



# SADC SMEs Development And Competitiveness Strategy 2025-2029



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# **SADC SMEs DEVELOPMENT AND COMPETITIVENESS STRATEGY**

**2025-2029**

**Approved by Summit in Madagascar on 17 August 2025**

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## ABBREVIATIONS

<b>AfCFTA</b>	African Continental Free Trade Agreement
<b>AFTA</b>	ASEAN Free Trade Area
<b>ASEAN</b>	Association of Southeast Asian Nations
<b>AWESOME</b>	Accelerating Women Entrepreneurs in South Africa Metros
<b>COMESA</b>	Common Market for Eastern and Southern Africa
<b>EAC</b>	East African Community
<b>EU</b>	European Union
<b>FTA</b>	Free Trade Agreement
<b>GCI</b>	Global Competitiveness Index
<b>GDP</b>	Gross Domestic Product
<b>ICT</b>	Information and Communication Technology
<b>IFPRI</b>	International Food Policy Research Institute
<b>ITC</b>	International Trade Center
<b>IUMP</b>	Industrial Upgrading and Modernization Program
<b>KII</b>	Key Informant Interview
<b>KPI</b>	Key Performance Indicator
<b>MSMES</b>	Micro, Small and Medium Enterprises
<b>NAFTA</b>	North American Free Trade Agreement
<b>OECD</b>	Organization for Economic Cooperation and Development
<b>PAT</b>	Participatory Analytical Technique
<b>PESTEL</b>	Political, Economic, Social, Technological, Environmental & Legal
<b>RECs</b>	Regional Economic Communities
<b>RISDP</b>	Regional Indicative Strategic Development Plan
<b>SADC</b>	Southern African Development Community
<b>SMART</b>	Specific, Measurable, Achievable, Relevant, Timebound
<b>SMEs</b>	Small and Medium Enterprises
<b>SMIs</b>	Small and Medium Scale Industries
<b>SWOT</b>	Strengths Weaknesses Opportunities Threats
<b>TOR</b>	Terms of Reference
<b>UNCTAD</b>	United Nations Conference on Trade and Development
<b>UNECA</b>	United Nations Economic Commission for Africa
<b>UNIDO</b>	United Nations Industrial Development Organization
<b>WEF</b>	World Economic Forum
<b>WTO</b>	World Trade Organization

# WORKING DEFINITIONS

<b>SMEs Cluster</b>	SME cluster denotes a geographic concentration of exportoriented SMEs operating in related industries, promoting collaboration, knowledge-sharing, and resource access for mutual benefits.
<b>Women-Driven SME</b>	An exportoriented SME owned, managed, or led by women entrepreneurs, where women play a significant role in decision-making, operations, and overall success of the business.
<b>Youth-Driven SME</b>	An exportoriented SME is owned, managed, or led by young entrepreneurs and is primarily operated and guided by youth.
<b>Priority Regional Value Chain</b>	A Priority SADC Regional Value Chain refers to a specific Commodity Line identified and given strategic importance within the SADC region. It involves a coordinated effort to develop and integrate various production, distribution, and value-addition stages across different regional countries to enhance economic growth, competitiveness, and regional integration.
<b>Value Chain Segment</b>	A Value Chain Segment denotes a specific stage or component of the value chain in a business or industry. It represents a distinct part of the production or distribution process where value is added to the product or service before it reaches the final consumer. Value chain segments include raw material sourcing, manufacturing, distribution, marketing, and retailing. Each segment contributes to the entire value chain's overall value creation and efficiency.
<b>Export Competitiveness</b>	Export competitiveness denotes an SME's ability to sell goods and services successfully in international markets. It is determined by product quality, cost efficiency, innovation, market access, and adaptability to global demand and facilitated by preferential tariff and non-tariff measures under trade agreements.
<b>Business Opportunity</b>	A Business Opportunity refers to a favourable and exploitable circumstance or situation facilitated by preferential tariff and non-tariff measures under the SADC FTA and/or the AfCFTA that offers the potential for a business to create value, generate profits, or achieve success.
<b>Exportoriented SME</b>	An Exportoriented SME primarily focuses on international markets to sell its products or services. These SMEs actively export activities to foreign countries and seek to expand their reach beyond their domestic market.
<b>Productive Efficiency</b>	Productive efficiency is when a business or economy produces goods and services at the lowest possible cost, using the most efficient combination of inputs (such as labor, capital, and technology). In a productively efficient state, producing more of one good or service is only possible by reducing the production of another or increasing the use of resources.

## FOREWORD FROM THE EXECUTIVE SECRETARY

Small and Medium Enterprises (SMEs) are the heartbeat of the Southern African Development Community (SADC) economy. They are not only engines of growth but also vital pathways to employment, innovation, and inclusion. Across our region, SMEs account for over 90% of all businesses and employ more than 60% of our population. Their resilience and entrepreneurial spirit are central to advancing industrialization, deepening regional integration, and achieving shared prosperity.



The SADC Industrialization Strategy and Roadmap 2015–2063 highlights the pivotal role of SMEs in driving industrial transformation. It calls on Member States to build supportive national policy frameworks, complemented by a harmonised regional approach. In this context, I am honoured to present the SADC SME Development and Competitiveness Strategy 2025–2029, along with its Action Plan, which was endorsed by the Ordinary Summit of Heads of State and Government in Antananarivo, Madagascar, in August 2025.

This Strategy and Action Plan, together, provide a comprehensive roadmap to strengthen the competitiveness of SMEs, address structural barriers, and position them to take full advantage of the opportunities offered by the African Continental Free Trade Area (AfCFTA), regional value chains, and global markets. By fostering cross-border trade, encouraging innovation, and promoting inclusive participation, the Strategy directly responds to the aspirations of the SADC Industrialization Strategy and Roadmap 2015–2063, the SADC Vision 2050, and the Regional Indicative Strategic Development Plan (RISDP) 2020–2030.

Beyond being a policy document, the Strategy, together with its Action Plan, is a call to action. It sets out practical interventions under five strategic pillars: policy and regulatory reform, entrepreneurship and skills development, technology and infrastructure, market access, and access to finance. The Action Plan translates these pillars into concrete initiatives, timelines, and performance indicators, ensuring a clear pathway from policy to implementation, with mechanisms for monitoring, evaluation, and stakeholder engagement.

I wish to commend the collaborative efforts of Member States, the private sector, development partners, and technical experts whose contributions made this Strategy and Action Plan possible. Their commitment reflects our shared determination to create a more inclusive, resilient, and competitive regional economy.

Looking ahead, I urge all our partners to work with us in mobilising resources and ensuring effective implementation. By prioritising women- and youth-led enterprises, we will unlock innovation, strengthen value chains, and create sustainable livelihoods. With the Strategy and its Action Plan as our guide, SMEs will continue to serve as the backbone of SADC's industrialization and as drivers of regional integration and prosperity.



**H.E. Mr. Elias M. Magosi**  
Executive Secretary  
**Southern African Development Community (SADC)**

## ACKNOWLEDGEMENTS

The successful development of the **SADC SME Competitiveness Strategy 2025–2029 and its Action Plan** has been a truly collaborative effort. It would not have been possible without the commitment, support, and expertise of many partners who contributed at different stages of this important journey.

We extend our sincere gratitude to the **German Development Cooperation (GIZ)**, through the **CESARE Program**, for their invaluable technical and financial support. Their partnership played a pivotal role in shaping both the content and the process of this Strategy. We also acknowledge the **SADC Business Council**, whose engagement and private sector perspectives enriched the Strategy and ensured that it speaks to the realities and aspirations of enterprises across our region.

Special appreciation goes to the consulting team led by **Mr George Ndira, Lead Consultant**, and **Mr William Mbuta, Team Member**. Their expertise, dedication, and attention to detail were instrumental in bringing this Strategy to life.

We further recognise the leadership and guidance provided by the **SADC Executive Secretary, H.E. Mr Elias Magosi**, and the strong support of **Ms Angele Makombo, Deputy Executive Secretary, Regional Integration**. The process was also greatly strengthened by the direction of **Mr Dhunraj Kassee, Director for Industrial Development and Trade**, and the technical expertise of **Dr Johansein Rutaihwa, Senior Program Officer for Industrialization and Competitiveness**.

We are equally grateful for the valuable contributions of colleagues across the Secretariat, including **Ms Lerato Moleko, Senior Officer for Monitoring, Evaluation and Learning**; **Mr Alcides Monteiro, Senior Program Officer for Customs**; **Mr Cesarino Benjamin, Senior Program Officer for SQAM**; **Ms Evelyne Rakotomanana, Program Officer for Industrial Policy**; and **Mr Farai Manhangwa, Program Officer for Value Chains**. Their professionalism, insights, and dedication added significant value to the Strategy.

Finally, we extend our appreciation to the broader staff of the SADC Secretariat for their tireless efforts and unwavering commitment. Their behind-the-scenes work, and steadfast support were essential in ensuring the successful completion of this important regional framework, which will serve as a foundation for strengthening SME competitiveness and advancing industrialization in the SADC region.

## EXECUTIVE SUMMARY

The Small and Medium Enterprise (SME) Development and Competitiveness Strategy is a policy response tool developed as an integrated approach for SME development. It focuses on increasing their survival rate through capacity-building programs, access to information, financing, a favourable fiscal policy environment, and assistance in accessing modern technology. The strategy aims to harness the opportunities arising from the AfCFTA and their full integration into regional and global value chains. While the region is immensely endowed with natural resources and a young and expanding population, Member States are confronted with an ongoing and escalating challenge of unemployment, particularly among the youth and women who comprise a significant portion of the labor force. Data on unemployment rates in Africa, per country, reveals that 40% of the top 13 countries with the highest unemployment rates were SADC Member States. In contrast, the same SADC region accounts for 46% of the top 13 African countries with the highest GDP per capita, with South Africa leading the group with a GDP per capita of US\$7,055, Botswana with US\$6,805, Namibia with US\$4,866 and Eswatini with US\$3,978. These development outcomes, where high unemployment levels co-exist with high per capita income, are an indication of structural weakness in the SADC economies, which is partly due to the predominance of extractive sectors in the economies as well as the limited role played by the dominant sector – SMEs - in job creation and absorption capacity.

The Regional Indicative Strategic Development Plan (RISDP) 2020-2030, SADC Vision 2050 and the SADC Industrialization Strategy and Roadmap 2015-2063 (SISR) identified the SME sector as a key driver towards sustainable economic growth and development. This also supports available evidence that SMEs in SADC's economy contribute over 60% to total employment and represent over 90% of business establishments. With the establishment of the AfCFTA, SADC has heightened its interest in harnessing the advantages of inclusive growth and creating high-quality employment opportunities through improved SMEs' market access to the wider African continent. The African market for imports from outside the continent is worth an annual average of more than US\$550 billion; invoking the preferential conditions in the AfCFTA should enable export-oriented SMEs in SADC to export at lower cost, thereby increasing competitiveness against such imports.

An overview of SME sector performance in the SADC region reveals a significantly low economic contribution. While the size and characteristics of SMEs differ across countries and regions, trade data on the EU shows that SMEs in that region are responsible for around 34% of total EU exports or 58% when indirect SME exports are included; that of the SADC region stands at 12%. This result is even below that of the ASEAN region, where SME exports account for around 29.9% of all exports. This demonstrates that the SME export sector in SADC needs to be stronger. It is expected to expand if market access to Africa is made preferential while increasing the productive capacity and productivity of SMEs in the sector.

Many challenges hold back SMEs' potential to compete effectively and harness the opportunities AfCFTA presents. These are mainly policy-related challenges manifest at macro, industry, regional and continental levels. At the micro (internal) level, limitations in management skills and knowledge are quite weak organizational structures all of which weaken their export performance.

These internal weaknesses are compounded by macro and regional level challenges such as weak collaboration inadequate infrastructure, limited financing options, cumbersome regulations, skilled labor shortages, limited market linkages, and weak institutional support.

This SME Competitiveness Strategic Plan is built on five strategic Pillars derived from deep analysis of challenges and consultative engagements with key stakeholders. These include:



**Pillar I:** Policy, Legal and Regulatory Environment;



**Pillar II:** Entrepreneurship Education, Mentorship and Skills Development;



**Pillar III:** Technology Transfer, Cluster Development and SMEs Support Infrastructure;



**Pillar IV:** Market Access



**Pillar V:** Access to Finance

Against the five pillars are 14 Strategic Interventions from which 52 Action Areas were identified. A spin-off of 398 Activities (Projects) was identified from the Action Areas as a collective for the effective implementation of the Strategy. With the average cost of each project at US\$114,000, a total of US\$45.3 million is required to implement the Strategy.

Against this expenditure is an expected additional expansion of exports from the SME sector worth approximately US\$4.5 billion annually by 2029.

The recommended implementation coordination frameworks to support the effective execution of the activities above include:

### **The existing SADC Ministerial Task Force on Regional Integration (MTF) :**

The SADC Council of Ministers will exercise the political oversight for Strategy implementation through the Ministerial Task Force on Regional Integration (MTF).

- The MTF will provide political oversight and policy direction for SME development in the SADC region.
- Monitor and receive progress on the implementation of the SMEs Development and Competitiveness Strategy.
- Receive progress on implementing SME-friendly policies in Member States based on the SME policy Index review processes.

**The Working Group on SMEs** under the Industrial Development Forum will comprise Member States and Private Sector representatives. It will deliberate and report the progress of the implementation of the SMEs Development and Competitiveness Strategy to the SADC Structure.

**The SADC Secretariat:** Will be the main coordinator of the Strategy implementation and will report progress to the SADC Structure.

The Strategy emphasises the need for well-structured monitoring and evaluation mechanisms to realise the strategic objectives. On the assumption that the commencement of the Strategy will be in January 2025, a mid-term evaluation is scheduled to be conducted in 2027 to assess the implementation progress and draw lessons to feed into planning for the final Strategy implementation phase (2027-2029). The evaluation will cover activities implemented at the secretariat and Member States levels and the extent of achievement of the outcomes under the five strategic pillars. Based on the SME Policy Index, a review will be conducted to assess SME policy developments in Member States and their convergence to best practices.

The Strategy implementation will be financed through a variety of mechanisms at different levels of implementation:

- National level integration of activities within the national budgeting cycles
- SADC level Secretariat budgeting processes
- Co-financing between public-private sector
- Development Partner project financing arrangements.

# 1 INTRODUCTION

## 1.1 Overview & Background

The Southern Africa Development Community (SADC) Member States aspire to become a fully integrated and globally competitive region characterised by economic prosperity and elevated living standards while reducing poverty. In alignment with these aspirations, the mission, as detailed in the SADC Treaty, is to promote sustainable economic and social advancement among Member States. This is to be achieved through collaborative self reliance and integration to maximise the productive utilisation of the region's resources across diverse development sectors.

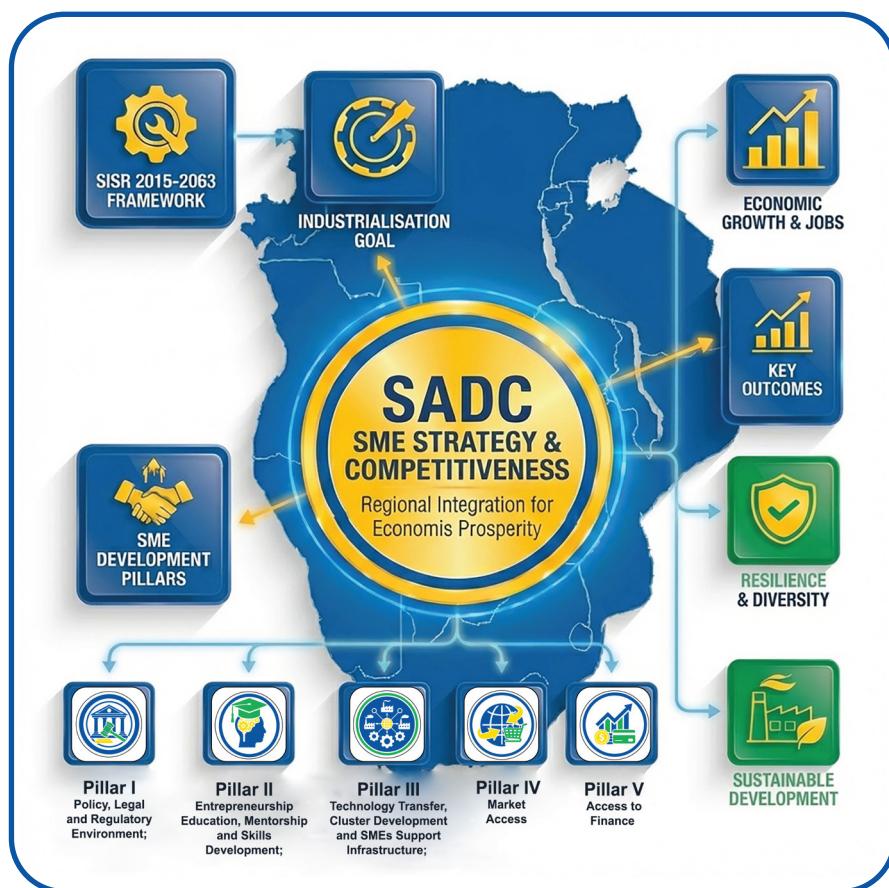
Comprising 16 Member States and a population of more than 360 million, the region has immense mineral resources such as petroleum, copper, gold, platinum and diamonds, including rare earth that commands high global demand, which could facilitate a high growth trajectory. Realising such opportunities, SADC has adopted an outward-oriented approach, emphasising regional integration through trade development, investment facilitation, and responsible resource utilisation. The organization has achieved notable milestones in customs management, transport facilitation, trade, project finance, institutional development, technical cooperation, and capacity building, furthering its objective of economic integration in the region.

With the adoption of the SADC Industrialization Strategy and Roadmap (SISR) 2015-2063, all regional programming towards social and economic development has had to serve the interests of industrialization. While benefiting from all programs supporting industrialization, the Strategy recognises the Small and Medium Enterprises (SMEs) sector as crucial to advancing industrialization in the region. This SMEs Development and Competitiveness Strategy is therefore formulated in line with Section 3.8 of the SISR 2015 – 2063, which requires all Member States to put in place an integrated policy framework to be augmented by a regional integrated strategy for SMEs development that will help refocus activities and target them to the broader goal of industrialization and transformation. According to the SISR 2015-2063, the strategy should include the following:

- Clear policy focusing on graduation and the greater sophistication of SMEs allied to their integration into the mainstream economy.
- Addressing gender inequalities in access to credit, capital, land and other means of economic empowerment as specified in the SADC Gender Protocol and Policy.
- A deliberate capacity development and upgrading program: entrepreneurial and technical skills training, incubation and nurturing youth innovation, technological upgrading, study tours, and skills development in such important areas as accounting, marketing and management. The formalised program should establish accreditation levels that could permit small business mobility across SADC countries.
- A procurement policy prioritises local SMEs, especially women and youth owned ones, without compromising quality.
- Measures to foster linkages between large firms and SMEs, especially regarding inputs of goods and services.

