 •Final implementation assistance report 2 	<ul style="list-style-type: none"> •Final SWI assistance review report 1 •Final implementation assistance report 3 	<ul style="list-style-type: none"> •Final SWI assistance review report 2 •Final implementation assistance report 4 	MS and SWIs - lead process and provide guidance on assistance required SADC WD - initiate and/or facilitate process (possibly appoint consultant)	<ul style="list-style-type: none"> •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •ESAWAS and utilities - engage with and provide strategic inputs •DFIs - provide support where appropriate on a case-by-case basis 	11 000

Pillar 2: Infrastructure Development
Outcome: Resilient water services are assured through infrastructure developments

Strategic Intervention 2.4. Regional resilience is strengthened through the development, maintenance, and enhancement of infrastructure (green and grey)
Outcome: Built and ecological infrastructure to support regional resilience and socio-economic development is developed, maintained and enhanced

Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 2.4.3. Provide technical and project management support to Member States and SWIs to strengthen existing infrastructure to support and enhance resilience at regional, transboundary, and national levels (including climate change, DRR, pandemics and others)	c) Providing procurement assistance to Member States and SWIs	•Procurement assistance report (X4)		•Final report 1	•Final report 2	•Final report 3	•Final report 4	MS and SWIs - lead process and provide guidance on assistance required SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •ESAWAS and utilities - engage with and provide strategic inputs •DFIs – provide support where appropriate on a case-by-case basis	500
	d) Reviewing livelihood projects and upscaling implementation of selected livelihood projects in Member States using groundwater and innovative and efficient clean energy solutions <i>Cross-cutting activity: •Including gender and youth targets in upscaled projects</i>	•Livelihoods projects review report •Upscaled project completion report <i>•Gender and youth inclusion report</i>		•Final livelihoods projects review report		•Final project completion report <i>•Final gender and youth report</i>		MS and/or SWIs - lead process and project implementation SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•Gender and youth focal groups/ points - active participation and engagement from design to implementation of projects •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •ESAWAS and utilities - engage with and provide strategic inputs •DFIs – provide support where appropriate on a case-by-case basis	2 500
	d) Developing guidelines for the enhancement of existing regional infrastructure	•Enhancement of existing regional infrastructure guideline					•Final guideline	SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •ESAWAS and utilities - engage with and provide strategic inputs •DFIs – provide support where appropriate on a case-by-case basis	120

Pillar 2: Infrastructure Development
Outcome: Resilient water services are assured through infrastructure developments

Strategic Intervention 2.4. Regional resilience is strengthened through the development, maintenance, and enhancement of infrastructure (green and grey)
Outcome: Built and ecological infrastructure to support regional resilience and socio-economic development is developed, maintained and enhanced

Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 2.4.3. Provide technical and project management support to Member States and SWIs to strengthen existing infrastructure to support and enhance resilience at regional, transboundary, and national levels (including climate change, DRR, pandemics and others)	e) Hosting a training intervention with Member States, SWIs, youth and gender groups regarding the strengthening of existing infrastructure <i>Cross-cutting activity:</i> •Targeting youth and gender groups during training intervention	•Training intervention report •Gender and youth inclusion report					•Final training intervention report •Final gender and youth report	GWP and/or WaterNet - lead training intervention SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•Gender and youth focal groups/ points - engage with and provide strategic inputs •SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •ESAWAS and utilities - engage with and provide strategic inputs •DFIs - provide support where appropriate on a case-by-case basis	570
Sub-total										14 190
SA 2.4.4. Develop and provide guidance and training to Member States and SWIs to improve Operation and Maintenance (O&M) of existing infrastructure (green and grey)	a) Developing a regional understanding of the operations and maintenance challenges experienced for grey and b) green infrastructure	•Operations and maintenance (grey infrastructure) report •Operations and maintenance (green infrastructure) report		•Final O&M grey infrastructure report •Final O&M green infrastructure report				SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	210
	c) Organising a regional workshop on identification of innovative solutions for infrastructure operations and maintenance	•Workshop report			•Final workshop report			SADC WD - initiate and/or facilitate process (possibly appoint consultant) GWP - lead workshop	•ESAWAS and utilities - engage with and provide strategic inputs •DFIs - provide support where appropriate on a case-by-case basis	570
	d) Developing a regional guideline to support improved infrastructure operations and maintenance	•Regional guideline			•Final guideline			SADC WD - initiate and/or facilitate process (possibly appoint consultant)		120
Sub-total										900
TOTAL										32 330

13.2.5 Strategic Intervention 2.5.

Table 13-9: Implementation plan for Pillar 2 Strategic Intervention 2.5.