- Financing mechanisms are more responsive to the SMEs' needs and scale of operations, going beyond short-term commercial bank or microfinance lending to providing medium and long term funding.
- Business support mechanisms should, in particular, support new SMEs with better technological readiness and export potential through timely information on market opportunities at home and abroad.
- Simplification of the fiscal and regulatory framework and tailoring specific incentives for SME development and growth.
- Establish a database of the size and structure of the SME sector, including output, product range, employment and exports and a competitiveness observatory for the development of SMEs as provided for in the Industrial Upgrading and Modernization Program (IUMP).

The SMEs Development and Competitiveness Strategy (SMEDCS) has been formulated to augment the region's industrialization process through the SMEs' agility and innovation, which foster the development of new technologies and products. SMEs often specialise in niche markets, expanding the industrial sector's offerings. They serve as diverse suppliers, reducing supply chain risks. Additionally, by creating jobs and contributing to economic growth, SMEs stimulate consumer demand for industrial goods. Their competitive nature encourages larger companies to improve products and services. SMEs' resilience during economic downturns helps stabilise the industrial sector, and their inclusivity promotes economic diversity and local development.



*Regional Integration for Economic Prosperity*

## 1.2 Typology of SMEs in SADC

The term “SME” has assumed global acceptance as an expression of a business enterprise that is relatively small in terms of workforce, assets and annual revenue when compared to larger corporations. The specific size that qualifies an enterprise as an SME varies by country and by different international development organizations. For example, the World Bank defines an SME as one with employees not exceeding 300, with turnover not exceeding US\$15 million, and so with assets value. In contrast, other organizations use different criteria, as indicated in Table 1 below.

**Table 1: Illustration of SMEs Definitions of various Development Organizations**

Institution	Maximum # of Employees	Maximum Size of Turnover (US\$)	Maximum Size of Assets (US\$)
World Bank	300	15,000,000	15,000,000
Multi-Lateral Investment Fund	100	3,000,000	None
Inter-American Development Bank	100	3,000,000	None
African Development Bank	50	None	None
Asian Development Bank	No official Definition. Only use Definitions as per member state.		
United Nations Development Program	200	None	None

**Source: Brookings Global Economy and Development**

In developing the Strategy for SMEs, it is acknowledged that only some single and universally agreed definitions of the term SMEs exist.

In the SADC region, the top criteria for defining SMEs by its members are the number of employees, sales, and assets. The table below presents the definition of SMEs in SADC Member States by the number of employees.

**Table 2: MSMEs Country Definitions by Number of Employees**

Country	Year	Micro	Small	Medium
Angola	2016	1-9	10-19	>19
Botswana	2016	1-4	5-19	20-99
DR Congo	2019	1-10	11-50	51-200
Eswatini	2018	0-10	11-20	21-60
Lesotho	2016	1-2	3-9	10-49
Madagascar	2005	1-3	4-15	16-100
Malawi	2019	1-4	5-20	21-99
Mozambique	2015	1-9		10-99
Namibia	2016	1-10	11-30	31-100
South Africa	2019	0-10	11-50	51- 250
Tanzania	2012	1-4	5-49	50-99
Zambia	2014	<10	11-50	51-100
Zimbabwe	2018	1-9	10-40	41-75

*Source: Study on the Role of Digitalization in Strengthening Capacities of Micro, Small and Medium-size Enterprises (MSMEs) in Southern Africa to Take Advantage of the AfCFTA, UNECA.*

Within the SADC region, Member States have varying definitions and diverse preferences in the usage of the terminology itself (UNECA Report, 2019). For example, South Africa, Botswana and Namibia use the term Small, Medium and Micro-Enterprises (SMMEs ) more frequently. In other Member States, including Tanzania, Lesotho, and Zambia, the commonly applicable term is Micro SMEs (MSMEs). Yet, in some other countries where the term SME is used, it is often understood to include micro-enterprises.

Another perspective on the categorisation and associated acronyms concerning the small enterprises sector is that of Small and Medium Industries to which an acronym SMEs applies. Within the broader meaning of SMEs, this term is largely applied to enterprises engaged in manufacturing or processing segments of the value chains and related services. The SMEs are particularly those engaged in industrialization in the SADC region to the extent that they focus on regional markets, transforming locally available raw materials and creating linkages in regional and global value chains.

In the same vein, the micro-enterprises component under the term MSMEs or SMMEs is also a Within the SADC region, Member States have varying definitions and diverse preferences in the usage of the terminology itself (UNECA Report, 2019). For example, South Africa, Botswana and Namibia use the term Small, Medium and Micro Enterprises (SMMEs ) more frequently. In other Member States, including Tanzania, Lesotho, and Zambia, Another perspective on the categorisation and associated acronyms concerning the small enterprises sector is that of Small and Medium Industries to which an acronym SMEs applies. Within the broader meaning of SMEs, this term is largely applied to enterprises engaged in manufacturing or processing segments of the value chains and related services. The SMEs are particularly those engaged in industrialization in the SADC region to the extent that they focus on regional markets, transforming locally available raw materials and creating linkages in regional and global value chains.

In the same vein, the micro-enterprises component under the term MSMEs or SMMEs is also a unique category largely informal but constitutes the largest share of enterprise establishments. Their formalisation can create a stable pipeline of enterprises with higher productivity that contributes to creating an ecosystem of competitive supply chains in SADC.

In this Strategy, the term SMEs represents all typologies, including SMEs, SMMEs, MSMEs, and Micro-enterprises, and definitions used in the Member States are recognised. SADC needs a common approach to SME promotion policies to ensure that policy supports are tailored to the firms that contribute to the bloc's objectives and that progress is assessed to evaluate impact.

## 2 SITUATIONAL ANALYSIS

### 2.1 SMEs and Employment

SADC Member States are confronted with an ongoing and escalating challenge of unemployment, particularly among the youth and women who comprise a significant portion of the labor force. Data on unemployment rates in Africa, per country, reveals that in 2022, 40% of the top 13 countries with the highest unemployment rates were SADC Member States. South Africa topped the list with a rate of 28.84%, followed by Botswana with 23.62%, Eswatini with 22.64%, Namibia with 19.99%, and Lesotho with 16.75% (O'Neil, 2024)

In contrast to these employment data, it is worth highlighting that the same SADC region accounts for 46% of the top 13 African countries with the highest GDP per capita, with South Africa leading the group with a GDP per capita of US\$7,055, Botswana with US\$6,805, Namibia with US\$4,866, and Eswatini with US\$3,978.

The development outcomes where high unemployment levels co-exist with high per capita income indicate structural weakness in the SADC economies. In part, the predominance of extractive sectors in the economies is widely perceived as one of the contributory factors due to the tendency of the sector to generate exceptionally high revenues or outputs against modest labor input. Adding to the limitations of the extractive sector is the dominance of large enterprises in the economy, with a high concentration of economic power, which tends to lead to lower employment levels in the economy as a whole. This is according to Ayyagari, Beck, T., and Demirguc-Kunt, A. . (2003), who argue that SMEs are generally more labor-intensive than large-scale enterprises, relying on human resources for various tasks. Therefore, because of their labor-intensiveness nature, an attribute that makes them contribute to higher employment creation, SMEs, especially in industries such as retail, services, and craft manufacturing, can become a viable option towards escalation of employment creation.

SADC Member States recognise the various social and economic implications associated with high levels of unemployment and income inequality arising from the low participation of SMEs in the economies. Within the RISDP 2020-2030 Framework Vision 2050 and SISR 2015-2063, SADC has identified the SME sector as a key driver towards sustainable economic growth, development and employment. This is in addition to the sector's intrinsic characteristics of vitality towards fostering inclusive economic growth, innovation, and job creation, particularly towards women and youth who currently face limited benefits of social and economic integration within the SADC region.

## 2.2 Opportunities for SME Development

The SADC region holds significant potential for SME development. On the demand side, opportunities are evident through the Member Countries' notable economic growth fueled largely by imported factor inputs and consumer goods in recent years, creating a favourable environment for SMEs to flourish in expanding markets. Apart from continuous expansion, 80% of the trade in SADC constitutes imports from outside the region. Such opportunities in SADC and the rest of Africa can be realised by effecting implementation of the various AfCFTA market access measures, such as the progressive reduction/elimination of tariffs on 90% of goods traded among African countries, which can enhance the reduction and elimination of tariffs on 90% of goods traded among African countries, which can enhance the competitiveness of SMEs' products by lowering export costs. Additionally, the AfCFTA fosters regional economic integration, enabling SMEs to benefit from supply chain and value chain development. Opportunities in trade in services and investment allow SMEs to offer specialised services across borders and attract foreign investment. Streamlined customs procedures and reduced non-tariff barriers simplify export processes, and the AfCFTA facilitates networking and partnerships among SMEs, promoting collaboration, joint ventures, and mutual growth. Opportunities for markets are further extended with a youthful population in all SADC nations, which contributes to the growth of a potential consumer base for SMEs.

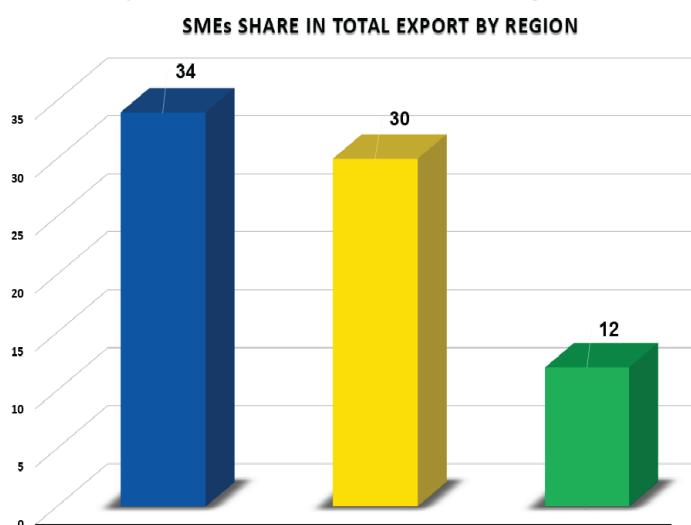
Complementing these demand side opportunities is the region's wealth of natural resources, particularly in mining, agriculture, and renewable energy sectors, providing SMEs with ample prospects. Moreover, the increasing availability of digital technology and mobile connectivity has paved the way for e-commerce and technology driven SMEs. Lastly, the prominent role of agriculture in many SADC nations offers fertile ground for SMEs engaged in agribusiness, food processing, and exports, further enhancing the SME development landscape in the region. (Details of SME export opportunities for each Member State are attached as Annex II).

## 2.3 Performance of Export-oriented SMEs in SADC

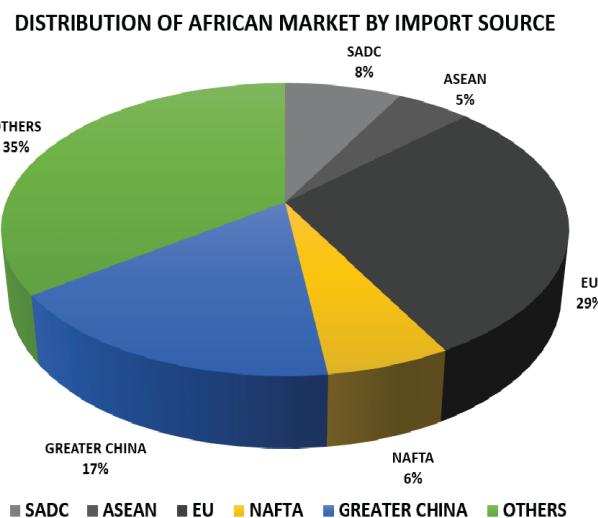
An assessment of the performance of SMEs in the SADC region is a vital step towards Strategy development, creating a basis for designing interventions required to mitigate weakness while strengthening capabilities needed to exploit available opportunities. In terms of product scope, an extensive review of policy and export promotion documents for Member States does indicate that SMEs are actively involved in exports. All countries in the region manifest at least 15 top products in which SMEs are exporting. Examples of products exported by SMEs in SADC countries include seafood and construction materials from Angola, diamonds (in cut and polished form) and beef products from Botswana, vanilla and cloves from Comoros, textiles and clothing, and timber and wood from the DRC, textiles and apparel, and agricultural products such as sugar, fruits and cut flowers all from Eswatini, footwear, and wool and mohair from Lesotho, vanilla, spices, coffee and essential oils from Madagascar, Macadamia Nuts, Tobacco, sugar, tea and coffee in Malawi, Textiles and apparel, ICT products, and financial and business services in Mauritius, and Cashew nuts and Sea Foods from Mozambique (See Annex for country by country details). In product scope, more than 100 different types of exports are generated by SMEs in SADC, with South Africa specialising in the mid-downstream products of value chains.

Regarding trade volume and value, SMEs' contribution to total exports is estimated to average around 12%. Though data is not available for the other RECs, such as COMESA and ECOWAS, the situation is expected not to vary much due to similarities in economic structure. Compared with the SMEs in the EU, whose contribution to total exports is 34%, SADC lags substantially. The region's performance is even worse when indirect exports in the EU are included, which puts the figure at 58%. In the case of the ASEAN region, SME exports account for around 29.9% of all exports from the region. Apart from product scope and contribution to total exports, the other indicator of SME's competitiveness is the sector's market penetration or share in Africa's imports relative to imports from other regions, particularly outside Africa. Due to the absence of concrete data on SMEs, aggregate figures representing all sectors are used for inference. With the size of market share in the overall market representing the level of competitiveness in that particular market, trade data as it applies to the African market shows the EU with the single-most dominant position, followed by Greater China. The SADC region is in third place, slightly above NAFTA and ASEAN. As demonstrated below, Figure 1 depicts SMEs' Share in Total Exports by Region, while Figure 2 illustrates the Distribution of Market Share in Africa by Source of Imports. Both of these cases reflect a weak trade performance of SADC in the context of SMEs, compared to the best-performing regions.

**Figure 1: SMEs Share in Total Exports**



**Figure 2: African Market by Import Penetration**



**Source:** Calculations based on ITC Trade Data Annual Average for 2018 – 2022 (2023)

Similarly, a review of intra-trade shows higher trade levels in the EU and ASEAN compared to SADC. The intra-trade in EU and ASEAN represents 66.9% and 30.6%, respectively, while that for SADC is only 20%. The participation of SMEs in intra-regional trade is highest in the EU at 51%, followed by ASEAN at 29.9%, while in SADC, the intra-trade by SMEs accounts for only 12%.

These outcomes support the view that the export-oriented SME sector in SADC is still in its early stages and needs more competitiveness in scope, productive capacity and productivity to excel in exporting to other African countries, even with preferential tariff access to the continental market. The export performance results also point to numerous constraints that have hindered the establishment of new SMEs and the growth of existing ones. Therefore, the Strategy aims to build the capacities of export oriented SMEs to escalate the share of SMEs in total exports through increased productivity, quality and diversification.

### 2.3.1 SADC SMEs Performance Under the Industrial Cluster Approach

Industrial clusters have become important policy tools used mostly in Europe, America, and Asia to promote targeted support to SMEs and improve their export competitiveness. This position is echoed by the World Trade Organization, in their publication entitled Levelling the Trading Field for SMEs “**SMEs in international trade: stylised facts**” [https://www.wto.org/english/res\\_e/booksp\\_e/wtr16-2\\_e.pdf](https://www.wto.org/english/res_e/booksp_e/wtr16-2_e.pdf) cite the example of the European Union in which Industrial Clusters account for almost 25% of total EU employment, with cluster policy being used to foster innovation and industrial change; facilitate provision of enterprise capacity building; and foster international and inter-regional cooperation and building synergies. In ASEAN countries, clusters have emerged mainly due to proactive government support serving both as a catalyst and as the agent for setting national priorities and devising a vision for the future of clusters.

In Thailand, the government established a program to promote Super Clusters in designated regions, combining fiscal and non-fiscal incentives to attract foreign direct investments that foster linkages with local SMEs. In the EU and many other developing Asian countries, deliberate efforts are to promote and use clusters as a policy instrument to support SMEs’ competitiveness, unlike in many African countries where clusters emerge spontaneously and only focus on domestic markets.

However, despite the general weaknesses of SMEs as a sector in the SADC region, an emerging trend demonstrates that SMEs operating as clusters in export enclaves driven by MNCs or under preferential trade arrangements such as AGOA experienced higher competitiveness performance. A case in point is the Magabbo Small Holder farming in Mazabuka in Zambia, as illustrated in box 2. below, in which the group of farmers realised values of exports expanding substantially from US\$47 million to more than US\$220 in under six years (2005 – 2011). The positive impact of clusters on SME performance has also been corroborated by stakeholders’ observations, which have attributed the following beneficial factors to cluster development:

- **Enhanced Competitiveness:** Industrial clusters have created an environment where SMEs can access shared resources, knowledge, and expertise.
- **Access to Markets:** Being part of a cluster has facilitated access to larger domestic and international markets.
- **Skills Development:** Industrial Clusters have often encouraged the development of specialised skills and workforce training programs.
- **Innovation and Research:** Industrial clusters have also fostered innovation by promoting research and development activities, technological advancements, and knowledge sharing.
- **Supply Chain Integration:** Large companies within these clusters have often served as anchor firms, driving demand for inputs and services from SMEs.
- **Economies of Scale:** Collaboration within clusters has also led to economies of scale. In most cases, SMEs have collectively negotiated better terms with suppliers, thereby accessing bulk purchasing discounts.
- **Policy Advocacy:** Industrial clusters have often been able to engage in policy advocacy efforts to address regulatory and industry-specific challenges.

## **“Box 2: Outgrowers and Livelihoods: The Case of Magobbo Smallholder Block Farming in Mazabuka District in Zambia.”**

*This success was on account of incorporating more than 3,500 farmers (SMEs) organised in a number of out-grower schemes and in doing so having access to 18,000 more hectares under cane cultivation over and above the initial 10,000 that belonged to the sugar company. The arrangement was that all financing for land development including roads, irrigation systems for each participating farmstead, ploughing, harvesting and overall management was financed and taken over by the company including marketing. This model of a cluster and business was meant to maintain productivity and quality of the sugar cane as a product for supply to the company. The owners of SMEs were only allowed to finance less than 5% of the total operational costs and these were attributed to the owners' management time.*

*According to an evaluation report on the scheme, out-growers' annual incomes from agriculture increased from a low of €480 from cultivating dry land subsistence crops during the period prior to commencement of cultivation of sugar cane to €9,000 after the scheme reached full operation from growing sugar cane, based on an average five hectare under sugar cane. A Survey of Respondents on how much income their household received from their participation in sugar cane outgrowing in the last season show that the average income realised from division of proceeds in 2012–2013 for those households that participated in the sugar cane out-grower arrangements was US\$2,999. This is a considerable sum when compared with average in-comes in surrounding rural areas, which ranged between US\$400 and US\$600 per year.*

*This micro-level output success was also reflected through increased volume of exports which in the case of Zambia was quite substantial as the exports values expanded from US47 million to more than US\$220 in under six years (2005 – 2011) See ITC Database. <https://www.tandfonline.com/doi/full/>*

## **2.4 Factors Constraining Export Performance of SMEs in SADC**

The SMEs in SADC have yet to perform to the levels that can significantly impact growth and accelerate export expansion. It is pertinent to note that the observed business performance reflects business environment factors both inside and outside the control of a business. In other words, the failure or success of businesses such as SMEs is determined by internal and external factors, with the latter manifesting at meso, macro, regional, or even global levels.

In their book **“Survival of the Fittest? Entrepreneurial Human Capital and the Persistence of Underperforming Firms” (1997)**, Gimeno, J., Folta, T. B., Cooper, A. C., & Woo, C. Y. posit that the initial constraints towards SMEs' competitiveness stem from the very individuality of the entrepreneur. Because of their solo formation and ownership structure, most SMEs' reputation reflects the owner or founder's personality, expertise, or personal brand. This could result in high SME performance, but only if entrepreneurial and management abilities are strengthened. In

SADC, however, with more than 80% of entrepreneurs without the business or financial literacy and talent, quite a high number of SMEs (95%) not only fold up within five years of formation but also even those that survive are sustained with difficulty (Southern Africa Trust Fellow, 2018). For export-oriented SMEs, limitations in promoter's capabilities manifest through either resistance or simply inability to seek external expertise or advice, fearing a loss of control. This reluctance or inability to seek help has significantly prevented SMEs from accessing valuable resources and guidance that could mitigate potential failure. In the absence of a supportive SME policy framework and private business services providers, such SMEs have had to endure the following:

- Limited experience and knowledge in international trade, including navigating complex export regulations, understanding foreign markets, and dealing with cultural differences.
- Limited awareness and understanding of trade agreements and tariffs result in higher export costs and missed opportunities to benefit from preferential trade arrangements.
- Inadequate market research and information has led to poor market selection, pricing strategies, and failure to identify potential export opportunities.
- Weak financial management, including inadequate budgeting, cash flow management, and lack of access to finance, thus hindering SMEs' ability to invest in exporting activities.
- Limited networking and relationship building skills, thus effectively preventing SME owners from forming valuable partnerships with distributors, agents, or other businesses in foreign markets.
- Reluctance to adopt new technologies and innovative practices hinders SMEs' competitiveness in the global market.
- The inability to meet international quality standards and the lack of quality control systems and certifications have resulted in the rejection of products in foreign markets.
- Limitations in managing and retaining skilled employees, thus affecting production capacity and product quality.
- Some owners have been risk averse and hesitant to venture into unfamiliar markets or invest in export promotion activities.
- Most SMEs have weak skills in entrepreneurship technology development, marketing strategy, access to information, and negotiations, which have led to unfavourable terms and conditions in export contracts, affecting the profitability of international trade.
- Resistance to product development and diversification amongst SMEs has led some towards over-reliance on a single market or product, thus exposing them to vulnerabilities of market fluctuations and changes in demand.
- Lack of Patents for products and innovations of SMEs compared to large industries.

Where SMEs have attempted to cluster to overcome challenges associated with solo approaches to SME production and exports, they, like the individual SMEs, experience weak export performance in capacity, weak linkages, productivity, product quality and diversity, and uncompetitive prices.

Several areas for improvement in the business environment have compromised SMEs' position to produce and export competitively. Key elements include poor infrastructure, particularly transportation, logistics, and communication, which has increased costs and inefficiencies, thus hampering SMEs' access to international markets. Other elements include limited access to finance, a condition that has restricted SMEs' ability to invest in export-related activities and expand their businesses; bureaucratic hurdles in export documentation and permit processes, which have acted as barriers to international trade; lack of specialised export support services and uncertain trade policies which further impede SMEs' growth; low skills formation limiting product development; inadequate market information; weak intellectual property protection; inefficient customs procedures and limited export clusters – all of which hinder SMEs export capabilities.

Overall, the weakness in the business environment is confirmed by the fact that 70% of all SADC Member States are in the bottom 50% of countries with the lowest Ease of Doing Business rankings (World Bank (2020). This is further reinforced by the fact that only four (4) SADC Countries (Mauritius, South Africa, Seychelles and Botswana) appeared in the top 100 most competitive economies as per the Global Competitiveness Index (GCI) Report (2019).

However, SADC countries are trying to address these firm and sector level deficiencies facing SMEs, but most countries still need to address significant gaps. A supportive regional policy framework would be necessary to reinforce Member States' efforts towards removing the existing challenges.

## 2.5 Policies and Practices for the Export-oriented SME Sector in SADC

The quality of the business environment is a function of the strength and effectiveness of policies in place and institutional capacities. The clarity and coherence of policy elements, effective governance and institutional arrangements, and resource adequacy towards policy implementation measures policy effectiveness.

A review of policies towards SME support in SADC reveals that all Member States have expressed commitment to the sector, albeit differently. While some have a fully developed and dedicated policy framework for the SME sector, others have yet to be so explicit. SME support has been expressed through guidelines, programs, strategies, plans, policy statements, policy frameworks, manuals, declarations, initiatives, Directives, Agreements, White Papers, regulations, and sometimes Statements of Intent. The following is a summation of support elements that SADC Member States have committed to providing:

- **Access to Finance**
- **Tax Incentives**
- **Training and Capacity Building**
- **Market Access and Export Promotion**
- **Research and Development (R&D) Support**

- **Access to Resources**
- **Technology Adoption**
- **Diversity and Inclusion Support**
- **Environmental Sustainability Incentives**
- **Access to Government Contracts**
- **Networking and Collaboration Support**
- **Intellectual Property (IP) Support**

In practice, the commitments to supporting the SME sector in almost all countries remained at articulation without any evidence of activating any of the incentives. Stakeholders attributed the weak implementation to the lack of robust mechanisms to execute the various policy elements in a coordinated manner. Successful implementation requires coordination at multiple levels, including central and local governments, national and regional entities, government and private sector collaborations, and different ministries and agencies. Additionally, there needs to be more evidence of structured mechanisms for monitoring and evaluating the progress and accomplishments of SME policies and strategies in most SADC Member States.

The absence of a feedback mechanism implies that the policymakers, private sector and other relevant stakeholders need more insight into the performance of the programs towards SME development, thus limiting the scope for improvements. It is also evident that in most SADC Member States, funding of programs is limited to donor support, except a few countries, such as South Africa, which have dedicated funds for SME development. These policy-related challenges contribute to the weak performance of SMEs in SADC, especially the export-oriented firms.



In contrast, reviewing the EU's Strategy for promoting export-oriented SMEs demonstrates a comprehensive and clearly defined framework encompassing all relevant aspects of policy imperatives for SMEs' development. The European Union has one of the best examples of institutional and governance structures to support SME development, with clarity of definition and legal instruments to facilitate enforcement of decisions of the Commission on SMEs. The European Commission adopted the Small Business Act 34 (SBA) as a policy framework aimed at boosting the growth and competitiveness of SMEs. Besides supporting cluster development, the law has streamlined regulations, reducing the administrative burden. It has also enhanced SMEs' access to finance and made the single market more accessible.

In the ASEAN region, a Coordinating Committee on Micro, Small and Medium Enterprises (ACCMsme) was established as a body responsible for strengthening MSMEs' participation in ASEAN integration and deepening and broadening their contribution to ASEAN's economic growth. The region also operates the ASEAN Access Portal, a one-stop virtual business information gateway for international oriented businesses to expand their market outreach within the ASEAN and beyond.

OECD similarly recognises that many policies (generic, frameworks condition and targeted measures) often involve ministries and agencies across government at both central and sub-regional levels, which can impact SME and entrepreneurship competitiveness. The OECD has developed an SME Test toolkit to help member states implement effective, efficient and coherent SME policies to tap the full potential of SMEs and entrepreneurs. Similarly, the OECD SME Policy Index offers an analytical tool that allows countries to map SME policies and programs and assess their alignment with international best practices.

### 3 GUIDELINES FOR IDENTIFICATION OF PRIORITY SMEs FOR STRATEGY SUPPORT

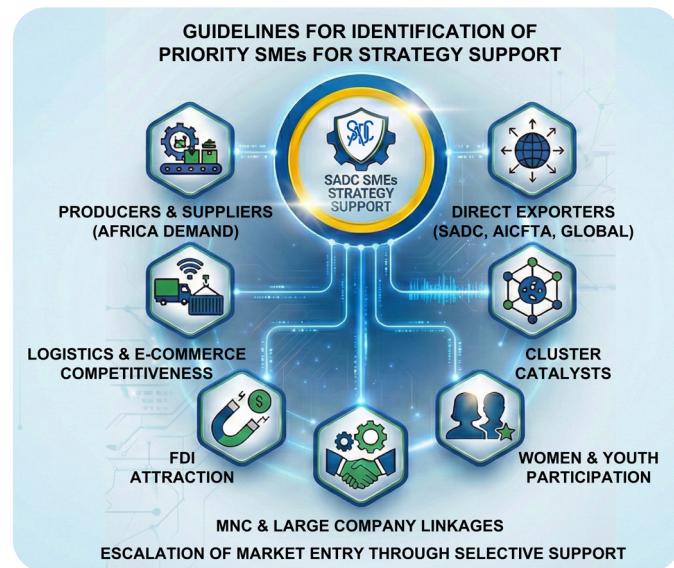
The SMEs Development and Competitiveness Strategy aims to optimise the exploitation of opportunities in the multibillion dollar Africa wide market. It seeks to do so by uncovering and nurturing startup SMEs in product lines with concealed comparative advantage towards production for the export market and supporting productive capacity expansions in existing SMEs with proven comparative advantage towards the African market.

Further, the Strategy seeks to transform and upgrade SMEs whose export competitiveness has hitherto relied on comparative advantage to one anchored on competitive advantage.

It is vital to support transitioning a significant portion of SMEs into the midstream and downstream segments of the commodity value chains characterised by higher value added and a higher propensity for job creation. Therefore, the SMEs Development and Competitiveness Strategy seeks to promote “current winners” and “those with winning potential in the future once nurtured”. In this regard, the Strategy will take into consideration the following factors in identifying and prioritising SMEs to be supported, including:

- SME producers, processors and suppliers of raw materials and intermediate inputs/parts / packaging / services and finished goods potentially demanded in Africa;
- SMEs already participate as direct exporters in the SADC, Tripartite, AfCFTA, and global markets.
- SMEs that are catalytic to the growth and expansion of export clusters
- SMEs with a natural tendency to attract women and youth participation
- SMEs with a natural tendency towards supply linkages with exporting MNCs and large companies
- SMEs with a high propensity to attract Foreign Direct Investment.
- SMEs whose competitiveness relies on trade facilitation, logistics services, and e-commerce.

The escalation of market entry by SADC SME exports will be realised through selective support based on the above attributes.



## 4 GUIDING PRINCIPLES

These guiding principles promote the idea that SMEs can play a central role in the economic integration of SADC and the rest of Africa under the AfCFTA when supported through cooperative and mutually beneficial approaches. They aim to create a more inclusive and equitable environment where SMEs can thrive and contribute to the overall success of integrated markets. Therefore, in implementing this Strategy, SADC Member States shall, consistent with the philosophy contained in Article 4 of the SADC Treaty, cooperate in good faith and ensure that all interventions, actions and programs emerging out of the Strategy shall be guided by and give effect to, the following Principles:

- **Equitable Market Access:** Promoting fair and equitable market access in the SADC region and the rest of Africa under the AfCFTA for all SMEs, regardless of size, location, sector or ownership.
- **Inclusive Trade:** Ensuring that economic integration policies and agreements allow SMEs to participate actively and benefit from crossborder trade and investment.
- **SME Involvement in Policy:** Involving SMEs in developing economic integration policies and agreements ensures their unique needs and perspectives are considered.
- **Mutual Growth:** Prioritizing mutual growth and prosperity for SMEs and the larger economy, recognising that SMEs play a vital role in SADC's economic integration process.
- **Cooperative Ventures:** Encouraging SMEs to engage in cooperative ventures, partnerships, and alliances to strengthen their competitive position in integrated markets of SADC and the rest of Africa under the AfCFTA.
- **Gender Inclusivity:** Taking deliberate measures to ensure that all actions and programs emanate from the strategy of mainstream women's and youth participation.
- **Economic Structural Change / Reform:** take a clear approach to redressing legacy economic structural imbalance within the regional bloc through win-win agreements.

## 5 RATIONALE FOR THE SME's STRATEGY

SADC, at both regional and member state levels, has yet to articulate a policy framework effectively to support the growth and development of the SME sector, particularly those focused on exports. Benefits arising from regional integration have bypassed the sector. The result is a fragmented SME sector making the least contribution to the regional economy. The gap that a SADC regional strategy for export-oriented SMEs aims to fill is the need for a coordinated and region-wide framework to support these SMEs in leveraging the opportunities presented by the SADC and AfCFTA. It seeks to harmonise efforts, provide economies of scale, and offer support mechanisms that individual SMEs and national strategies may need help to achieve independently. By promoting regional cooperation, the strategy can help SMEs unlock their export potential, expand market reach, and contribute to the economic growth and integration of the SADC region within the broader African continent. Therefore, in developing this Strategy, the following constitute some of the specific compelling rationales:



- Regional Coordination:** The absence of national and regional SME export strategies has created fragmentation and a lack of synergy in SME efforts to access regional and international markets. This Strategy provides a framework for harmonising approaches and fostering coordination among Member States, ensuring that SMEs can collectively benefit from the opportunities presented by the AfCFTA.
- Economies of Scale:** The AfCFTA offers a vast market with over 1.3 billion people. Leveraging this market requires SMEs to operate at a scale that may not be achievable nationally. Based on its regional focus, this strategy will allow SMEs to pool resources, share best practices, and jointly address challenges, thereby increasing their competitiveness in the continental market.
- Reducing Information Asymmetry:** SMEs in SADC often need access to critical market information, regulatory frameworks, and trade facilitation processes, which have hindered their export efforts. This strategy will bridge this information gap by centralising market intelligence, regulatory guidance, and trade facilitation support resources, making them more accessible to SMEs across the region.

- **Policy Advocacy:** Without national and regional SME export policies, SMEs need help influencing policymaking to address their needs better. This Strategy will serve as a platform for SMEs to advocate collectively for supportive policies, tariff reductions, and regulatory reforms conducive to export-oriented businesses.
- **Fostering Collaboration:** This Strategy will encourage collaboration and information sharing among member states, fostering a sense of mutual support and shared goals in promoting SME exports. This cooperation will lead to stronger partnerships and collective initiatives that benefit SMEs.
- **Building Regional Identity:** A unified SADC strategy will help build a regional identity for SMEs, emphasising the collective strength and potential of businesses in the region. This can enhance the visibility and credibility of SADC SMEs in international markets.

## 6.1 THE STRATEGY

### 6.1 The Guiding Philosophy

#### The Vision

A globally competitive and innovation driven SME sector, generating high income and employment for all.

#### Strategic Goal

To foster a vibrant and globally competitive ecosystem of SMEs, empowering them to flourish, innovate, and seize opportunities in the African market and beyond.

The SME Competitiveness Goal is expected to contribute towards the attainment of the SADC Industrialization Strategy's broad targets, which include:

- To double the share of manufacturing value added (MVA) in GDP to 30 per cent by 2030 and 40 per cent by 2050, including the share of industry-related services.
- To increase manufactured exports to at least 50 per cent of total exports by 2030 from less than 20 per cent.
- To increase the share of industrial employment to 40 per cent of total employment by 2030.

#### Expected Outcomes:

- **Access to International Markets:** Increased SME engagement in cross-border trade and international business activities.
- **Employment Generation:** increased jobs created or sustained by export-oriented SMEs across all sectors.

- **Women and Youth Ownership:** increased exportorientated SMEs owned by women and youth.
- **Export Sales:** increased exports generated by exportorientated SMEs.
- **Market Share:** Increased SMEs' contributions to GDP per industry or sector.
- **Number of SMEs:** increased registered exportorientated SMEs within a specific jurisdiction or industry.

## 6.2 The Strategy Pillars, Interventions and Actions

In securing a successful transformation from the export oriented SME sector, cognisance is made of the five conditions that should be fulfilled for the vision and envisaged development impact to be realised. The Strategy Pillars are:



**Pillar I: Policy, Legal and Regulatory Environment;**



**Pillar II: Entrepreneurship Education, Mentorship and Skills Development;**



**Pillar III: Technology Transfer, Cluster Development and SMEs Support Infrastructure;**



**Pillar IV: Market Access**



**Pillar V: Access to Finance**

To facilitate stakeholder understanding and visualisation, the Pillars are presented as a Results Framework, outlining the desired outcomes for each intervention.