Pillar 2: Infrastructure Development											
Outcome: Resilient water services are assured through infrastructure developments											
Strategic Intervention 2.5. Support for affordable water services and safe sanitation											
Outcome: The development and strengthening of affordable water services and safe sanitation through demonstration projects and the development of community, public and/or private sector models is supported											
Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)	
			Y1	Y2	Y3	Y4	Y5				
SA 2.5.1. Implement flagship WASH demonstration projects in high-demand areas and regional strategic borders in response to the COVID-19 increased demand for adequate and efficient WASH systems	a) Developing a database template for monitoring and evaluation reporting for annual progress towards SDGs by all Member States	•M&E database template		•Final template					•SADC WD - initiate and facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •ESAWAS and utilities - engage with and provide strategic inputs	180
	b) Developing suitable criteria, identifying potential scalable and replicable WASH projects and c) identifying potential sites that are high-demand areas or regional strategic borders for the WASH demonstration projects	•Criteria and WASH project identification report •Potential sites for demonstration project report	•Final criteria and identification report	•Final sites for demonstration project report					•SADC WD with SWI - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •ESAWAS and utilities - engage with and provide strategic inputs •DFIs - provide support where appropriate on a case-by-case basis	240
	d) Designing and implementing demonstration projects and d) documenting lessons learned	•4 X Demonstration project completion report •4 X Lessons learned report	•Final project completion report 1 •Final lessons learned report 1	•Final project completion report 2 •Final lessons learned report 2	•Final project completion report 3 •Final lessons learned report 3	•Final project completion report 4 •Final lessons learned report 4	•Final project completion report 5 •Final lessons learned report 5		•MS and/or SWIs - oversee and lead implementation depending on demonstration projects selected •SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•Gender and youth focal groups/points - active participation and engagement from design to implementation of projects •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •ESAWAS and utilities - engage with and provide strategic inputs •DFIs - provide support where appropriate on a case-by-case basis	8 120
	<i>Cross-cutting activity: •Including gender and youth targets in demonstration projects</i>	•4 X Gender and youth inclusion reports	•Final gender and youth report 1	•Final gender and youth report 2	•Final gender and youth report 3	•Final gender and youth report 4					
f) Hosting a regional workshop with Member States, ESAWAS, and SWIs as well as utilities and regulators to disseminate best practice, NRW management case studies and to workshop regional approaches in addressing NRW		•Workshop report						•Final workshop report	•SADC WD - initiate and/or facilitate process (possibly appoint consultant) •GWP - lead workshop	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •ESAWAS and utilities - engage with and provide strategic inputs	570
Sub-total										9 110	

Pillar 2: Infrastructure Development

Outcome: Resilient water services are assured through infrastructure developments

Strategic Intervention 2.5. Support for affordable water services and safe sanitation

Outcome: The development and strengthening of affordable water services and safe sanitation through demonstration projects and the development of community, public and/or private sector models is supported

Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 2.5.2. Develop models for community, public and private sector participation for sustainable water supply and sanitation projects	a) Documenting experiences and lessons from water sector PPP case studies and community-based management models, within SADC and the continent	•Regional and continental experiences and lessons report			•Final report 1			SADC WD - initiate and/or facilitate process (possibly appoint consultant) GWP - lead workshop	•PS - engage with and provide strategic inputs •SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs	90
	b) Developing appropriate models and frameworks to facilitate private sector and community partnerships and c) hosting a knowledge exchange workshop <i>Cross-cutting activity:</i> •Developing and disseminating knowledge product	•Models and frameworks report •Workshop report • <i>Knowledge product</i>			•Models and frameworks report	•Final workshop report • <i>Final knowledge product</i>			•Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •ESAWAS and utilities - engage with and provide strategic inputs •DFIs - provide support where appropriate on a case-by-case basis	670
	d) Developing a guideline for the development of PPPs and community-based models	•Development of PPPs and community-based models guideline				•Final guideline			SADC WD - initiate and facilitate process (possibly appoint consultant)	120
Sub-total									880	
TOTAL									9 990	
PILLAR 2: INFRASTRUCTURE DEVELOPMENT TOTAL BUDGET									67 830	

13.3 Pillar 3: Water Resources Management

13.3.1 Strategic Intervention 3.1.

Table 13-10: Implementation plan for Pillar 3 Strategic Intervention 3.1.

Pillar 3: Water Resources Management										
<i>Outcome: Water sustainability is ensured through integrated water resources management</i>										
Strategic Intervention 3.1. Integrated planning approaches are embedded										
<i>Outcome: Integrated planning is strengthened and embedded through alignment of sectoral planning instruments, development of water efficiency strategies and development of a regional strategy/programme for desalination and other non-conventional water sources</i>										
Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 3.1.1. Support Member States and SWIs in aligning water planning instruments with other sector plans	a) Reviewing planning instruments within the different sectors at local, national and regional levels and b) assessing and documenting successes from nexus projects which exhibit integrated planning	•Sectoral planning instruments review report •Successes from nexus projects report		•Final sectoral planning report •Final nexus projects report				SADC WD with SWI - initiate and/or facilitate process (possibly appoint consultant)	•SADC sectors - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •SWIs - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •NEPAD - engage with and provide strategic inputs	180
	c) Using existing working groups and convene workshops to explore opportunities for integration with different sectors at a national and regional level	•2 X Sectoral integration workshops reports	•Final workshop report 1		•Final workshop report 2			SADC WD - initiate and/or facilitate process (possibly appoint consultant) GWP - lead workshops	• Sector working groups - key participant in workshops •SADC sectors - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •SWIs - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •NEPAD - engage with and provide strategic inputs <i>* The WaterNet/WARFSA/GWP-SA Symposia can be a potential platform to share findings and lessons learned from these studies</i>	1 140
	d) Providing technical assistance to MS and SWIs to develop integrated and intersectoral plans at national or shared watercourse level <i>Cross-cutting activity: •Incorporating elements of climate change adaptation and resilience in sectoral planning instruments</i>	•2 X MS recommendations reports •1 X SWI recommendations report •2 X MS planning instruments incorporate climate change •1 X SWI planning instruments incorporate climate change		•Final MS report 1	•Final MS report 2 •Final SWI report •Adoption / approval of 2 X MS planning instruments •Adoption / approval of 1 X SWI planning instruments			MS, SWIs - lead process and guide SADC WD on the support required	•SADC WD - lead supporting agent •ICPs - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs	250
Sub-total										1 570

Pillar 3: Water Resources Management
Outcome: Water sustainability is ensured through integrated water resources management

Strategic Intervention 3.1. Integrated planning approaches are embedded
Outcome: Integrated planning is strengthened and embedded through alignment of sectoral planning instruments, development of water efficiency strategies and development of a regional strategy/programme for desalination and other non-conventional water sources

Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 3.1.2. Implement water efficiency strategies in prioritised water intensive value chains in selected Member States and river basins, as a demonstration project	a) Identifying priority regional water intensive value chains including water footprints of users and b) undertaking and reviewing prioritised demonstration projects <i>Cross-cutting activity: •Including gender and youth targets during demonstration project implementation •Developing case studies based on lessons learned from demonstration projects</i>	•Water footprint and identified water intensive value chains report •3 X Demonstration project completion reports •3 X Gender and youth inclusion reports •3 X Case studies			•Final water footprint report •Final project completion report 1 •Final gender and youth report 1 •Final case study 1	•Final project completion report 2 •Final gender and youth report 2 •Final case study 2	•Final project completion report 3 •Final gender and youth report 3 •Final case study 3	MS and SWIs - oversee and lead implementation depending on demonstration projects selected SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •NEPAD - engage with and provide strategic inputs •PS - engage with and provide strategic inputs •Multi-stakeholder dialogue - possible platform to engage with private sector •Gender and youth focal groups/points - active participation and engagement from design to implementation of projects	630
	c) Developing a guideline strategy and implementation plan that guides water efficiency for prioritised water intensive value chains	•Guideline strategy					•Final guideline strategy	SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •NEPAD - engage with and provide strategic inputs •PS - engage with and provide strategic inputs •Multi-stakeholder dialogue - possible platform to engage with private sector	120
Sub-total									750	

Pillar 3: Water Resources Management
Outcome: Water sustainability is ensured through integrated water resources management

Strategic Intervention 3.1. Integrated planning approaches are embedded
Outcome: Integrated planning is strengthened and embedded through alignment of sectoral planning instruments, development of water efficiency strategies and development of a regional strategy/programme for desalination and other non-conventional water sources

Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 3.1.3. Prepare a regional strategy/ programme for seawater desalination (and other non-conventional water sources), for the transfer of such produced waters to regional water demand centres of importance, and thereby increasing the regional water pool	a) Conducting a study to identify cost-effective opportunities for desalination and other non-conventional water sources at a regional and national level	•Opportunities assessment report for desalination and non-conventional water sources		•Final report				SADC WD - initiate and/ or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •SANWATCE - engage with and provide strategic inputs	90
	b) Hosting workshops and stakeholder engagements with Member States and regional technical experts to understand the challenges and successes with regards to desalination and other non-conventional water sources	•3 X Workshops reports	•Final workshop report 1	•Final workshop report 2	•Final workshop report 3			SADC WD - initiate and/ or facilitate process (possibly appoint consultant) GWP - lead workshops	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •Technical experts - engage with and provide strategic inputs •SANWATCE - engage with and provide strategic inputs <i>*The WaterNet/WARFSA/GWP-SA Symposia can be a potential platform to share findings and lessons learned from these studies</i>	1 710
	c) Develop a regional strategy and/or programme using the findings from earlier sub-activities and disseminate to stakeholders <i>Cross-cutting activity: •Developing knowledge product and disseminate to stakeholders</i>	•Regional strategy and/ or programme <i>•Knowledge product on desalination and non-conventional water sources</i>				•Final re- gional strat- egy and/ or programme <i>•Final knowledge product on desalination and non- conventional water sources</i>		SADC WD - initiate and/ or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	120
Sub-total									1 920	
TOTAL									4 240	

13.3.2 Strategic Intervention 3.2.

Table 13-11: Implementation plan for Pillar 3 Strategic Intervention 3.2.