**Table 3: An Illustration of the Transformations Expected from the Pillars**

#	Strategic Pillars	Outcomes
1.	<b>Policy, Legal and Regulatory Environment</b>	<ul style="list-style-type: none"> <li>● Streamlined policy coordination and coherency at all levels of government, both national and regional</li> <li>● Legal &amp; regulatory environment reformed to facilitate business Start-Ups and enterprise growth,</li> <li>● SME interest and involvement are promoted in all policies, regulations and decision-making</li> </ul>
2.	<b>Entrepreneurship Education and Mentoring, and Skills Development</b>	<ul style="list-style-type: none"> <li>● Increased entrepreneurship training targeting youth &amp; women SMEs</li> <li>● Entrepreneurship education integrated into education systems and national development strategies.</li> <li>● Skills, knowledge and expertise of SMEs, especially women &amp; youth, enhanced</li> </ul>
3.	<b>Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure</b>	<ul style="list-style-type: none"> <li>● Strengthened SME linkages and enhanced collaboration with academia/R&amp;D Centers</li> <li>● SME Clusters promoted across priority value chains and operating environments improved</li> <li>● Technology transfer and innovation programs targeting SMEs promoted</li> </ul>
4.	<b>Market Access</b>	<ul style="list-style-type: none"> <li>● Market access barriers to SMEs (At Regional, Cont. and Global) reduced</li> <li>● Strengthened SME export capacity</li> <li>● SME-tailored schemes for enhanced market Access Promoted</li> </ul>
5.	<b>Access to Finance</b>	<ul style="list-style-type: none"> <li>● Increased availability of finance information</li> <li>● Strengthened capacity of institutions to deliver finance to SMEs</li> <li>● Strengthened financial literacy of SMEs</li> <li>● Increased financing instruments targeting SMEs</li> </ul>

Augmenting the Results Framework is the detail of the logical framework that depicts how the Pillars, Interventions and Actions translate into desired outcomes as presented in the framework.

### Rationale:

A robust policy and regulatory environment is vital to foster the growth of competitive and resilient business enterprises. Effective coordination among multiple ministries, agencies, private sector and non-profit organizations is necessary given the diverse stakeholders involved in the SME sector. Policies must be tailored to meet SMEs' needs, continuously monitored, and free of conflicting directives. Regulatory frameworks should consider SMEs' unique characteristics, acknowledging their limited resources and manageable compliance requirements. Prioritising SME-friendly provisions by following the "think small first" principle in legislation is essential. National and regional policy frameworks should establish mechanisms for coordination and alignment among countries and institutions to reduce trade barriers and facilitate SMEs' cross-border trade and investment activities.

### Strategic Intervention 1

**Facilitate the harmonization of national SME promotion Strategies to the SADC Protocols and Policy Frameworks**

### Rationale:

Harmonizing national strategies, legal frameworks, and institutions to converge to regional protocols and industrialization policy objectives fosters a competitive and level business environment for exportoriented SMEs, further enabling them to leverage the AfCFTA. This engenders policy stability and predictability, creating a conducive environment for cross-border trade. SMEs can capitalise on expanded market access, enhance competitiveness, attract investment, and contribute to regional growth and integration.

### Actions:

- Develop national dedicated SME Strategies and regulations aligned with the SADC SMEs Development and Competitiveness Strategy and other regional frameworks.
- Develop/review an effective legal and regulatory framework for exportoriented SMEs
- Develop regional institutional arrangements to coordinate the implementation of the national and regional policies and programs on exportoriented SMEs.
- Develop a centralized and regional SME Information management system with relevant data accessible to authorised users.

## Strategic Intervention 2

**Develop a centralized SME information and data management system for effective SME strategies management and performance monitoring**

### **Rationale:**

Strengthening information systems for export-oriented SMEs is vital for evidence-based policymaking, decision making, and monitoring. Comprehensive data on SMEs' export activities and market trends allow targeted support and resource allocation. A robust information system fosters a conducive environment for SMEs to thrive in international trade, contributing to economic growth and job creation.

### **Action:**

- Develop a centralized and regional SME Information management system with relevant data accessible to authorised users.

## **Pillar II: Entrepreneurship Education, Mentorship and Skills Development**

### **Rationale:**

A strong human capital position is essential for enterprise creation and development. Investing in developing employees' skills, knowledge, and capabilities leads to a skilled workforce, fosters an entrepreneurial mindset, enhances competitiveness, attracts and retains top talent, enables adaptability to change, and promotes innovation and problem-solving. These factors drive enterprises' growth, success, and sustainability in today's dynamic business environment.

## Strategic Intervention 1

**Strengthen proficiency in entrepreneurship, technical, and managerial skills**

### **Rationale:**

Strengthening proficiency in entrepreneurship, product development, production, technical, financial and managerial skills is crucial to support Export-oriented SMEs in the African Continental Free Trade Area context. By enhancing these skills, SMEs can effectively identify market opportunities, develop competitive products, optimise production processes, and efficiently manage their operations. This will enable them to leverage the benefits of the AfCFTA by accessing larger regional markets, expanding their customer base, and driving economic growth and development.

### **Actions:**

- Introduce entrepreneurship and enterprise development and financial literacy courses/ programs at all stages of education.

- Facilitate and promote enterprise start-up programs across SADC.
- Offer technical assistance and support to SMEs in developing competitive and export-ready products
- Develop and implement technical skills training programs.
- Provide capacity-building initiatives to develop managerial and leadership skills.
- Establish SADC One-Stop-Shop Center for SME Development.

## Strategic Intervention 2

### Strengthening cross-border business partnerships and delivery of business development services

Some SADC Member States have succeeded in facilitating business registration and advisory services, but progress is needed in others. Services like business turn-around, mergers, and acquisitions are scarce for SMEs. SME associations exist but face sustainability and capacity challenges. The SADC business council addresses policy-related issues, but more dedicated mechanisms are needed for cross-border networking, information exchange, financing, and collaborative partnerships. A onestop-shop regional business facilitation center can boost cross-border partnerships and enhance regional integration prospects.

#### **Actions:**

- Establish SADC One-Stop-Shop Center for SME Development.
- Develop a regional quality certification scheme for business development services providers.
- Develop and maintain an online register of certified business development service providers widely spread across SADC,
- Publish SADC SME News Bulletin.

## Pillar III: Technology Transfer, Industrial Cluster Development and SME Support Infrastructure

### Rationale:

Supporting technological upgrading, fostering technology transfer, and promoting export-oriented SME linkage with academia and research organizations drives long-term economic growth and enhances international competitiveness. Increased productivity of SMEs/SMI create opportunities for linkages and integration to the network of Multi-National Corporations (MNCs) and global value chains.

Supporting technological upgrading, technology transfer, and SME linkage with academia drives economic growth and competitiveness. Productive SMEs can integrate into global value chains and collaborate within industrial clusters to foster innovation. Encouraging Research and Development (R&D), technology transfer and commercialization with academia and the private sector is crucial. Government, academia, and SMEs must collaborate to create a competitive ecosystem. Coordinating R&D efforts and enhancing synergies between R&D centers, universities, and industries can lead to the successful commercialization of research. A competitive SME sector enables R&D collaboration, facilitating the commercialization of research and fostering innovation.

### Strategic Intervention 1

**Foster the development of Industrial clusters that promote SME innovation and knowledge-based industries and sectors.**

### Actions:

- Support developing and promoting industrial clusters that foster SME innovation in priority value chains and facilitate linkages with academia, Research and Technology Organizations (RTOs) to accelerate the commercialization of innovations guided by the SADC Regional Industrial Cluster master plan and guidelines.
- Facilitate linkage of regional value chain-driven SMEs to MNC, Special Economic Zone (SEZ), and Export Processing Zone (EPZ) firms and public procurement markets to foster access to markets, technology transfer, and best practices. The linkage programs should remove barriers to access to these markets and build SMEs' capacities to meet the supply chain requirements, including sustainability, quality, and speed of delivery.
- Support the establishment/strengthening of capacities of existing RTOs, innovation hubs, and linkage with SMEs. The capacity building will include learning missions on best practices within the SADC region, supporting regional networking and platforms for RTOs and SME innovators, piloting technology commercialization programs, supporting IPR training, and fostering linkages to global knowledge platforms.
- Establish funding programs, grants, and subsidies specifically dedicated to supporting the R&D activities of export-oriented SMEs. This can include funding for feasibility studies, product

development, process improvement, and technology adoption. Simplify the application and approval processes for accessing R&D funds.

- Support the establishment / strengthening of Centers of Excellence and specialisation to promote technological innovation, transfer and diffusion for identified priority regional value chains (to promote startup development and support SME upgrade in regions).
- Building Capacity of SMEs on Protection of Intellectual Property Rights (IPR): Develop and implement mentorship programs for SMEs on IPR. Simplify and harmonise processes of filing for intellectual property rights.

## Strategic Intervention 2

### Promoting the dissemination of technology and innovation information to SMEs

Most countries in SADC implement various support programs for innovation, including financing for innovation. However, information on those programs is often not accessible to SMEs.

There is a need to promote a more structured approach to disseminating information on innovation and technology support programs to SMEs to ensure wider reach and impact.

#### **Actions:**

- Strengthen / establish technology, innovation and knowledge-sharing platforms (such as USSD, Call Centers, and Social Media) under the SADC Business Council that facilitate the sharing of technological knowledge, best practices, and success stories among export-oriented SMEs. These platforms can enable SMEs to access relevant information, connect with experts, and learn from successful case studies in their industry.
- Facilitate SME participation in international innovation networks and collaborations. Encourage SMEs to engage in global R&D partnerships, joint ventures, and technology transfer initiatives. Support SMEs in attending international conferences, trade fairs, and technology-focused events to gain exposure to global trends and advancements.
- Facilitate the provision of training and capacity-building programs to enhance the technological capabilities of SMEs.
- Organize the annual SADC SMEs Innovation Expo at the regional level to promote and stimulate innovation in the SADC region, recognise and award SME innovators, foster experience sharing, and serve as a platform to attract angel investors. The Award winners will be supported/ incentivised through financial awards, sponsorship, market linkages and capacity building.

## Strategic Intervention 3

### Provision of enabling infrastructure that supports SME development in industrial Clusters and associated regional value chains

The SMEs in the SADC region are found in more than just urban and periurban areas. Still, they are also found in rural areas, often not connected to backbone infrastructure such as multi-model transportation systems, modern energy services, water supply, ICT, and business premises. This condition limits the capacity of SMEs to compete with counterparts with access to such services and further constrains their integration into regional, continental, and global value chains. It is essential to provide enabling infrastructure, especially to SMEs with links to regional, continental and global markets and SMEs operating in rural areas. This can enhance value chain integration and establish a competitive supply chain.

#### **Actions:**

- Support ICT and digital infrastructure development in the identified SME clusters and associated value chains.
- Facilitate and Support the development of SME parks, workspaces and factory shells in areas/locations with the potential to catalyse regional value chains.
- Support the provision of affordable, reliable and green energy supply services to SMEs and associated value chains.
- Facilitate the provision of multi-model transportation connecting SMEs to trade and logistics hubs and regional markets.

## Pillar IV: Market Access

#### **Rationale:**

Enhancing SMEs' market access is crucial for driving regional economic growth and competitiveness. Challenges such as limited information, contacts, and awareness hinder their participation in regional, continental and global value chains. Strengthening their access to regional, continental and global markets is vital. Studies show that exporting SMEs grow faster, tapping into larger consumer bases and seizing new opportunities. Improved access promotes cross-border trade, innovation, and productivity, facilitates knowledge sharing and technology transfer, and empowers SMEs to contribute to sustainable development, job creation, and regional integration. Information platforms and capacity-building programs can significantly enhance SMEs' market access.

## Strategic Intervention 1

### Strengthen SMEs Access to the continental and global Market

#### Rationale:

Strengthening SMEs' access to the continental market is crucial for three reasons: expanding their consumer base, leveraging the benefits of the AfCFTA, and driving regional integration through supply chain development and linkages. It enables SMEs to tap into a large market, benefit from reduced trade barriers, and foster cross-border trade, knowledge sharing, and innovation. Ultimately, empowering SMEs to access the continental market contributes to sustainable development, job creation, and overall economic prosperity.

#### Actions

- Support streamlining of trade facilitation measures addressing non-tariff barriers such as cumbersome import and export licensing procedures and introducing import quotas: facilitate streamlining trade facilitation measures within the SADC region to expedite customs procedures, reduce trade barriers, and improve logistics efficiency. Simplify documentation requirements and customs clearance processes to facilitate cross-border trade for export-oriented SMEs. Invest in modern trade infrastructure and digital platforms for efficient trade operations.
- Develop SADC preferential schemes to promote SMEs' access to public procurement contracts. Develop and promote the "Buy-from-SADC SMEs" Pact, a tool to facilitate access to public markets and incrementally expand to private sector operators.
- Support market entry and internationalisation efforts of SMEs: facilitate access to web links and portals such as e-commerce on support services available in SADC and beyond. Assist export-oriented SMEs in navigating the complexities of entering new markets through seminars and training. Offer guidance on market entry strategies, distribution channels, local regulations, and intellectual property protection. Facilitate connections with local agents, distributors, and business partners to enhance market access and local presence.
- Enhance market access for SMEs in trade agreements: Advocate for favourable policies and bilateral arrangements / agreements that enhance market access for export-oriented SMEs. SADC Member States to ensure that FTAs/AfCFTA and bilateral trade arrangements/ agreements include provisions specific to SMEs and work programs to enhance the sector's trade and investment potential. The provisions to enhance SME market access should include rules of origin, IPRs, public procurement, labor and investment, sanitary and phytosanitary (SPS) standards, and quality requirements. Advocate for a simplified trade regime supporting streamlining processes and procedures for SMEs and regulations within the AfCFTA framework.
- Promote market-driven product development, regional and national branding schemes and joint branding schemes among SMEs in priority value chains and industrial clusters to enhance the value of their exports. Support export-oriented SMEs in developing products and services that meet the demands of target markets. Facilitate access to product development support, research and development resources, and innovation networks. Support SMEs in adapting their offerings to specific market needs and preferences through product customisation, packaging optimisation, and continuous innovation.

## Strategic Intervention 2

### Establish comprehensive export market information, linkages, and partnerships

Comprehensive export market support services must be improved for SMEs beyond providing general information via a web page, especially in compliance with rules of origin (RoOs), opportunities, and certification procedures. Information provided by the government on AfCFTA or other regional integration initiatives is generally limited to the text of the agreement rather than customised to the specific needs of SMEs. SMEs need detailed and comprehensive information, including investment and partnership opportunities and market trends in priority regional value chains.

#### Actions:

- Facilitate establishment / strengthening of Export and Investment Observatory at regional and national levels, providing export and investment match-making services, especially knowledge on AfCFTA. At the SADC level, the regional observatory to be established will provide dedicated AfCFTA support services.
- Promote partnerships with MNCs/large enterprises and B2B events to increase market access and investment opportunities at regional, continental and global markets.
- Support SMEs' participation in regional, continental, and international trade shows and expos that attract relevant buyers and industry professionals.
- Strengthen business networking and collaboration: Foster networking and collaboration among export-oriented SMEs within the SADC region. Facilitate the formation of industry clusters, business associations, and networking platforms that allow SMEs to exchange knowledge, share experiences, and explore collaboration opportunities. Promote joint marketing initiatives, subcontracting arrangements, and partnerships among SMEs.

## Strategic Intervention 3

### Strengthening SMEs exporting capacities and experience

#### Rationale:

Strengthening SMEs' exporting capacities and experience is crucial for several reasons. Firstly, it provides opportunities for SMEs to expand their market reach, diversify their customer base, and reduce reliance on domestic markets. Secondly, exporting exposes SMEs to larger markets with higher demand, driving potential revenue growth and profitability. Thirdly, engaging in international trade fosters innovation, efficiency, and productivity improvements as SMEs strive to compete globally. Lastly, the experience gained from exporting equips SMEs with valuable skills and knowledge for future market expansions, ensuring long-term success in the global marketplace.

## Actions:

- Promote the adoption of international standards, sanitary and phytosanitary (SPS) measures, and compliance with export requirements, supporting the harmonization of standards, conformity assessment, and technical regulations. Provide export-oriented SMEs with guidance on complying with international standards. Offer assistance in obtaining certifications against international standards to ensure that products and services meet the necessary standards for export. Strengthen institutions responsible for standardisation and conformity assessment.
- Promote the adoption of e-commerce platforms and digital trade solutions among export-oriented SMEs. Provide training and support to help SMEs leverage digital tools for market access, online sales, and cross-border transactions. Facilitate partnerships with e-commerce platforms and digital marketplaces to enhance SME visibility and reach.
- Strengthen networking and collaboration among export-oriented SMEs within the SADC region. Facilitate the formation of industry clusters, business associations, and networking platforms that allow SMEs to exchange knowledge, share experiences, and explore collaboration opportunities. Promote joint marketing initiatives, subcontracting arrangements, and partnerships among SMEs.
- Support the establishment/strengthening of SME Exporters Associations. Equip the associations with knowledge of export requirements.
- Launch SADC SMES Exporter's Awards for outstanding exporters. The events and awards raise awareness of the importance of SMEs in the SADC region, further unlocking the potential for business partnerships.

## Strategic Intervention 4

### Simplify cross-border procedures and regulations on exporting

SMEs often need more resources, and complex cross-border procedures can disproportionately burden them. Streamlining these processes reduces administrative burdens, allowing SMEs to focus on core business activities, innovate, and become more competitive in the regional market. Therefore, streamlining and simplifying cross-border procedures and regulations for SADC SMEs is a strategic imperative for fostering economic development, regional integration, and inclusivity within the Southern African region, continental and globally.

## Actions:

- Streamline/Enhance cross-border trade facilitation measures.
- Simplify documentation requirements and customer clearance processes
- Invest in modern trade infrastructure and digital platforms for efficient trade operations facilitation.
- Support coordinated border management, including One-Stop Border Posts.

## Pillar V: Access to Finance

### Rationale:

In line with the SADC Strategy on Financial Inclusion and SMEs' access to finance, enhancing access to appropriate finance for SMEs at all stages of business development in the region. This is vital for realising the AfCFTA's benefits, fostering innovation, job creation, and economic growth while driving regional development and integration.

Factors such as regulations and limited technical and financial capabilities contribute to low access to finance. Expanding financing instruments and creating mechanisms for effective delivery to SMEs, especially women and youth entrepreneurs in remote areas, is essential. Developing the financing ecosystem, including digital platforms, will facilitate access to financial products suitable for SMEs. Long-term financing can support specific needs, while trade financing benefits exporting enterprises.