Pillar 3: Water Resources Management										
Outcome: Water sustainability is ensured through integrated water resources management										
Strategic Intervention 3.2. Analyses and assessments of the resource are undertaken										
Outcome: Management of water resources are strengthened by conducting analyses and assessment of the resource including regional studies of important water source areas, targeted water resource studies and joint water assessment and development initiatives										
Strategic activity	Sub-activities	Deliverables	Milestones					Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 3.2.1. Undertake a regional study to assess the status of important water source areas and develop monitoring frameworks for strategic water source areas	a) Undertaking a regional water resources assessment study involving all Member States and shared watercourses across the region	•Regional water resources assessment report	•Final report					SADC WD with SWI/MS - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •WaterNet - engage with and provide strategic inputs •SANWATCE - engage with and provide strategic inputs	90
	b) Reviewing important water source areas in the region to assess the status of the resource including water quality etc.	•Important water source areas report	•Final report				90			
	c) Assessing identified SWSAs and develop monitoring framework that supports the management of SWSAs	•SWSAs and monitoring framework report	•Final report				90			
	d) Running awareness raising sessions to share findings from the above studies	•2 X Awareness raising session reports	•Final session report 1	•Final session report 2			1 140			
	<i>Cross-cutting activity:</i> •Developing knowledge products for the various studies and disseminating to stakeholders	•3 X Knowledge products on regional water resources, important water source areas and SWSAs	•Final knowledge product 1 (regional water resources) •Final knowledge product 2 (important water source areas)	•Final knowledge product 3 (SWSAs)			SADC WD - initiate and/or facilitate process (possibly appoint consultant) GWP - lead awareness raising sessions and support development of knowledge products	<i>*The WaterNet/WARFSA/GWP-SA Symposia can be a potential platform to share findings and lessons learned from these studies</i>		
Sub-total										1 410
SA 3.2.2. Undertake targeted water resource studies in prioritised vulnerable water and environmental resources (including assessments of social, economic, environmental and political dimension)	a) Identifying prioritised vulnerable water and undertaking studies to assess catchment vulnerability; and c) developing knowledge products	•4 X Vulnerability assessment reports •4 X Knowledge products on status of prioritised and vulnerable resources	•Final assessment report 1 •Final assessment report 2 •Final knowledge product 1 (status of prioritised and vulnerable resource) •Final knowledge product 2 (status of prioritised and vulnerable resource)	•Final assessment report 3 •Final assessment report 4 •Final knowledge product 3 (status of prioritised and vulnerable resource) •Final knowledge product 4 (status of prioritised and vulnerable resource)				SADC WD with SWI - initiate and/or facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •WaterNet - engage with and provide strategic inputs •SANWATCE - engage with and provide strategic inputs	210
Sub-total										210

Pillar 3: Water Resources Management
Outcome: Water sustainability is ensured through integrated water resources management

Strategic Intervention 3.2. Analyses and assessments of the resource are undertaken
Outcome: Management of water resources are strengthened by conducting analyses and assessment of the resource including regional studies of important water source areas, targeted water resource studies and joint water assessment and development initiatives

Strategic activity	Sub-activities	Deliverables	Milestones					Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 3.2.3. Promote joint water assessment and development initiatives between river basins, and provide support for a demonstration project involving two RBOs as a case study	a) Identifying RBOs with shared aquifers and/or rivers basins and types of joint demonstration projects and b) implement joint demonstration projects	<ul style="list-style-type: none"> •Prioritised RBOs and joint demonstration projects report •3 X Demonstration project completion report for 3 RBOs 		•Final RBO and project report	•Final project completion report 1	•Final project completion report 2	•Final project completion report 3	<p>SWIs - lead process, also oversee and lead implementation</p> <p>SADC WD - initiate and/or facilitate process (possibly appoint consultant)</p>	<ul style="list-style-type: none"> •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •Gender and youth focal groups/ points - active participation and engagement from design to implementation of projects 	630
	<p><i>Cross-cutting activity:</i></p> <p><i>•Including gender and youth targets during demonstration project implementation</i></p>	<ul style="list-style-type: none"> •3 X Gender and youth inclusion reports 			•Final gender and youth report 1	•Final gender and youth report 2	•Final gender and youth report 3			
	c) Developing case studies based on lessons learned from demonstration projects and hosting an awareness raising session	<ul style="list-style-type: none"> •3 X Case studies •1 X Awareness raising session report 			•Final case study 1	•Final case study 2	•Final case study 3	<p>SWIs - lead process and/or facilitate process (possibly appoint consultant)</p> <p>SADC WD - initiate and/or facilitate process (possibly appoint consultant)</p> <p>GWP - lead awareness raising sessions and support development and dissemination of case studies</p>	<ul style="list-style-type: none"> •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs <p><i>*The WaterNet/WARFSA/GWP-SA Symposia can be a potential platform to share findings and lessons learned from these studies</i></p>	120
Sub-total									750	
TOTAL									2 370	

13.3.3 Strategic Intervention 3.3.

Table 13-12: Implementation plan for Pillar 3 Strategic Intervention 3.3.

Pillar 3: Water Resources Management											
Outcome: Water sustainability is ensured through integrated water resources management											
Strategic Intervention 3.3. Transboundary river basins and aquifers are effectively developed and managed											
Outcome: Development and management of transboundary river basins and aquifers is improved in an effective and sustainable manner through quantitative analysis of water resources quantity and quality, implementation of projects with multi-stakeholder involvement and awareness raising of ecosystem-based adaptations.											
Strategic activity	Sub-activities	Deliverables	Milestones					Lead agents and role	Collaborators and roles	Budget (X 1 000 €)	
			Y1	Y2	Y3	Y4	Y5				
SA 3.3.1. Update or develop new basin strategies/ plans in selected river basins in need of this support	a) Assisting Member States in hydrological and hydrogeological data collection, processing, analysis and reporting and improving water information systems	•3 X MS report	•Final report 1	•Final report 2			•Final report 3		SWI/MS - initiate and/or facilitate process (possibly appoint consultant) •SADC WD – engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •WaterNet - engage with and provide strategic inputs •SANWATCE - engage with and provide strategic inputs	150	
	b) Assessing and evaluating water (surface water and groundwater) quality and pollution in transboundary river basins and aquifers through joint studies	•1 X Transboundary river water quality and pollution report 1 X TBA water quality and pollution report		•Final river water quality and pollution report 1			•Final aquifer water quality and pollution report 2			90	
	c) Determining sustainable abstraction through modelling the dynamics of surface water and groundwater flow in transboundary river basins and aquifers through joint studies	•2 X Joint modelling reports		•Final joint modelling report 1			•Final joint modelling report 2			90	
	d) Identifying potential areas for future surface water and groundwater development in transboundary river basins and aquifers through joint studies	•Recommendations report					•Final report			90	
	e) Identifying RBOs that are in need of support and developing new and/or updating existing basin plans and strategies <i>Cross-cutting activity:</i> •Incorporating elements of climate change adaptation and resilience in basin plans and strategies •Incorporating gender and youth elements in basin plans and strategies	•1 X RBO review report •2 X RBO updated and/or new basin plans and/or strategies •2 X RBO plans/ strategies incorporate climate change •2 X RBO plans/ strategies incorporate gender and youth		•Final RBO review report			• Adoption / approval of updated/new RBO basin plan/ strategy 1 •Adoption / approval of plan/ strategy with climate change 1 •Adoption / approval of plan/ strategy with gender and youth 1	• Adoption / approval of updated/new RBO basin plan/ strategy 2 •Adoption / approval of plan/ strategy with climate change 2 •Adoption / approval of plan/ strategy with gender and youth 2		MS and SWIs - lead the process SADC WD - support and/or facilitate •Gender and youth focal groups/points - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •WaterNet - engage with and provide strategic inputs •SANWATCE - engage with and provide strategic inputs •NEPAD - engage with and provide strategic input	200
Sub-total											620

Pillar 3: Water Resources Management
Outcome: Water sustainability is ensured through integrated water resources management

Strategic Intervention 3.3. Transboundary river basins and aquifers are effectively developed and managed
Outcome: Development and management of transboundary river basins and aquifers is improved in an effective and sustainable manner through quantitative analysis of water resources quantity and quality, implementation of projects with multi-stakeholder involvement and awareness raising of ecosystem-based adaptations.

Strategic activity	Sub-activities	Deliverables	Milestones					Lead agents and role	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 3.3.2. Implement transboundary water and catchment stewardship flagship projects with private sector, government and civil society	a) Developing good practice and guidelines for water stewardship with a focus on water-intensive industries and sectors and b) conducting strategic action planning and evaluating shared water risks	<ul style="list-style-type: none"> •1 X Good practice report •1 X Guidelines for water stewardship •1 X Strategic action planning and shared water risks evaluation report 				<ul style="list-style-type: none"> •Final good practice report •Final guidelines 	<ul style="list-style-type: none"> •Final evaluation report 	SWI - initiate and/or facilitate process (possibly appoint consultant)	<ul style="list-style-type: none"> •SADC WD- engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •SANWATCE – support studies and document findings •ICPs - engage with and provide strategic inputs •Private sector - engage with and provide strategic inputs •Civil society - engage with and provide strategic inputs •NEPAD - engage with and provide strategic inputs •NGOs - engage with and provide strategic inputs •SWPN - engage with and provide strategic inputs 	240
	c) Identifying, prioritising (in multi-stakeholder workshops) and d) implementing flagship projects to mitigate high shared water risks <i>Cross-cutting activity:</i> •Including gender and youth targets during flagship project implementation •Developing case studies based on lessons learned from flagship projects	<ul style="list-style-type: none"> •Flagship recommendations report •Workshop report •2 X Flagship project completion reports •2 X Gender and youth inclusion reports •2 X Case studies 				<ul style="list-style-type: none"> •Final recommendations report •Final workshop report •Final project completion report 1 •Final gender and youth report 1 •Final case study 1 	<ul style="list-style-type: none"> •Final project completion report 2 •Final gender and youth report 2 •Final case study 2 	MS / SWIs - also oversee and lead implementation depending on flagship projects selected SADC WD - initiate and/or facilitate process (possibly appoint consultant) GWP - lead workshops	<ul style="list-style-type: none"> •Gender and youth focal groups/ points - active participation and engagement from design to implementation of projects •SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •Private sector - engage with and provide strategic inputs •NEPAD - engage with and provide strategic inputs •NGOs - engage with and provide strategic inputs 	450
Sub-total									690	

Pillar 3: Water Resources Management
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Strategic Intervention 3.3. Transboundary river basins and aquifers are effectively developed and managed
Outcome: Development and management of transboundary river basins and aquifers is improved in an effective and sustainable manner through quantitative analysis of water resources quantity and quality, implementation of projects with multi-stakeholder involvement and awareness raising of ecosystem-based adaptations.