### Strategic Intervention 1

#### Strengthening financing ecosystems and infrastructure for delivery of appropriate products to SMEs

### Actions:

- Promote policy and regulatory reforms in the financial systems to create a favourable environment for SME lending. These reforms should include a reservation / allocation of a percentage of the credit for SME businesses, reducing the cost of finance to SMEs, especially women and youth entrepreneurs. Facilitating easier access by streamlining procedures, reducing documentation requirements, and promoting financial inclusion initiatives. This expands SMEs' options for obtaining loans, credit facilities, and other financial services.
- Provide technical assistance to and strengthen Member States' capacity to develop mobilebased and digital infrastructure to enable digital and mobile financing.
- Strengthen the capacity of financial institutions to deliver financing to SMEs. This should include collaborating with business development service providers to understand SMEs' financial needs and better appreciate the SME market and available investment opportunities. Supporting the development of non-financial instruments, i.e. leasing, insurance and warehousing for SME/Is, and alternative credit risk assessment for use by financial institutions; establishing/strengthening credit reference bureaux.
- Develop policy and regulatory frameworks to promote innovative financing mechanisms: Promote and develop innovative financing mechanisms specifically tailored for exportoriented SMEs. This includes venture capital funds, angel investor networks, digital lending platforms, Fintechs, crowdfunding platforms, and trade finance facilities catering to SMEs' unique needs.
- Establish/promote networking/form of financial and non-financial institutions at national and regional levels to facilitate experience sharing, learning and exchange of information and best practices on SME lending,

- Credit Guarantee Schemes: Establish or strengthen credit guarantee schemes that provide collateral or risk mitigation support to SMEs seeking loans or credit. This encourages financial institutions to credit SMEs needing more collateral or track records.

## Strategic Intervention 2

### Developing financial literacy, investor readiness and financial information for SMEs

Several countries in the SADC region have or are developing financial education initiatives, but they do not usually identify SMEs as a key group, especially SME exporters. Financial education strategies can take advantage of the knowledge of the private sector to define priorities and match policies to the needs of the local market. Further engaging in financial literacy with entrepreneurs can allow them to make more profitable financial decisions throughout their growth cycles. Access to finance by SMEs requires systems and mechanisms to deliver information to firms. SMEs can leverage the comparative advantages existing in SADC Member States to optimise access to various financial products.

#### Actions:

- Develop an integrated financial products information portal for SMEs at national and regional levels. A survey/stock-taking of available financial products tailored to SME needs across SADC Member States should be undertaken, and an online portal should be developed to facilitate information sharing. The capacity of SME associations should be strengthened to enable the organizations to disseminate and offer advisory services on financial product availability.
- Review the financial education needs of SMEs and offer targeted financial education and capacity building programs for SMEs to enhance their financial literacy, management skills, and understanding of the funding options available. This empowers them to make informed financial decisions and effectively manage their finances.
- Foster partnerships between governments, private sector entities, and development organizations to create financing programs and initiatives for export-oriented SMEs. Collaborative efforts can pool resources, expertise, and networks to provide improved access to finance.
- Establish mentorship and networking programs that connect SMEs with experienced financial professionals, investors, and industry experts. These platforms provide guidance, advice, and potential investment opportunities to enhance SMEs' access to finance.

An effective institutional coordination mechanism is essential both at the SADC level and in the Member States to ensure that the competitiveness of SMEs is accorded priority in the regional and national development agenda and programs. A mechanism for effective monitoring and reporting of the implementation will ensure that appropriate actions are taken promptly to keep implementation on course. To ensure successful Strategy implementation, a robust institutional framework is to be instituted and will strive to achieve the following:

- Ensure improved coordination, streamlining and harmonization of the different regional and national policy frameworks that impact SMEs' competitiveness and cross-border trade to create a competitive business environment and support formalisation, growth, and technological upgrading of SME businesses.

- Develop guidelines on priorities and appropriate allocation of resources for SME development in the Region;
- Assign tasks, responsibilities, and accountability for implementing regional SME development programs and activities.

## 7 IMPLEMENTATION FRAMEWORK AND COORDINATION

### 7.1 Institutional Arrangements & Coordination Framework

#### Proposed Institutional Frameworks for Coordination:

1. **The existing SADC Ministerial Task Force on Regional Integration (MTF) :** The SADC Council of Ministers will exercise the political oversight for Strategy implementation through the Ministerial Task Force on Regional Integration (MTF).
  - The MTF will provide political oversight and policy direction for SME development in the SADC region.
  - Monitor and receive progress on the implementation of the SMEs Development and Competitiveness Strategy.
  - Receive progress on implementing SME-friendly policies in Member States based on the SME policy Index review processes.
2. **The Working Group on SMEs under the Industrial Development Forum will comprise representatives from Member States and the Private Sector.** It will deliberate and report the progress of the implementation of the SMEs Development and Competitiveness Strategy to the SADC Structure.
3. **The SADC Secretariat** will be the main coordinator of the Strategy implementation and report progress to the SADC Structure. The Secretariat will spearhead the coordination of all SME activities and support the coordination of the implementation of the Strategy.
4. **SADC Business Council** will be a core implementing partner to the SADC Secretariat and champion implementing actions and activities aligned to business development services. The SADC Business Council will raise awareness, provide a voice to the SME sector, and ensure that regional policies align with the needs of SMEs. The SADC Business Council will establish an SME unit to strengthen coordination and collaboration with the SADC Secretariat on SME strategy implementation.

## 7.2 Implementation Plan

### Refer to Annex I

## 7.3 Monitoring and Evaluation

The Monitoring, Evaluation and Reporting Framework (MERF) for the SMEs Development and Competitiveness Strategy will be developed to provide a systematic and structured approach for tracking, assessing, and learning from the implementation and its impact on achieving regional integration. The Framework will outline the key performance indicators at the output and outcome levels, data collection approaches, sources of data, and frequency of reporting at the Secretariat and Member States levels. The information generated through the MERF will inform decision-makers on the relevance, effectiveness, efficiency and impact of the proposed interventions outlined in the Strategy and timely revisions as necessary.

### The MERF will include evaluations as follows:

- **The Mid-term evaluation** will be conducted after two and half years of Strategy implementation to assess the overall success of the Strategy design and implementation structures and generate recommendations to improve the outputs and outcomes of the Strategy.
- **The Ex-post evaluation** will be carried out at the end of the five years based on key relevance, efficiency, effectiveness, sustainability and impact elements. The results from the expost will be used for review or redesign of a new Strategy, taking cognisance of changes in the environment, priorities, and institutional arrangements.

A baseline survey will generate data to inform the targets, provide a basis for continuous monitoring and reporting, and inform the mid- and ex-post evaluations. The indicators below will be used to track the implementation of the Strategy and may be revised in the development of the MERF.

**Table 4: Framework of Indicators for Monitoring the Improvements in SME Competitiveness:**

Strategic Pillars		Baseline Indicators (2025)
1	<b>Policy, Legal and Regulatory Frameworks</b>	<ul style="list-style-type: none"> <li>● Number and growth of registered SMEs</li> <li>● Number of laws and regulations affecting SMEs identified and reformed</li> <li>● Number of domesticated provisions of the strategy by member states</li> <li>● Number of instruments negotiated at AfCFTA in favour of SMEs</li> </ul>
2	<b>Entrepreneurship Education, Mentoring and Skills Development</b>	<ul style="list-style-type: none"> <li>● Percentage of SME businesses owned by women and youth</li> <li>● Number of women and youth trained in entrepreneurship and business management</li> <li>● Number of institutions with entrepreneurship programs targeting SMEs</li> </ul>
3	<b>Technology Transfer, Innovation and Cluster Development Initiatives</b>	<ul style="list-style-type: none"> <li>● Number of SMEs that embraced digital technologies and e-commerce for business operations.</li> <li>● Number of SME clusters formed and connected to technology suppliers</li> <li>● Number of IPRs registered by SME</li> <li>● Number and growth of SME Start-ups</li> </ul>
4	<b>Market Access</b>	<ul style="list-style-type: none"> <li>● Share of Value or volumes of SME exports to SADC and AfCFTA of total</li> <li>● Percentage of SME exporters</li> <li>● Diversification of SME export products</li> <li>● Percentage of women and youth exporters</li> <li>● Number of SMEs accessing regional procurement markets</li> </ul>
5	<b>Access to Finance</b>	<ul style="list-style-type: none"> <li>● Volume of credits disbursed to SMEs by banks and non-banking financial institutions</li> <li>● Percentage of credit to women and youth-owned SMEs</li> <li>● Available innovative financial instruments targeting SMEs</li> </ul>

## 7.4 Preconditions

Several preconditions are beyond the scope of this strategy and must be present for the success of its implementation.

**Sound Macro-economic environment:** The Strategy assumes that the SADC region will ensure a stable and sound macro-economic environment to achieve the goals in the Strategy.

**Political Stability:** SME competitiveness cannot be achieved in an environment of heightened political tension. It is assumed that the SADC Member States and regional governance structures will prioritise political stability to ensure smooth and uninterrupted implementation processes.

**Backbone Infrastructure:** The strategy's success is also predicated upon the availability of critical backbone infrastructure within and across SADC Member States and the continent.

**Political Will:** The Strategy assumes that there will be a commitment to implement specific policies, laws, or programs recommended in the Strategy.

## 8 RESOURCE MOBILISATION

Sustainable financing is critical for achieving the objectives of the SADC SMEs Development and Competitiveness Strategy. Therefore, consistent effort at all levels is required to mobilise adequate resources to reach the outcomes. All stakeholders, including SADC Member States, SADC Secretariat, SADC Business Representative Organizations, Development Partners, and Financial Institutions, must be key in mobilising resources for implementing activities envisaged in the Action Plan.

In general, the following funding arrangements are proposed at different levels:

### **Regional (SADC) Level :**

1. Factor the coordination costs of the Strategy into the SADC Secretariat budget;
2. Establish an SME window within the SADC development fund;
3. Establish co-financing arrangements with private sector associations (SADC Business Council)
4. Engage Development Partners and Financial Institutions

### **National level:**

1. Allocate resources from the national budget.
2. Finance through Public-Private Partnership
3. Engage Development Partners and Financial Institutions

## 9 COMMUNICATION & STAKEHOLDER ENGAGEMENTS

A comprehensive communication plan will be developed to guide interactions and engagements with internal and external stakeholders and promote visibility. The plan will identify key messages, communication channels, engagement and feed-back mechanisms to ensure alignment, support, and understanding of the Strategy among stakeholders.

The plan will utilise diverse communication channels to reach various stakeholders effectively. This may include:

- 1. Online platforms:** use existing platforms such as the SADC website, social media accounts, and email newsletters to disseminate information, updates, and success stories.
- 2. Print materials:** Prepare brochures, fact sheets, and reports to be distributed at events, meetings, and conferences.
- 3. Workshops and training sessions:** Organize workshops, seminars, and training sessions to engage stakeholders and directly provide detailed information on Strategy.

The Communication Plan will provide a mechanism for regular updates and progress reports to keep stakeholders informed about the progress and achievements of the Strategy. It will highlight key milestones, success stories, and lessons learned. Training will be carried out to ensure that all stakeholders are well-informed about the Strategy.

## 10 CONCLUSION

The SADC Region acknowledges the importance of SMEs in economic and social development towards attaining the RISDP 2020-2030 and the SADC Vision 2050. The SADC SMEs Development and Competitiveness Strategy is a timely undertaking that provides tailored interventions to address SME businesses' unique challenges and position them to harness the industrial and trade opportunities under regional, continental and global value chains. The Strategy is premised on acknowledging that SME competitiveness requires establishing a sound regulatory and policy environment, effective skills development, effective financial system/services, access to technology through industrial clusters, and appropriate market access promotion strategies, all tailored to the needs of SMEs. An effective institutional coordination mechanism is essential at the national and SADC levels to facilitate successful implementation, monitoring, communication and visibility. The successful implementation of this Strategy identified preconditions that require commitment and concerted efforts from all stakeholders.

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# SADC SMEs Development and Competitiveness Strategy IMPLEMENTATION PLAN

**(2025 – 2029)**

## Introduction

The Implementation Plan of the SADC SMEs Development and Competitiveness Strategy is a comprehensive roadmap designed to translate the strategic vision into concrete actions, aiming to foster the growth and competitiveness of SMEs within the SADC region. The plan aims to address the key constraints that hinder the development of SMEs in the region, particularly those focusing on exports.

At its core, the Plan seeks to overcome challenges such as limited access to finance, inadequate technological capabilities, and insufficient market linkages. It also aims to tackle regulatory barriers, lack of skills development, and limited networking opportunities for SMEs, especially those led by youth and women entrepreneurs.

The Plan is structured around five key pillars. These are:

- Policy, Legal and Regulatory Environment,
- Entrepreneurship Education, Mentorship and Skills Development,
- Technology Transfer, Industrial Clusters Development and SMEs Support Infrastructure,
- Market Access,
- Access to Finance.

With these pillars guiding its direction, the Plan encompasses strategic interventions to be implemented through various Actions. These interventions aim to enhance the overall performance of SMEs, empowering them to leverage the opportunities presented by the African Continental Free Trade Area (AfCFTA) and actively engage in regional and global markets.

# **Pillar I**

## **Policy, Legal and Regulatory Environment**



## Pillar 1: Policy, Legal and Regulatory Environment

Strategic Intervention 1.0: Facilitate the harmonization of National SME promotion Strategies to the SADC Protocols and Policy Frameworks

### 1.1 Develop National SME Strategies aligned with the SADC SMEs Development and Competitiveness Strategy and other regional frameworks

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
1.1.1	Conduct a comprehensive review and analysis of existing national policies, legal frameworks, and institutional structures to identify areas that need re-orientation, alignment, and convergence to support export-oriented SMEs	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓			
1.1.2	Promote the adoption of the SME Policy Index for the SADC Member States to serve as a tool for benchmarking policy environment for the competitive development of the SME sector.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	70,000			✓	✓	✓
1.1.3	Provide capacity-building programs to equip relevant government agencies, institutions, and private sector actors with the knowledge and skills to develop and implement harmonised policies and Strategies.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000			✓	✓	✓
1.1.4	Awareness and Outreach Programs: In collaboration with Member States, conduct awareness and outreach programs to inform SMEs about the benefits and opportunities offered by the regional policy framework.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000			✓	✓	✓
1.1.5	Review and Updates: Set up mechanisms for regular review and updates of the policy framework to adapt to changing economic conditions and emerging export trends.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000			✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>570,000</b>				<b>\$570,000</b>

## Pillar 1: Policy, Legal and Regulatory Environment

Strategic Intervention 1.0: Facilitate the harmonization of National SME promotion Strategies to the SADC Protocols and Policy Frameworks

1.2 Develop / Review an effective legal and regulatory framework for export-oriented SMEs

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
1.2.1	Engage SMEs, industry associations, government agencies, academia, and other relevant stakeholders in developing the regulatory framework to ensure it reflects the diverse needs and perspectives of the export sector.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓		
1.2.2	Develop capacity-building programs to equip relevant government agencies and institutions with the knowledge and skills to implement the regulations effectively.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000					✓
1.2.3	Facilitate harmonization of export-related regulations and procedures across member countries to reduce bureaucratic barriers and enhance ease of doing business for SME exporters.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000					✓
1.2.4	Conduct awareness and outreach programs to inform SMEs about the benefits and opportunities offered by the regional regulatory framework.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000				✓	✓
1.2.5	Set up a regular peer review and update mechanisms of the regulatory framework to adapt to changing economic conditions and emerging export trends.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	30,000					✓
<b>SUBTOTAL (For Action Area)</b>				<b>290,000</b>				<b>\$290,000</b>

## Pillar 1: Policy, Legal and Regulatory Environment

Strategic Intervention 1.0: Facilitate the harmonization of National SME promotion Strategies to the SADC Protocols and Policy Frameworks

### 1.3 Export Oriented

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR					
				2025	2026	2027	2028	2029	
1.3.1	Create/strengthen a national coordinating mechanism responsible for overseeing the implementation of exportoriented SMEs' policies and programs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓	
1.3.2	Set up regional working groups, meeting annually with representatives from Member States, private sector organizations, and civil society to facilitate collaboration and coordination.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓		
<b>SUBTOTAL (For Action Area)</b>				<b>100,000</b>	<b>\$100,000</b>				

## Pillar 1: Policy, Legal and Regulatory Environment

Strategic Intervention 1.0: Facilitate the harmonization of National SME promotion Strategies to the SADC Protocols and Policy Frameworks

Strategic Intervention 2.0: Develop a centralized SME information and data management system for effective SME Strategies management and performance monitoring

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
1.4.1	Develop a standardised database design and structure that captures relevant information on export-oriented SMEs, including key performance indicators, sector-specific data, and demographic information. This will be reviewed regularly.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	30,000		✓			
1.4.2	Establish mechanisms for data collection from member states, export promotion agencies, trade bodies, and other relevant institutions to ensure comprehensive and accurate information.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000			✓	✓	✓
1.4.3	Implement data-sharing protocols that promote transparency and cooperation among member states, ensuring the timely and secure exchange of information.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000			✓	✓	✓
1.4.4	Conduct capacity-building programs twice annually for relevant stakeholders on data collection, management, and utilisation to enhance their ability to effectively contribute to the regional database.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000			✓	✓	✓
1.4.5	Implement data quality assurance measures to validate and verify the accuracy and reliability of the information collected.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000			✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>330,000</b>				<b>\$330,000</b>

## Pillar 1: Policy, Legal and Regulatory Environment

Strategic Intervention 1.0: Facilitate the harmonization of National SME promotion Strategies to the SADC Protocols and Policy Frameworks

Strategic Intervention 2.0: Develop a centralized SME information and data management system for effective SME Strategies management and performance monitoring

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
1.4.6	Ensure compliance with data privacy and protection regulations to safeguard sensitive information while facilitating data sharing.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	20,000		✓			
1.4.7	Establish a centralized repository or platform (Cloud-based) where data can be stored and accessed securely by authorised users	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000		✓	✓	✓	
1.4.8	Develop analytical tools and reporting mechanisms the Secretariat implements to process and interpret data, providing valuable insights for policymakers and stakeholders.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	
1.4.9	Create performance monitoring dashboards that offer real-time updates on key indicators for export-oriented SMEs and the sector.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000		✓	✓	✓	
1.4.10	Use the database to conduct benchmarking exercises with Member States and identify best practices, enabling knowledge sharing and targeted interventions,	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	
<b>SUBTOTAL (For Action Area)</b>				<b>300,000</b>				<b>\$630,000</b>
<b>TOTAL INDICATIVE BUDGET FOR PILLAR 1</b>								<b>\$1,590,000</b>

## **Pillar II**

### **Entrepreneurship Education, Mentorship and Skills Development**



## Pillar 2: Policy, Legal and Regulatory Environment

Strategic Intervention 3.0: Strengthen proficiency in entrepreneurship, technical, and managerial skills.