Strategic activity	Sub-activities	Deliverables	Milestones					Lead agents and role	Collaborators and roles	Budget (X 1 000 €)	
			Y1	Y2	Y3	Y4	Y5				
SA 3.3.3. Develop capacity of Member States and SWIs on nature-based solutions / ecosystem-based adaptations for more resilient management of transboundary river basins and aquifers	a) Developing an inventory of ecosystem-based adaptations to improve management of transboundary river basins and aquifers	•Ecosystem-based adaptations report		•Final report					SADC WD with SWI - initiate and/or facilitate process (possibly appoint consultant)	•SANWATCE – undertake and support studies •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	90
	b) Raising awareness for ecosystem-based adaptation and running training sessions to improve transboundary river basin and aquifer management including Oceanic Island States	•5 X Awareness raising session reports •5 X Training session reports	•Final awareness raising session report 1 •Final training session report 1	•Final awareness raising session report 2 •Final training session report 2	•Final awareness raising session report 3 •Final training session report 3	•Final awareness raising session report 4 •Final training session report 4	•Final awareness raising session report 5 •Final training session report 5	SADC WD - initiate and/or facilitate process (possibly appoint consultant) GWP - lead sessions	•WaterNet - support training and provide strategic inputs •SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •SANWATCE - engage with and provide strategic inputs	2 850	
	c) Identifying and implementing demonstration ecosystem-based adaptation projects to enhance water security of transboundary river basins and aquifers including Oceanic Island States <i>Cross-cutting activity: •Developing case studies based on lessons learned from flagship projects •Including gender and youth targets during demonstration project implementation</i>	•3 X Demonstration project completion reports •3 X Gender and youth inclusion reports submitted •3 X Case studies submitted				•Final project completion report 1 •Final gender and youth report 1 •Final case study 1	•Final project completion report 2 •Final gender and youth report 2 •Final case study 2	•Final project completion report 3 •Final gender and youth report 3 •Final case study 3	MS and SWIs - co-lead projects SADC WD - initiate and/or facilitate process (possibly appoint consultant)	•Gender and youth focal groups/ points - active participation and engagement from design to implementation of projects •Centres of Excellence - engage with and provide strategic inputs • SANWATCE – support studies •ICPs - engage with and provide strategic inputs	540
Sub-total										3 480	

Pillar 3: Water Resources Management
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Strategic Intervention 3.3. Transboundary river basins and aquifers are effectively developed and managed
Outcome: Development and management of transboundary river basins and aquifers is improved in an effective and sustainable manner through quantitative analysis of water resources quantity and quality, implementation of projects with multi-stakeholder involvement and awareness raising of ecosystem-based adaptations.

Strategic activity	Sub-activities	Deliverables	Milestones					Lead agents and role	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 3.3.4. Implement climate resilience and DRR water resources management initiatives in the more vulnerable Member States and river basins	a) Identifying vulnerable Member States and shared watercourses and opportunities to support climate resilience and DRR initiatives; and b) implementing demonstration projects in selected Member States and shared watercourses <i>Cross-cutting activities: •Including gender and youth targets during demonstration project implementation</i>	•Recommendations report •2 X Demonstration project completion reports •2 X Gender and youth inclusion reports submitted			•Final recommendations report	•Final project completion report 1 •Final gender and youth report 1	•Final project completion report 2 •Final gender and youth report 2	MS and SWIs - co-lead projects SADC WD with SADC DRR unit - initiate and/or facilitate process (possibly appoint consultant)	•Gender and youth focal groups/ points - active participation and engagement from design to implementation of projects •SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •SADC DRR - engage with and provide strategic inputs	450
	c) Developing case studies and hosting workshops to disseminate findings and lessons from demonstration projects	•2 X Workshop reports submitted •2 X Case studies submitted				•Final workshop report 1 •Final case study 1	•Final workshop report 2 •Final case study 2	SADC WD with SADC DRR unit - initiate and/or facilitate process (possibly appoint consultant) GWP - lead workshops	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •SADC DRR - engage with and provide strategic inputs <i>*The WaterNet/WARFSA / GWP-SA Symposia can be a potential platform to share findings and lessons learned from these studies</i>	1 140
Sub-total									1 590	

Pillar 3: Water Resources Management
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Strategic Intervention 3.3. Transboundary river basins and aquifers are effectively developed and managed
Outcome: Development and management of transboundary river basins and aquifers is improved in an effective and sustainable manner through quantitative analysis of water resources quantity and quality, implementation of projects with multi-stakeholder involvement and awareness raising of ecosystem-based adaptations.