2.1 Introduce entrepreneurship and enterprise development and financial literacy courses / programs at all stages of education

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
2.1.1	Introduce entrepreneurship and enterprise development courses into primary, secondary, and tertiary education curricula to instil an entrepreneurial mindset from a young age.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
2.1.2	Organise awareness programs in schools, universities, and colleges to introduce students to entrepreneurship and the benefits of starting a business.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
2.1.3	Conduct business plan competitions at the school, university, and college levels to encourage students to develop innovative business ideas.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
2.1.4	Establish entrepreneurship clubs and societies in educational institutions to provide a platform for networking and idea sharing.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
2.1.5	Promote experiential learning opportunities, such as internships and apprenticeships, for students to gain practical entrepreneurial skills.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
2.1.6	Facilitate mentorship programs that connect students with successful entrepreneurs and industry professionals to guide and inspire them.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
2.1.7	Establish centers of excellence for entrepreneurship training and development in universities and colleges.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>810,000</b>				<b>\$810,000</b>

## Pillar 2: Policy, Legal and Regulatory Environment

Strategic Intervention 3.0: Strengthen proficiency in entrepreneurship, technical, and managerial skills.

2.1 Introduce entrepreneurship and enterprise development and financial literacy courses / programs at all stages of education

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
2.1.8	Set up start-up incubators on campuses to support students in developing and testing their business ideas.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
2.1.9	Encourage universities and colleges to research entrepreneurship and SME development to inform policies and programs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
2.1.10	Organise regional entrepreneurship competitions that bring together students and start-ups from different SADC countries to foster cross-border collaboration.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
2.1.11	Recognise outstanding entrepreneurial achievements through awards and incentives to motivate and inspire students.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	✓
				200,000	\$200,000			
<b>SUBTOTAL (For Action Area)</b>					\$1,010,000			

## Pillar 2: Policy, Legal and Regulatory Environment

Strategic Intervention 3.0: Strengthen proficiency in entrepreneurship, technical, and managerial skills.

### 2.2 Facilitate and promote enterprise start-up programs across SADC

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
2.2.1	Launch a targeted call for proposals targeting potential entrepreneurs with good business ideas in the high-growth potential sectors,	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	✓
2.2.2	Offer targeted entrepreneurship development programs to aspiring and existing entrepreneurs, focusing on export-oriented SMEs. These programs should cover market research, business planning, and export regulations.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	✓
2.2.3	Establish partnerships with knowledge centers, universities, and research institutions to give entrepreneurs access to valuable information and research for export-focused ventures.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	✓
2.2.4	Provide specialised training and mentorship programs that equip youth and women entrepreneurs with the knowledge, skills, and mindset to succeed in export-oriented business.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	✓
2.2.5	Appropriate fiscal and tax incentives to attract potential start-ups, such as tax breaks, grants, and subsidies for export-oriented SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	✓
2.2.6	Establish and support business incubators and accelerators that focus on export-oriented SMEs. To fast-track their growth and market entry, provide SMEs access to BUDGET (US\$), facilities, and mentorship.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	✓
2.2.7	Recognise and reward successful export-oriented start-ups to motivate and inspire other entrepreneurs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>350,000</b>				<b>\$350,000</b>

## Pillar 2: Policy, Legal and Regulatory Environment

Strategic Intervention 3.0: Strengthen proficiency in entrepreneurship, technical, and managerial skills.

2.3 Offer technical assistance and support to SMEs in developing competitive and export-ready products

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
2.3.1	Establish technical assistance programs that connect SMEs with experts and researchers from research centers and academia to guide product development.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000		✓	✓	✓	✓
2.3.2	Organise workshops and training sessions on product design and innovation to enhance SMEs' capability to create competitive and export-ready products.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000		✓	✓	✓	✓
2.3.3	Offer market research support to SMEs to identify export opportunities, understand customer preferences, and assess market demand.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000		✓	✓	✓	✓
2.3.4	Guide on implementing quality control measures to ensure products meet international standards and comply with export requirements.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000		✓	✓	✓	✓
2.3.5	Facilitate access to product testing facilities and certification services to validate product quality and safety for export markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000		✓	✓	✓	✓
2.3.6	Offer support and BUDGET (US\$S) to help SMEs protect their intellectual property, fostering innovation and market competitiveness.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000		✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>360,000</b>				<b>\$350,000</b>

## Pillar 2: Policy, Legal and Regulatory Environment

Strategic Intervention 3.0: Strengthen proficiency in entrepreneurship, technical, and managerial skills.

### 2.4. Develop and implement technical skills training programs

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
2.4.1	Facilitate the adoption of appropriate technologies and automation systems that improve production efficiency and quality.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000		✓	✓	✓	✓
2.4.2	Conduct workshops on equipment maintenance and troubleshooting to ensure continuous and reliable production.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000		✓	✓	✓	✓
2.4.3	Facilitate linkages between technical support centers and SMEs to enable them to access guidance and assistance in technical matters.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000		✓	✓	✓	✓
2.4.4	Encourage SMEs to implement quality management systems and obtain relevant certifications to enhance their credibility in the market.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000		✓	✓	✓	✓
2.4.5	Support SMEs in research and development activities, fostering innovation and improved production processes.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000		✓	✓	✓	✓
2.4.6	Provide capacity building to SMEs on Sustainable, cleaner and resource efficient production practices, including Production Efficiency Audits.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000		✓	✓	✓	✓
2.4.7	Recognise and certify the skills acquired by youth and women in SMEs to boost their employability and marketability.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000		✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>630,000</b>				<b>\$630,000</b>

## Pillar 2: Policy, Legal and Regulatory Environment

Strategic Intervention 3.0: Strengthen proficiency in entrepreneurship, technical, and managerial skills.

### 2.5 Provide capacity-building initiatives to develop managerial and leadership skills

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
2.5.1	Facilitate networking events and peer learning platforms where SME owners can exchange ideas and experiences.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	✓
2.5.2	Introduce business management courses in educational institutions focusing on leadership and managerial skills.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	✓
2.5.3	Implement leadership development programs specifically designed for youth and women entrepreneurs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	✓
2.5.4	Collaborate with private sector entities to provide SMEs leadership training and development opportunities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	✓
2.5.5	Organise industry-specific forums and conferences where SME owners can learn from successful leaders and industry experts.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	✓
2.5.6	Collaborate with SME associations to organise workshops and training sessions on leadership and management.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>300,000</b>				<b>\$300,000</b>

## Pillar 2: Policy, Legal and Regulatory Environment

Strategic Intervention 4.0: Strengthening cross-border business partnerships and delivery of business development services

### 2.6 Establish SADC One-Stop-Shop Center for SME Development

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
2.6.1	Comprehensive Needs Assessment on the demand for business development services	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	40,000		✓	✓	✓	✓
2.6.2	Government Support: Garner support from SADC member states' governments and regional organizations to endorse and fund the establishment of the Center.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000		✓	✓	✓	✓
2.6.3	Partnerships and Collaboration: Establish partnerships with relevant stakeholders, including governments, SME associations, financial institutions, and development agencies, to collaborate in the Center's functioning.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000		✓	✓	✓	✓
2.6.4	Comprehensive coverage: Facilitate identification and enrollment of service providers from all parts of member States through partnership with local business associations	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000		✓	✓	✓	✓
2.6.5	Awareness Campaigns: Conduct awareness campaigns to inform SMEs about the services offered by the One-Stop-Shop Center.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000		✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>270,000</b>				<b>\$270,000</b>

## Pillar 2: Policy, Legal and Regulatory Environment

Strategic Intervention 4.0: Strengthening cross-border business partnerships and delivery of business development services

### 2.7 Develop a regional quality certification scheme for business development services providers

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
2.7.1	Conduct a comprehensive needs assessment to identify the requirements and challenges faced by youth and women-driven SMEs in the region.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	40,000		✓	✓	✓	✓
2.7.2	Engage with SME associations, business development service providers, government agencies, and industry experts to gather inputs and feedback.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000		✓	✓	✓	✓
2.7.3	Develop a robust quality standards framework for business development services that align with international best practices.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000		✓	✓	✓	✓
2.7.4	Establish a certification process that evaluates and recognises service providers' adherence to the quality standards.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000		✓	✓	✓	✓
2.7.5	Organise capacity-building programs and workshops for business support providers to enhance their skills and knowledge.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000		✓	✓	✓	✓
2.7.6	Introduce awards that cover various aspects of enterprise development, including start-ups, women and youth businesses, growth, and business expansion.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000		✓	✓	✓	✓
2.7.7	Launch a marketing and awareness campaign to promote the quality certification scheme and awards program.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000		✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>400,000</b>				<b>\$400,000</b>

## Pillar 2: Policy, Legal and Regulatory Environment

SStrategic Intervention 4.0: Strengthening cross-border business partnerships and delivery of business development services

**2.8 Develop and maintain an online register of certified business development service providers widely spread across SADC,**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
2.8.1	Create a user-friendly and secure online platform to host the register of certified business development service providers.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>80,000</b>		✓	✓	✓	✓
2.8.2	Establish a formal application and assessment process for service providers seeking certification.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>		✓	✓	✓	✓
2.8.3	Implement a robust database management system to store and update information about certified service providers.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>		✓	✓	✓	✓
2.8.4	Ensure the online register is accessible to the public, allowing SMEs to find and connect with certified providers easily.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>		✓	✓	✓	✓
2.8.5	Offer training and capacity-building programs for service providers to enhance their skills and knowledge in supporting SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>40,000</b>		✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>300,000</b>				<b>\$300,000</b>

## Pillar 2: Policy, Legal and Regulatory Environment

Strategic Intervention 4.0: Strengthening cross-border business partnerships and delivery of business development services

### 2.9 Publish SADC SME News Bulletin

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
2.9.1	Assemble a dedicated editorial team with expertise in journalism and SME-related topics to curate content for the publication.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
2.9.2	Develop a comprehensive content strategy highlighting successful SMEs, export success stories, and innovative business practices.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
2.9.3	Partnerships with SME Associations: Collaborate with SME associations in SADC member states to gather information and stories about outstanding SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
2.9.4	Profile Features: Create in-depth profiles of successful SMEs, particularly those led by women and youth entrepreneurs, showcasing their journey to success.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
2.9.5	Export Success Stories: Publish articles on SMEs that have excelled in exports under the AfCFTA, sharing their experiences and best practices.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
2.9.6	Innovation Showcases: Feature innovative products, services, and business models developed by SMEs in the region.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
2.9.7	Role Model Features: Highlight successful women and youth entrepreneurs as role models for aspiring SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>350,000</b>				<b>\$350,000</b>

## Pillar 2: Policy, Legal and Regulatory Environment

Strategic Intervention 4.0: Strengthening cross-border business partnerships and delivery of business development services

### 2.9 Publish SADC SME News Bulletin

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
2.9.8	Digital and Print Publication: Make the SME News available in digital and print formats to cater to a wide audience.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
2.9.9	Regional Distribution: Establish distribution channels across SADC member states to reach SMEs in different countries.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
2.9.10	Online Platform: Create an online platform to host the digital version of the SME News, making it easily accessible to SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
				150,000	\$500,000			
<b>TOTAL INDICATIVE BUDGET FOR PILLAR 2</b>					<b>\$4,120,000</b>			

# Pillar III

## Technology Transfer, Cluster Development and SMEs Support Infrastructure



## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

**Strategic Intervention 5.0: Foster the development of Industrial Clusters that promote SME innovation and knowledge-based industries and sectors by establishing and strengthening institution linkages and relevant innovation infrastructure**

### *3.1 Support development and promotion of Industrial Clusters in priority value chains*

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.1.1	Conduct Industrial cluster mapping studies to identify potential sectors and value chains with high innovation potential and export opportunities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	40,000	✓	✓	✓	✓	✓
3.1.2	Identify priority value chains where the development of Industrial clusters can significantly impact SMEs' export competitiveness.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	40,000	✓	✓	✓	✓	✓
3.1.3	Advocate for policies that support the creation and growth of competitive Industrial clusters, including fiscal incentives and regulatory frameworks.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	100,000	✓	✓	✓	✓	✓
3.1.4	Provide technical assistance and capacity building programs for SADC member states to develop and nurture Industrial clusters.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
3.1.5	Organise workshops and training sessions on cluster development and management for government officials and cluster stakeholders.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	220,000	✓	✓	✓	✓	✓
3.1.6	Facilitate partnerships between SME Industrial clusters and academic and research institutions to access expertise and technology.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.1.7	Strengthen existing or establish new cluster management organizations to facilitate coordination and collaboration among cluster members.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>720,000</b>				<b>\$720,000</b>

## **Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure**

## **Strategic Intervention 5.0: Foster the development of Industrial Clusters that promote SME innovation and knowledge-based industries and sectors by establishing and strengthening institution linkages and relevant innovation infrastructure**

### **3.1 Support development and promotion of Industrial Clusters in priority value chains**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.1.8	Organise networking events, conferences, and exhibitions to foster collaboration and knowledge-sharing among cluster members.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
3.1.9	Ensure that Industrial clusters promote gender equality and youth participation in innovation and exportoriented activities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.1.10	Develop sustainability strategies for the long-term growth and resilience of Industrial clusters.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
				240,000	\$240,000			
<b>SUBTOTAL (For Action Area)</b>					\$960,000			

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

Strategic Intervention 5.0: Foster the development of Industrial Clusters that promote SME innovation and knowledge-based industries and sectors by establishing and strengthening institution linkages and relevant innovation infrastructure

### 3.2 Facilitate linkage of regional value-driven SMEs to MNC, SEZ, and EPZ firms and public procurement markets

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.2.1	Conduct comprehensive market mapping and research to identify potential MNCs, SEZs, EPZs, and public procurement markets that align with SME products and capabilities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	40,000	✓	✓	✓	✓	✓
3.2.2	Establish business matching platforms and networking events to connect SMEs with potential buyers, investors, and partners.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	40,000	✓	✓	✓	✓	✓
3.2.3	Offer SMEs capacity-building programs to enhance their understanding of market requirements, quality standards, and sustainability practices.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
3.2.4	Organise trade missions for SMEs to explore opportunities in MNCs, SEZs, EPZs, and public procurement markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.2.5	Collaborate with MNCs and large enterprises to develop supplier development programs that help SMEs meet supply chain requirements.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.2.6	Advocate for policies that encourage and facilitate SME participation in public procurement markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.2.7	Implement a monitoring and evaluation system to assess the impact of linkages on SME growth and export performance.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>460,000</b>				<b>\$460,000</b>

### Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

Strategic Intervention 5.0: Foster the development of Industrial Clusters that promote SME innovation and knowledge-based industries and sectors by establishing and strengthening institution linkages and relevant innovation infrastructure

#### 3.3 Support the establishment of and / or strengthening of capacities of existing Research and Technology Organizations (RTOs) and innovation hubs

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.3.1	Conduct a needs assessment to identify the requirements and challenges faced by RTOs and innovation hubs in supporting SMEs/SMIs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.3.2	Offer capacity-building programs for RTOs and innovation hubs, including training on best practices, technology commercialization, and intellectual property rights (IPR).	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.3.3	Organise learning missions within the SADC region for RTOs and innovation hub representatives to exchange knowledge and experiences.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.3.4	Establish regional networking platforms to facilitate collaboration and knowledge-sharing among RTOs, innovation hubs, and SMEs/SMIs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.3.5	Implement pilot programs to test and refine technology commercialization strategies and processes.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.3.6	Provide training and guidance on intellectual property rights, patenting, and technology transfer for RTOs and SMEs/SMIs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.3.7	Facilitate linkages between RTOs and innovation hubs with global knowledge platforms and research networks.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>420,000</b>				<b>\$180,000</b>

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

**Strategic Intervention 5.0: Foster the development of Industrial Clusters that promote SME innovation and knowledge-based industries and sectors by establishing and strengthening institution linkages and relevant innovation infrastructure**

### **3.3 Support the establishment of and / or strengthening of capacities of existing Research and Technology Organizations (RTOs) and innovation hubs**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.3.8	Organise innovation competitions and challenges to encourage RTOs and SMEs / SMIs to collaborate on developing export-oriented innovations.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.3.9	Offer seed funding and grants to support joint research and innovation projects between RTOs and SMEs/SMIs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.3.10	Create special programs and incentives to support youth and women innovators accessing RTO BUDGET (In US\$S) and support.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
				180,000	\$180,000			
<b>SUBTOTAL (For Action Area)</b>					\$600,000			

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

**Strategic Intervention 5.0: Foster the development of Industrial Clusters that promote SME innovation and knowledge-based industries and sectors by establishing and strengthening institution linkages and relevant innovation infrastructure**

### 3.4 Provide financial support for R&D and Innovation

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.4.1	Create dedicated funding programs that specifically cater to the R&D needs of export-oriented SMEs. These programs should support innovative projects and activities that enhance export competitiveness.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.4.2	Offer grants and subsidies to SMEs undertaking R&D initiatives. This financial support can cover various aspects, such as feasibility studies, product development, process improvement, and technology adoption.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.4.3	Provide training and capacity-building programs to SMEs on how to effectively conduct R&D activities and access available funding opportunities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.4.4	Streamline and simplify the application and approval processes for accessing R&D funds. This will reduce bureaucratic hurdles and make it easier for SMEs to apply for financial support.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.4.5	Design funding programs specifically targeting youth and women-driven SMEs, aiming to promote gender equality and youth empowerment in the export-oriented business sector.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.4.6	Foster partnerships between the public sector, private sector, and academia to leverage BUDGET (In US\$S) and expertise in supporting SMEs' R&D activities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.4.7	Establish R&D incubation centers that provide shared research facilities, equipment, and expertise for SMEs to conduct their R&D projects.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>420,000</b>				<b>\$420,000</b>

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

**Strategic Intervention 5.0: Foster the development of Industrial Clusters that promote SME innovation and knowledge-based industries and sectors by establishing and strengthening institution linkages and relevant innovation infrastructure**