Strategic activity	Sub-activities	Deliverables	Milestones					Lead agents and role	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
3.3.5. Enhance inclusive groundwater management in selected TBAs	a) Undertaking Transboundary Diagnostic Analyses and develop Joint Strategic Action Plans in 2 TBAs;	•Transboundary Diagnostic Analyses report (X2) •Joint Strategic Action Plans (X2)		•Diagnostic Analyses report 1	•Joint Strategic Action Plan 1	•Diagnostic Analyses report 2	•Joint Strategic Action Plan 2	SWIs – lead the process SADC-GMI – co-lead the process	•SADC-WD – facilitate process •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	200
	b) Identifying and implementing activities to improve groundwater dependent ecosystems management in 1 TBA;	•Groundwater dependent ecosystem report				•Final report		SADC-WD – initiate and/or facilitate the process SADC-GMI – lead process	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	450
	c) Establishing and operationalising governance institutional arrangements for management of groundwater in 1 TBA	•Institutional arrangements report					•Final report	SADC-GMI – lead process SWI/MS – co-lead process	•SADC-WD – initiate and/or facilitate the process •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	320
	d) Developing and running computer model for surface and groundwater interaction in 1 TBA.	•Computer model					•Final computer model	SADC-GMI – lead process SADC-WD – initiate and/or facilitate process	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	380
Sub-total									1 350	
TOTAL									7 730	

13.3.4 Strategic Intervention 3.4.

Table 13-13: Implementation plan for Pillar 3 Strategic Intervention 3.4.

Pillar 3: Water Resources Management										
Outcome: Water sustainability is ensured through integrated water resources management										
Strategic Intervention 3.4. Surface and groundwater monitoring and information management is digitalised										
Outcome: Effective and efficient collation, reporting, and sharing, of data, information, and knowledge across SADC region is enabled to support improved decision making										
Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 3.4.1. Identify and evaluate financing mechanisms to support Member States and SWIs to ensure operational sustainability of monitoring systems (including O&M and capacity)	a) Conducting stakeholder mapping within SADC to facilitate the identification and evaluation of financing mechanisms and b) developing, with Member States and role players, an action plan to develop the selected financing mechanism	<ul style="list-style-type: none"> Stakeholder mapping report Action plan 	<ul style="list-style-type: none"> Final mapping report 	<ul style="list-style-type: none"> Final action plan 				<p>SADC WD - initiate and facilitate process (possibly appoint consultant)</p> <p>MS and RBOs - co-lead</p>	<ul style="list-style-type: none"> SWIs - engage with and provide strategic inputs MS - engage with and provide strategic inputs Centres of Excellence - engage with and provide strategic inputs ICPs - engage with and provide strategic inputs SANWATCE - engage with and provide strategic inputs WaterNet- engage with and provide strategic inputs 	220
	c) Mobilising funding, based on the action plan, to improve digital information management systems and information sharing	<ul style="list-style-type: none"> Resource mobilisation report Awareness raising session report <p><i>Cross-cutting activity:</i></p> <ul style="list-style-type: none"> Hosting awareness raising sessions to raise awareness of the financing mechanisms and securing buy-in 	<ul style="list-style-type: none"> Final report Final awareness raising session report 					<p>SADC WD - initiate and facilitate process (possibly appoint consultant)</p> <p>MS and RBOs - co-lead</p> <p>GWP - lead awareness raising sessions</p>	<ul style="list-style-type: none"> Centres of Excellence - engage with and provide strategic inputs ICPs - engage with and provide strategic inputs 	770
Sub-total									990	

Pillar 3: Water Resources Management
Outcome: Water sustainability is ensured through integrated water resources management

Strategic Intervention 3.4. Surface and groundwater monitoring and information management is digitalised
Outcome: Effective and efficient collation, reporting, and sharing, of data, information, and knowledge across SADC region is enabled to support improved decision making

Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 3.4.2. Establish or strengthen integrated monitoring and information management system(s) for river basins and aquifers, including the continuity of the SADC Hydrological Cycle Observing System (HYCOS) programme	a) Assessing the overall coverage of monitoring of the region's key water resources status of SADC HYCOS and identify gaps, needs and opportunities to support the expansion and continuity of the system including integration with groundwater monitoring systems	•Situational assessment report					•Final report	SADC WD - initiate and facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	90
	b) Strengthen the SADC-HYCOS programme through capacity strengthening of the regional centre at the SADC Climate Services Centre, and at Member States level	•3 X Training session reports			•Final training session report 1	•Final training session report 1	•Final training session report 1	SADC WD - initiate and facilitate process (possibly appoint consultant) GWP - lead training sessions	•WaterNet - support training and capacity strengthening •SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs •SADC Climate Services Centre - engage with and provide strategic inputs •SANWATCE - engage with and provide strategic inputs	200
	c) Strengthen, through the SADC-HYCOS programme, provision of hydrological services through increased interface between the hydrological sector and the regional Southern African Regional Climate Outlook Forum (SARCOF) Programme	•Operational modality report					•Final report	SADC WD - initiate and facilitate process (possibly appoint consultant)	•SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	120
	d) Identifying existing digital systems and digital databases across SADC Units and SWIs, and assess opportunities for alignment	•Opportunities report					•Final report			90
	e) Identifying needs where digitalisation is still required and f) identifying potential for alignment and digitalisation options	•Needs assessment report •Recommendations report						•Final assessment report •Final recommendations report		180
Sub-total									680	

Pillar 3: Water Resources Management
Outcome: Water sustainability is ensured through integrated water resources management