### 3.4 Provide financial support for R&D and Innovation

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.4.8	Facilitate technology transfer from research institutions to SMEs, enabling them to access advanced technologies and innovations.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
3.4.9	Introduce grants encouraging collaboration between SMEs, research institutions, and industry experts to work on R&D projects jointly.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
3.4.10	Implement a monitoring and evaluation system to track the impact of R&D funding on SMEs' export performance and competitiveness.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
3.4.11	Recognise and award SMEs that demonstrate outstanding achievements in R&D and innovation for exports.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
3.4.12	Provide assistance and funding support for SMEs to protect their intellectual property through patents, copyrights, and trademarks.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
3.4.13	Organise innovation competitions encouraging SMEs to present and showcase their R&D driven export projects.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
3.4.14	Facilitate networking opportunities and knowledge sharing between successful R&D driven SMEs and others in the region.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>420,000</b>				<b>\$420,000</b>

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

Strategic Intervention 5.0: Foster the development of Industrial Clusters that promote SME innovation and knowledge-based industries and sectors by establishing and strengthening institution linkages and relevant innovation infrastructure

### 3.4 Provide financial support for R&D and Innovation

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR					
				2025	2026	2027	2028	2029	
3.4.15	Tailor funding programs to address the specific R&D needs of different sectors and industries to maximise their export potential.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓	
<b>SUBTOTAL (For Action Area)</b>				<b>60,000</b>	<b>\$60,000</b>				
					<b>\$900,000</b>				

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

**Strategic Intervention 5.0: Foster the development of Industrial Clusters that promote SME innovation and knowledge-based industries and sectors by establishing and strengthening institution linkages and relevant innovation infrastructure**

### **3.5 Support establishment /strengthening of Centers of Excellence and specialisation that support SME Upgrading**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.5.1	Conduct a comprehensive needs assessment to identify priority regional value chains and sectors that require technological innovation and upgrading to enhance export competitiveness.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>20,000</b>	✓	✓	✓	✓	✓
3.5.2	Identify and designate existing research institutions, universities, or technology hubs as Centers of Excellence that can provide specialised support and expertise in technological innovation.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>20,000</b>	✓	✓	✓	✓	✓
3.5.3	Establish new Centers of Excellence in areas with technological expertise and support gaps.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>50,000</b>	✓	✓	✓	✓	✓
3.5.4	Provide capacity-building support to the identified Centers of Excellence to enhance their ability to support technological innovation and diffusion.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
3.5.5	Foster collaboration between a network of Centers of Excellence and industry stakeholders to ensure that the technological innovations are demand-driven and industry relevant.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>210,000</b>				<b>\$210,000</b>

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

**Strategic Intervention 5.0: Foster the development of Industrial Clusters that promote SME innovation and knowledge-based industries and sectors by establishing and strengthening institution linkages and relevant innovation infrastructure**

### 3.6 Building Capacity of SMEs on Intellectual Property Rights (IPR) Protection

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.6.1	Develop and implement educational programs and awareness campaigns to inform SMEs about the importance of IPR protection.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	160,000	✓	✓	✓	✓	✓
3.6.2	Organise workshops and training sessions on IPR laws, regulations, and best practices tailored to SME needs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	130,000	✓	✓	✓	✓	✓
3.6.3	Provide legal support and guidance to SMEs for patent, trademark, and copyright registration processes.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
3.6.4	Establish IPR clinics where SMEs can receive free or affordable consultations from legal experts.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
3.6.5	Create accessible online resources and databases to help SMEs understand and navigate IPR regulations.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
3.6.6	Encourage SMEs to collaborate with universities, research institutions, and IP offices to protect and commercialise intellectual property.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	220,000	✓	✓	✓	✓	✓
3.6.7	Offer grants and financial incentives to SMEs to cover the costs of IPR registration and protection.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	160,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>1,210,000</b>				<b>\$1,210,000</b>

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

**Strategic Intervention 5.0: Foster the development of Industrial Clusters that promote SME innovation and knowledge-based industries and sectors by establishing and strengthening institution linkages and relevant innovation infrastructure**

### 3.6 Building Capacity of SMEs on Intellectual Property Rights (IPR) Protection

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.6.8	Implement IPR audit programs to assess and strengthen the IPR strategies of SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	200,000	✓	✓	✓	✓	✓
3.6.9	Facilitate access to IPR protection agencies and support SMEs in cases of infringement.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	140,000	✓	✓	✓	✓	✓
3.6.10	Organise networking events and forums that bring together SMEs, IPR experts, and legal professionals to share knowledge and experiences.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
3.6.11	Collaborate with international organizations and neighbouring countries to harmonise IPR protection efforts and provide cross-border support to SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
3.6.12	Establish a system for monitoring and evaluating the effectiveness of IPR capacity-building programs and adjust policies accordingly.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.6.13	Foster partnerships between government entities, industry associations, and private sector organizations to support SMEs in IPR protection.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	130,000	✓	✓	✓	✓	✓
3.6.14	Encourage the formation of SME clusters specialising in specific industries, where knowledge and expertise in IPR can be shared and developed collectively.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	220,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>1,200,000</b>				<b>\$1,200,000</b>

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

Strategic Intervention 5.0: Foster the development of Industrial Clusters that promote SME innovation and knowledge-based industries and sectors by establishing and strengthening institution linkages and relevant innovation infrastructure

### 3.6 Building Capacity of SMEs on Intellectual Property Rights (IPR) Protection

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR					
				2025	2026	2027	2028	2029	
3.6.15	Recognise and reward SMEs that excel in IPR protection to incentivise others.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓	
<b>SUBTOTAL (For Action Area)</b>				120,000	<b>\$120,000</b>				
					<b">\$2,530,000</b">				

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

### Strategic Intervention 6.0: Promoting the dissemination of technology and innovation information to SMEs

#### 3.7 Strengthen/establish technology, innovation and knowledge-sharing platforms

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.7.1	Conduct a comprehensive needs assessment to identify priority regional value chains and sectors that require technological innovation and upgrading to enhance export competitiveness.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	40,000	✓	✓	✓	✓	✓
3.7.2	Develop/establish an online technology and innovation portal	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.7.3	Strengthening SME's digital infrastructure to facilitate access to the technology portal	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.7.4	Linking technologies support centers, establishing the digital linkage of technology transfer centers in	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>240,000</b>				<b>\$240,000</b>

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

### Strategic Intervention 6.0: Promoting the dissemination of technology and innovation information to SMEs

#### 3.8. Facilitate SME participation in international innovation networks and collaborations

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.8.1	Establish programs that encourage SMEs to engage in international innovation networks and partnerships, enabling them to collaborate with global counterparts.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
3.8.2	Organise networking events, workshops, and seminars that connect SMEs with international innovation networks and potential partners.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.8.3	Provide guidance and support for SMEs seeking to transfer technology from international partners to enhance their export-oriented capabilities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
3.8.4	Promote and facilitate SME participation in joint ventures and alliances with foreign companies to access new markets and resources.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
3.8.5	Encourage SMEs to participate in global R&D partnerships to access cutting-edge technologies and expertise.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	220,000	✓	✓	✓	✓	✓
3.8.6	Establish liaison offices or points of contact in key global markets to support SMEs' international business efforts.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	900,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Are1,204a)</b>				1,750,000				\$1,750,000

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

### Strategic Intervention 6.0: Promoting the dissemination of technology and innovation information to SMEs

**3.9 Facilitate the provision of training and capacity-building programs to enhance the technological capabilities of SMEs.**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.9.1	Organise workshops and seminars on emerging technologies, digital transformation, and technological trends relevant to export-oriented SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
3.9.2	Offer training programs on effective innovation management, encouraging SMEs to adopt a continuous improvement and creativity culture.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	250,000	✓	✓	✓	✓	✓
3.9.3	Provide training on product development, design thinking, and prototyping to support SMEs in creating export-ready products.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
3.9.4	Offer guidance on technology commercialization strategies to help SMEs successfully bring their innovations to market.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	200,000	✓	✓	✓	✓	✓
3.9.5	Conduct capacity-building programs on R&D project management, enabling SMEs to plan and execute innovation initiatives effectively.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>990,000</b>				<b>\$990,000</b>

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

**Strategic Intervention 6.0: Promoting the dissemination of technology and innovation information to SMEs**

### 3.10 Organize the annual SADC SME Innovation Expo

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.10.1	Form a dedicated committee comprising representatives from member states, industry experts, and relevant stakeholders to plan and organise the expo.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
3.10.2	Secure funding and seek public and private sector sponsorship to support the event's organization and activities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
3.10.3	Call innovators and SMI entrepreneurs across the SADC region to participate and showcase their innovations at the expo.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
3.10.4	Define award categories to recognise various aspects of innovation, such as technological breakthroughs, social impact, and sustainable practices.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
3.10.5	Appoint a diverse panel of experts and investors to evaluate the showcased innovations and select award recipients.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
3.10.6	Organise knowledge-sharing sessions, workshops, and seminars where innovators can share their experiences, challenges, and success stories.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>300,000</b>				<b>\$300,000</b>

### Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

**Strategic Intervention 7.0 Provision of enabling infrastructure that supports SME development in Industrial Clusters and associated regional value chains.**

**3.11 Support the development of ICT and digital infrastructure in the identified SME clusters and associated value chains**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.11.1	Through infrastructure investments and subsidies, ensure widespread broadband access in SME clusters, especially in rural and underserved areas.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.11.2	Implement training and education initiatives to enhance digital skills among SMEs and their workforce.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.11.3	Establish technology incubators and innovation hubs within or near SME clusters to foster collaboration and innovation.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
3.11.4	Offer online government services and regulatory processes to streamline administrative tasks for SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.11.5	Develop policies and regulations to enhance cybersecurity, protecting SMEs from digital threats.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
3.11.6	Facilitate access to digital financial services such as mobile banking and online lending for SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
3.11.7	Promote the sharing of open data, encouraging innovation and market intelligence for SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>960,000</b>				<b>\$960,000</b>

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

Strategic Intervention 7.0 Provision of enabling infrastructure that supports SME development in Industrial Clusters and associated regional value chains.

**3.11 Support the development of ICT and digital infrastructure in the identified SME clusters and associated value chains**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.11.8	Provide tax incentives for SMEs investing in digital infrastructure and adopting digital technologies.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	100,000	✓	✓	✓	✓	✓
3.11.9	Support SMEs in accessing e-commerce platforms and digital marketplaces to expand their customer base.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	100,000	✓	✓	✓	✓	✓
3.11.10	Offer grants and funding for research and development projects focused on digital solutions and technologies within SME clusters.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
				380,000	\$380,000			
<b>SUBTOTAL (For Action Area)</b>					\$1,340,000			

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

**Strategic Intervention 7.0 Provision of enabling infrastructure that supports SME development in Industrial Clusters and associated regional value chains.**

**3.12 Support the provision of affordable, reliable and green energy supply services to SME clusters and associated value chains**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.12.1	Offer financial incentives, tax breaks, and subsidies to SMEs for adopting renewable energy sources such as solar panels and wind turbines.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>150,000</b>	✓	✓	✓	✓	✓
3.12.2	Implement energy efficiency programs that provide SMEs with resources and incentives to reduce energy consumption and costs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>150,000</b>	✓	✓	✓	✓	✓
3.12.3	Invest in grid infrastructure to ensure reliable and consistent electricity supply to SME clusters, particularly in remote areas.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>150,000</b>	✓	✓	✓	✓	✓
3.12.4	Promote the development of microgrids within SME clusters, allowing them to generate and store renewable energy locally for increased reliability.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>150,000</b>	✓	✓	✓	✓	✓
3.12.5	Introduce net metering policies that allow SMEs to sell excess renewable energy back to the grid, providing an additional revenue stream.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>150,000</b>	✓	✓	✓	✓	✓
3.12.6	Facilitate group purchasing of green energy by SME clusters, negotiating better rates and supporting renewable energy projects.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>150,000</b>	✓	✓	✓	✓	✓
3.12.7	Offer energy audit programs to help SMEs identify energy-saving opportunities and develop tailored solutions.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>150,000</b>	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>1,050,000</b>				<b>\$1,050,000</b>

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

Strategic Intervention 7.0 Provision of enabling infrastructure that supports SME development in Industrial Clusters and associated regional value chains.

**3.12 Support the provision of affordable, reliable and green energy supply services to SME clusters and associated value chains**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.12.8	Provide grants for research and development in green energy technologies to promote innovation and cost reduction.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.12.9	Enforce and incentivise adherence to environmental standards, encouraging SMEs to adopt cleaner energy practices.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.12.10	Collaborate with private sector stakeholders to fund and implement green energy projects that benefit SME clusters and value chains.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
				450,000	\$450,000			
<b>SUBTOTAL (For Action Area)</b>					\$1,500,000			

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

**Strategic Intervention 7.0 Provision of enabling infrastructure that supports SME development in Industrial Clusters and associated regional value chains.**

**3.13 Facilitate the provision of multi-model transportation connecting SMEs to trade and logistics hubs and regional markets.**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.13.1	Allocate funds for constructing and maintaining roads, bridges, and highways to ensure efficient transportation between SME clusters and key hubs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	250,000	✓	✓	✓	✓	✓
3.13.2	Develop policies that promote the integration of multiple transportation modes (road, rail, waterways, air) to enhance connectivity and reduce transportation costs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	160,000	✓	✓	✓	✓	✓
3.13.3	Invest in logistics infrastructure such as warehousing, distribution centers, and intermodal terminals to facilitate the movement of goods.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
3.13.4	Establish special economic zones or industrial parks near trade hubs to attract SMEs and provide them with access to transport infrastructure.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.13.5	Identify and designate transportation corridors that prioritise the needs of SME clusters, ensuring smooth and efficient connectivity.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.13.6	Encourage partnerships between public and private sectors to develop, operate, and maintain transportation infrastructure.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.13.7	Streamline regulations and permitting processes to reduce bureaucratic delays in transportation and logistics operations.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>1,130,000</b>				<b>\$1,130,000</b>

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

Strategic Intervention 7.0 Provision of enabling infrastructure that supports SME development in Industrial Clusters and associated regional value chains.

**3.13 Facilitate the provision of multi-model transportation connecting SMEs to trade and logistics hubs and regional markets.**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.13.8	Focus on improving last-mile connectivity, including feeder roads and local transportation options, to facilitate SME access to transportation hubs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.13.9	Embrace technology solutions such as GPS tracking, digital logistics platforms, and real-time traffic management to optimise transportation networks.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.13.10	Provide training and capacity-building programs for SMEs to enhance their logistics and supply chain management skills, enabling them to utilise transportation networks better.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
				450,000	\$450,000			
<b>SUBTOTAL (For Action Area)</b>					\$1,580,000			

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

Strategic Intervention 7.0 Provision of enabling infrastructure that supports SME development in Industrial Clusters and associated regional value chains.

**3.14 Support the development of SME parks, workspaces and factory shells in areas / locations with the potential to catalyse regional value chains**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.14.1	A comprehensive assessment is needed to identify strategic locations with the potential to support regional value chains and prioritise them for SME park development.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.14.2	Establish clear zoning regulations and allocate suitable land parcels for SME parks, ensuring accessibility to transportation networks and necessary utilities.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.14.3	Invest in essential infrastructure such as roads, utilities (water, electricity, and sewage), and internet connectivity to make the areas conducive for SME park development.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.14.4	Provide financial incentives, subsidies, and low-interest loans to SMEs willing to establish operations within the designated areas.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.14.5	Simplify and expedite the permitting and approval processes for SMEs setting up businesses within the SME parks to reduce bureaucratic hurdles.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.14.6	Encourage partnerships between government entities and private sector stakeholders to construct, manage, and maintain SME parks.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.14.7	Offer training programs and technical assistance to SMEs in business planning, technology adoption, and market access.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				1,050,000	<b>\$1,050,000</b>			

## Pillar 3: Technology Transfer, Industrial Cluster Development and SMEs Support Infrastructure

Strategic Intervention 7.0 Provision of enabling infrastructure that supports SME development in Industrial Clusters and associated regional value chains.

**3.14 Support the development of SME parks, workspaces and factory shells in areas / locations with the potential to catalyse regional value chains**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
3.14.8	Establish incubation and acceleration programs within SME parks to nurture startups and early-stage businesses.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.14.9	Create innovation ecosystems by facilitating collaboration between SMEs, research institutions, and universities to drive innovation and product development.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
3.14.10	Assist SMEs within the parks in accessing regional and international markets through trade facilitation, export promotion, and market linkages.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>450,000</b>				<b>\$1,500,000</b>
<b>TOTAL INDICATIVE BUDGET FOR PILLAR 3</b>								<b>\$14,860,000</b>

## Pillar IV

### Market Access



## Pillar 4: Market Access

Strategic Intervention 8.0: Strengthen SMEs Access to the continental and global market

### 4.1 Support streamlining of trade facilitation measures addressing non-tariff barriers

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.1.1	Provide specialised training and capacity-building programs to youth and women entrepreneurs to enhance their understanding of trade procedures, customs regulations, and export requirements.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	250,000	✓	✓	✓	✓	✓
4.1.2	Streamline and simplify export documentation processes to reduce administrative burdens on SME exporters.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	200,000	✓	✓	✓	✓	✓
4.1.3	Establish trade information centers that provide youth and women entrepreneurs with up-to-date information on market opportunities, trade regulations, and export procedures.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	300,000	✓	✓	✓	✓	✓
4.1.4	Promote digital trade platforms and e-commerce solutions that enable youth and women SMEs to engage in cross-border trade more efficiently.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	300,000	✓	✓	✓	✓	✓
4.1.5	Implement customs modernization initiatives to expedite customs clearance processes and reduce trade delays.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	250,000	✓	✓	✓	✓	✓
4.1.6	Setup dedicated trade facilitation helpdesks to guide youth and women entrepreneurs navigating export procedures.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	300,000	✓	✓	✓	✓	✓
4.1.7	Conduct workshops and seminars to educate youth and women entrepreneurs on export compliance requirements, standards, technical regulations, and certifications.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	300,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				1,900,000				\$1,900,000

## Pillar 4: Market Access

Strategic Intervention 8.0: Strengthen SMEs Access to the continental and global market

### 4.1 Support streamlining of trade facilitation measures addressing non-tariff barriers

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.1.8	Develop online trade information portals that provide comprehensive and user-friendly guidance on export procedures and market entry requirements.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	300,000	✓	✓	✓	✓	✓
4.1.9	Advocate for gender-responsive trade policies that address women-led SMEs' specific needs and challenges in cross-border trade.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	250,000	✓	✓	✓	✓	✓
4.1.10	Foster collaborations between governments, private sector entities, and development organizations to collectively support youth and women-driven SMEs in export activities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	300,000	✓	✓	✓	✓	✓
4.1.11	Advocate for removing non-tariff barriers such as cumbersome import and export licensing procedures and introducing import quotas.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>1,000,000</b>	<b>\$1,000,000</b>			
					<b>\$2,900,000</b>			