Strategic Intervention 3.4. Surface and groundwater monitoring and information management is digitalised
Outcome: Effective and efficient collation, reporting, and sharing, of data, information, and knowledge across SADC region is enabled to support improved decision making

Strategic activity	Sub-activities	Deliverables	Milestones		Milestones			Lead agents and roles	Collaborators and roles	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5			
SA 3.4.3. Harmonise databases from SWIs and Member States, and where practical, support the standardisation of information management systems, data sharing and reporting frameworks across Member States and SWIs	a) Identifying realistic opportunities and priorities for harmonisation, standardisation and alignment; and b) developing and c) implementing a realistic action plan and budget	•Harmonisation standardisation and alignment report •Action plan •Action plan implementation report		•Final alignment report •Final action plan			•Final implementation report	SADC WD - initiate and facilitate process (possibly appoint consultant SWIs and MS - lead process	•Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	410
	d) Conducting training sessions to strengthen capacity of institutions with regards to harmonisation and standardisation	•3 X Training session reports			•Final training session report 1	•Final training session report 2	•Final training session report 3			SADC WD - initiate and facilitate process (possibly appoint consultant SWIs and MS - lead process GWP - lead training sessions
Sub-total									2 120	
SA 3.4.4. Develop groundwater databases and knowledge management systems	a) Expanding the SADC-GIP to produce sectoral and thematic groundwater overviews at the regional level	•SADC-GIP expansion report					•Final report	SADC-GMI - lead process	•SADC-WD - engage with and provide strategic inputs •SWIs - engage with and provide strategic inputs •MS - engage with and provide strategic inputs •Centres of Excellence - engage with and provide strategic inputs •ICPs - engage with and provide strategic inputs	300
	b) Expanding the SADC-GLA with more documents and enhance its functionality	•SADC-GLA expansion report					•Final report			210
	c) Establishing a SADC Groundwater Monitoring Network by linking to national and TBA groundwater monitoring networks	•Groundwater monitoring network report					•Final report			250
Sub-total									760	
TOTAL									4 550	

PILLAR 3: WATER RESOURCES MANAGEMENT TOTAL BUDGET 18 890

GRAND TOTAL BUDGET FOR RSAP V 103 440

14 Annex D: Operationalisation Plan

Table 14-1: Operationalisation plan

Operationalisation Component	Activities	Output / Deliverables	Milestones					Lead agents	Budget (X 1 000 €)
			Y1	Y2	Y3	Y4	Y5		
Coordinating and convening	a) Conduct stakeholder mapping of relevant role players in SADC and their contribution to RSAP implementation	•Stakeholder mapping report developed	■					SADC WD	50
	b) Revive RSAP Sub-Committee	•RSAP Sub-Committee operations revived	■						100
	c) Hold RSAP Sub-Committee programme review sessions	•RSAP Sub-Committee meets twice a year and report per meeting is produced	■	■	■	■	■		1 000
	c) Regional RBO workshops	•2 X RBO workshops held •2 X RBO best practice document developed		■		■			700
Sub-total								1 800	
Knowledge management	a) Develop RSAP V knowledge products (reports, briefing documents etc.) that showcase achievements of RSAP V	•5 X Annual Knowledge Products	■	■	■	■	■	SADC WD	100
	b) Disseminate knowledge products through online websites, emails etc.	•5 X Knowledge products disseminated	■	■	■	■	■		200
	c) Develop and/or update an online database that houses all RSAP V reports	•Database and interface developed/identified and updated regularly	■	■	■	■	■		200
	d) WaterNet/WARFSA/GWP-SA Symposia	•Five WaterNet/WARFSA/GWP-SA Symposia are conducted	■	■	■	■	■		GWP, WaterNet, SANWATCE, SADC WD 300
	e) SADC-GMI Groundwater Conference	•Annual groundwater conference held	■	■	■	■	■		SADC-GMI, SADC WD 300
Sub-total								1 100	
Communications	a) Develop communication strategy	•Communication strategy developed	■					SADC WD	100
	b) Utilise social media and/or other platforms to communicate progress on RSAP V implementation	•Means of information dissemination increased	■	■	■	■	■		150
	c) Update SADC Water Information Sharing Hub News Feed based on progress of RSAP V implementation	•SWISH News Feed updated	■	■	■	■	■		150
Sub-total								400	
Monitoring and evaluation	a) Provide Data and M&E expert support in SADC WD	•M&E competency increased	■					SADC WD	220
	b) Develop and disseminate RSAP progress reports	•2 X Reports developed and disseminated per year	■	■	■	■	■		150
	c) Undertake mid-term review of RSAP V with support of RSAP Sub-Committee	•Mid-term review undertaken			■				150
	d) Undertake end-of-term review of RSAP V with support of RSAP Sub-Committee	•End-of-term review undertaken					■		150
Sub-total								670	
Resource mobilisation	a) Engage with stakeholders and undertake donor mapping with support of ICPs and DFIs	•Donor mapping undertaken, and report developed	■					SADC WD	150
	b) Develop and implement resource mobilisation plan	•Resource mobilisation plan developed and implemented	■	■	■	■	■		200
Sub-total								350	
TOTAL								3570	



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