## Pillar 4: Market Access

Strategic Intervention 8.0: Strengthen SMEs Access to the continental and global market

### 4.2 Support market entry and internationalisation efforts of SMEs

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.2.1	Conduct market research and analysis to identify potential markets and opportunities for youth and women-led SMEs within Africa.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
4.2.2	Organise trade missions and exhibitions to African countries, allowing youth and women entrepreneurs to showcase their products and establish contacts with potential buyers and partners.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	250,000	✓	✓	✓	✓	✓
4.2.3	Provide export readiness assessments to youth and women SMEs to evaluate their capabilities and determine their readiness for entering new markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
4.2.4	Offer specialised training and workshops on export procedures, market entry strategies, and cultural considerations for business in different African countries.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
4.2.5	Assist youth and women SMEs in developing market entry strategies tailored to target African markets' needs and requirements.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
4.2.6	Provide access to up-to-date market information, trade regulations, tariffs, and non-tariff barriers within African countries.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	200,000	✓	✓	✓	✓	✓
4.2.7	Facilitate participation in trade promotion platforms and online marketplaces that connect youth and women SMEs with potential buyers in Africa.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				1,200,000				\$1,200,000

## Pillar 4: Market Access

**Strategic Intervention 8.0: Strengthen SMEs Access to the continental and global market**

### 4.2 Support market entry and internationalisation efforts of SMEs

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.2.8	Support product adaptation and localisation to meet the preferences and demands of target African markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
4.2.9	Establish trade facilitation helpdesks to provide guidance and support on market entry requirements and procedures.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
4.2.10	Facilitate partnerships and networking opportunities with local distributors, agents, and business associations in target African markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
4.2.11	Provide information on export financing options and incentives to support youth and women SMEs' market entry efforts.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
4.2.12	Assist SMEs in understanding and complying with quality standards, certification requirements, and import regulations in target African countries.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	250,000	✓	✓	✓	✓	✓
4.2.13	Organise virtual trade shows and online matchmaking events to connect youth and women SMEs with potential African buyers and partners.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
4.2.14	Encourage the formation of export consortia or clusters among youth and women-led SMEs to pool resources and enhance their collective market entry capacity.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>1,210,000</b>				<b>\$1,210,000</b>

## Pillar 4: Market Access

Strategic Intervention 8.0: Strengthen SMEs Access to the continental and global market

### 4.2 Support market entry and internationalisation efforts of SMEs

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.2.15	Offer mentorship and coaching programs to guide youth and women entrepreneurs through the market entry process.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
4.2.16	Develop customised market entry plans for youth and women SMEs based on their products, target markets, and competitive advantages.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
4.2.17	Advocate for favourable trade policies and incentives that support the market entry of youth and women-driven SMEs in African markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
				420,000	\$420,000			
<b>SUBTOTAL (For Action Area)</b>					\$2,830,000			

## Pillar 4: Market Access

Strategic Intervention 8.0: Strengthen SMEs Access to the continental and global market

### 4.3 Advocate for favourable policies and bilateral arrangements /agreements

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.3.1	Identify priority products with export potential for youth and women-led SMEs, considering market demand, competitiveness, and value-added potential.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
4.3.2	Conduct market research and analysis to identify target African countries with demand for the identified priority products.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	100,000	✓	✓	✓	✓	✓
4.3.3	Engage with relevant stakeholders, including government agencies, trade bodies, industry associations, and SME representatives, to garner support for priority products-based policy advocacy.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
4.3.4	Advocate for policies and incentives that promote the export of priority products by youth and women-driven SMEs, including tariff reductions, export subsidies, and duty-free quotas.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
4.3.5	Pursue bilateral trade agreements and arrangements with individual African countries to facilitate market access for the identified priority products.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
4.3.6	Organise customised trade missions that promote priority products, allowing youth and women entrepreneurs to showcase their goods in target African markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
4.3.7	Conduct awareness campaigns to inform youth and women entrepreneurs about the opportunities and benefits of exporting priority products under the AfCFTA.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	100,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>800,000</b>				<b>\$800,000</b>

## Pillar 4: Market Access

Strategic Intervention 8.0: Strengthen SMEs Access to the continental and global market

### 4.4 Promote market-driven product development and regional and national branding schemes

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.4.1	Conduct thorough market research to identify emerging trends, consumer preferences, and unmet needs in target African markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
4.4.2	Adapt existing products to align with the target African markets' cultural, regulatory, and environmental requirements.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	100,000	✓	✓	✓	✓	✓
4.4.3	Encourage partnerships and collaboration with local stakeholders, distributors, and retailers in target African markets to co-create products that resonate with local consumers.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
4.4.4	Provide product development training and capacity-building programs to trade support institutions to equip youth and women entrepreneurs with the skills to create market-driven products.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
4.4.5	Develop strong product branding and marketing strategies to position products effectively in African markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
4.4.6	Encourage SMEs to diversify their product offerings to cater to market segments and preferences.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
4.4.7	Develop market entry strategies that align with product development efforts, ensuring a seamless launch and distribution in African markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>1,060,000</b>				<b>\$1,060,000</b>

## Pillar 4: Market Access

Strategic Intervention 8.0: Strengthen SMEs Access to the continental and global market

### 4.4 Promote market-driven product development and regional and national branding schemes

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR					
				2025	2026	2027	2028	2029	
4.4.8	Provide capacity-building support to youth and women SMEs in understanding export market dynamics and identifying market-driven product opportunities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓	
				180,000	\$180,000				
<b>SUBTOTAL (For Action Area)</b>					\$1,240,000				

## Pillar 4: Market Access

**Strategic Intervention 9.0: Establish comprehensive export market information, linkages and partnerships**

**4.5 Facilitate the establishment /strengthening of the Export and Investment Opportunities Observatory at the regional level**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.5.1	Conduct a comprehensive needs assessment to identify youth and women-driven SMEs' specific information and data requirements for accessing export and investment opportunities in African markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	125,000	✓	✓	✓	✓	✓
4.5.2	Foster collaboration between public institutions, private sector organizations, academia, and development partners to establish the observatory and ensure its sustainability.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	125,000	✓	✓	✓	✓	✓
4.5.3	Develop a robust data collection mechanism to gather information on African countries' market trends, investment opportunities, regulatory frameworks, and trade facilitation measures.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	125,000	✓	✓	✓	✓	✓
4.5.4	Provide market intelligence reports and analysis to youth and women entrepreneurs, enabling them to make informed decisions regarding market entry and investment opportunities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	125,000	✓	✓	✓	✓	✓
4.5.5	Offer investment support services, including information on investment incentives, policies, and business environment in target African markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	125,000	✓	✓	✓	✓	✓
4.5.6	Conduct capacity-building programs and workshops for youth and women SMEs on effectively utilising the observatory's resources for market research and investment decisions.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	125,000	✓	✓	✓	✓	✓
4.5.7	Facilitate networking and collaboration among youth and women entrepreneurs, export promotion agencies, and relevant stakeholders to share insights and experiences.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	125,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>875,000</b>				<b>\$875,000</b>

## Pillar 4: Market Access

Strategic Intervention 9.0: Establish comprehensive export market information, linkages and partnerships

4.5 Facilitate the establishment /strengthening of the Export and Investment Opportunities Observatory at the regional level

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.5.8	Develop a user-friendly digital platform that provides easy access to export and investment information and connects SMEs with potential partners and investors.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	125,000	✓	✓	✓	✓	✓
4.5.9	Provide export and investment advisory services to guide youth and women entrepreneurs in navigating the complexities of international trade and investments.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	125,000	✓	✓	✓	✓	✓
4.5.10	Support developing market entry and investment strategies tailored to youth and women SMEs' specific needs and objectives.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	125,000	✓	✓	✓	✓	✓
4.5.11	Conduct awareness campaigns and outreach programs to promote the observatory's services and benefits among youth and women entrepreneurs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	125,000	✓	✓	✓	✓	✓
				500,000	\$500,000			
<b>SUBTOTAL (For Action Area)</b>					\$1,375,000			

## Pillar 4: Market Access

**Strategic Intervention 9.0: Establish comprehensive export market information, linkages and partnerships**

### **4.6 Support SMEs in accessing Regional, Continental and Global markets**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.6.1	Communicate the preferential tariff policy, rules, and application procedures to SMEs and other stakeholders to ensure transparency and compliance.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
4.6.2	Provide training and capacity-building programs to help SMEs meet the requirements for exporting under the preferential tariff regime.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
4.6.3	Implement a robust system for monitoring and verifying compliance with rules of origin to prevent abuse and ensure that only eligible products receive preferential treatment.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
4.6.4	Conduct regular impact assessments to evaluate the effectiveness of the preferential tariff in supporting SMEs and make necessary adjustments to the policy.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
4.6.5	Establish safeguard measures to address unforeseen disruptions or import surges that could harm domestic industries and SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>400,000</b>				<b>\$400,000</b>

## Pillar 4: Market Access

**Strategic Intervention 9.0: Establish comprehensive export market information, linkages and partnerships**

**4.7 Promote partnership with MNCs / large enterprises and B2B events**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.7.1	Organise networking events, business forums, and trade fairs, facilitating interactions between SMEs and export-oriented MNCs or large enterprises.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	40,000	✓	✓	✓	✓	✓
4.7.2	Establish platforms for business matchmaking, connecting youth and women-driven SMEs with MNCs or large enterprises looking for local partners.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	40,000	✓	✓	✓	✓	✓
4.7.3	Provide training and capacity-building programs to SMEs to enhance their understanding of international trade requirements and the expectations of MNCs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	40,000	✓	✓	✓	✓	✓
4.7.4	Support SMEs in meeting quality and compliance standards demanded by MNCs or large enterprises.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	40,000	✓	✓	✓	✓	✓
4.7.5	Joint Market Entry Strategies: Facilitate the development of joint market entry strategies between SMEs and MNCs, leveraging the latter's market knowledge and resources.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	40,000	✓	✓	✓	✓	✓
4.7.6	Encourage MNCs to implement supplier diversity programs that actively seek partnerships with youth and women-driven SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	40,000	✓	✓	✓	✓	✓
4.7.7	Provide guidance and support to SMEs in contract negotiations with MNCs, ensuring equitable and sustainable partnerships.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	40,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>280,000</b>				<b>\$280,000</b>

## Pillar 4: Market Access

**Strategic Intervention 9.0: Establish comprehensive export market information, linkages and partnerships**

### **4.8 Support SME's participation in regional, continental and international trade shows and expos**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.8.1	Organise targeted trade missions to specific African countries, focusing on sectors where youth and women-driven SMEs have a competitive advantage.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
4.8.2	Seek support and endorsement from relevant SADC governments to facilitate trade missions and exhibitions through diplomatic channels.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
4.8.3	Encourage youth and women-driven SMEs to participate in regional and international trade fairs and exhibitions to showcase their products and services.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
4.8.4	Organise specialised exhibitions that cater to specific sectors or industries, allowing SMEs to connect with potential buyers and partners with similar interests.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
4.8.5	Facilitate business-to-business matchmaking sessions during trade missions and exhibitions to foster meaningful connections and partnerships.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
4.8.6	Provide training and preparation sessions for participating SMEs on export readiness, negotiation skills, and cultural awareness.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
4.8.7	Explore options for financial support, grants, or subsidies to assist youth and women-driven SMEs in participating in trade missions and exhibitions.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	50,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>390,000</b>				<b>\$390,000</b>

## Pillar 4: Market Access

Strategic Intervention 9.0: Establish comprehensive export market information, linkages and partnerships

### 4.8 Support SME's participation in regional, continental and international trade shows and expos

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.8.8	Explore using virtual platforms to conduct trade missions and exhibitions, enabling broader participation and reducing costs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	30,000	✓	✓	✓	✓	✓
4.8.9	Collaborate with trade associations and industry bodies to enhance trade missions' and exhibitions' effectiveness and reach.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	60,000	✓	✓	✓	✓	✓
				90,000	\$90,000			
<b>SUBTOTAL (For Action Area)</b>					\$480,000			

## Pillar 4: Market Access

### STRATEGIC INTERVENTION 10: STRENGTHENING SMEs EXPORTING CAPACITIES AND EXPERIENCE

#### 4.9 STRENGTHEN BUSINESS NETWORKING AND COLLABORATION

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.9.1	Organise regular business networking events, conferences, and forums that bring together youth and women entrepreneurs, exporters, importers, and other stakeholders from different African countries.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
4.9.2	Develop online networking platforms that connect SMEs with potential partners, buyers, and investors across the African continent.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
4.9.3	Facilitate sector-specific networking groups or associations that allow SMEs within the same industry to collaborate and share knowledge.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
4.9.4	Offer business matchmaking services to help SMEs find suitable partners and collaborators in African markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
4.9.5	Encourage SMEs to join trade associations and chambers of commerce that provide networking opportunities and access to market information.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
4.9.6	Organise cross-border business missions to promote collaboration between youth and women-driven SMEs from different SADC countries.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
4.9.7	Encourage SMEs to share best practices, success stories, and lessons learned through networking events and platforms.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>840,000</b>				<b>\$840,000</b>

## Pillar 4: Market Access

### Strategic Intervention 10: Strengthening SMEs exporting capacities and experience

#### 4.9 Strengthen business networking and collaboration

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR					
				2025	2026	2027	2028	2029	
4.9.8	Facilitate joint marketing campaigns and promotional activities among SMEs to raise awareness of their products in African markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	120,000	✓	✓	✓	✓	✓	
<b>SUBTOTAL (For Action Area)</b>				<b>120,000</b>	<b>\$120,000</b>				
					<b>\$960,000</b>				

## Pillar 4: Market Access

### Strategic Intervention 10: Strengthening SMEs exporting capacities and experience

**4.10 Promote the adoption of international standards Sanitary and PhytoSanitary (SPS) measures and compliance with export requirements support and technical regulations**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.10.1	Provide training and workshops to SMEs on international standards, export regulations, and compliance requirements.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	130,000	✓	✓	✓	✓	✓
4.10.2	Support SMEs in implementing and adhering to international quality and compliance standards.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	130,000	✓	✓	✓	✓	✓
4.10.3	Establish a centralized information platform that provides SMEs access to relevant export requirements and standards.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	130,000	✓	✓	✓	✓	✓
4.10.4	Facilitate SMEs' attainment of necessary certifications and quality marks to meet export standards.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	130,000	✓	✓	✓	✓	✓
4.10.5	Collaborate with industry associations, chambers of commerce, and private sector players to promote adopting international standards.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	130,000	✓	✓	✓	✓	✓
4.10.6	Strengthening the capacity of public agencies to align national regulations and standards with international best practices to facilitate SMEs' compliance.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	130,000	✓	✓	✓	✓	✓
4.10.7	Organise workshops and seminars by technical experts to educate SMEs on meeting international quality requirements.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	130,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>910,000</b>				<b>\$910,000</b>

## Pillar 4: Market Access

### Strategic Intervention 10: Strengthening SMEs exporting capacities and experience

**4.10 Promote the adoption of international standards Sanitary and PhytoSanitary (SPS) measures and compliance with export requirements support and technical regulations**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.10.8	Establish quality assurance programs that enable SMEs to demonstrate compliance with international standards.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	130,000	✓	✓	✓	✓	✓
4.10.9	Advocate for simplified and streamlined regulatory processes to reduce the burden on SMEs seeking compliance.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	130,000	✓	✓	✓	✓	✓
4.10.10	Collaborate with regional and international standardisation bodies to facilitate the adoption of common standards.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	130,000	✓	✓	✓	✓	✓
4.10.11	Offer export incentives or benefits to SMEs that meet and maintain international quality and compliance standards.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	130,000	✓	✓	✓	✓	✓
4.10.12	Provide SMEs access to testing and certification facilities to validate their products' compliance.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	130,000	✓	✓	✓	✓	✓
				650,000	\$650,000			
<b>SUBTOTAL (For Action Area)</b>					\$1,560,000			

## Pillar 4: Market Access

### Strategic Intervention 10: Strengthening SMEs exporting capacities and experience

**4.11 Promote the adoption of e-commerce platforms and digital trade solutions among export oriented SMEs.**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.11.1	Provide SMEs with digital skills training and capacity-building programs, enabling them to utilise e-commerce platforms and digital marketing tools effectively.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000	✓	✓	✓	✓	✓
4.11.2	Invest in and develop robust e-commerce infrastructure, including reliable internet connectivity and secure online payment gateways.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000	✓	✓	✓	✓	✓
4.11.3	Facilitate the creation of user-friendly e-commerce platforms that cater to the specific needs of youth and women-driven SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000	✓	✓	✓	✓	✓
4.11.4	Connect SMEs to established regional and international digital marketplaces to expand their market reach.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000	✓	✓	✓	✓	✓
4.11.5	Promote financial inclusion by encouraging digital payment systems and access to online financial services for SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000	✓	✓	✓	✓	✓
4.11.6	Provide support and training in digital marketing and branding strategies to increase SMEs' visibility and customer engagement.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000	✓	✓	✓	✓	✓
4.11.7	Develop a conducive policy framework that supports e-commerce and digital trade, addressing data privacy, cybersecurity, and cross-border transactions.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>630,000</b>				<b>\$630,000</b>

## Pillar 4: Market Access

### Strategic Intervention 10: Strengthening SMEs exporting capacities and experience

**4.11 Promote the adoption of e-commerce platforms and digital trade solutions among export oriented SMEs.**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.11.8	Facilitate access to efficient and reliable logistics and fulfilment services for SMEs engaged in e-commerce.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000	✓	✓	✓	✓	✓
4.11.9	Offer export assistance programs tailored to SMEs involved in cross-border e-commerce activities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000	✓	✓	✓	✓	✓
4.11.10	Utilise data analytics to give SMEs insights into market trends, consumer behaviour, and product demand.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	90,000	✓	✓	✓	✓	✓
				270,000	\$270,000			
<b>SUBTOTAL (For Action Area)</b>					\$900,000			

## Pillar 4: Market Access

### Strategic Intervention 10: Strengthening SMEs exporting capacities and experience

#### 4.12 Strengthen business networking and collaboration among export oriented SMEs

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.12.1	Organise regular business networking events, conferences, and forums that bring together youth and women entrepreneurs, exporters, importers, and other stakeholders from different African countries.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
4.12.2	Develop online networking platforms that connect SMEs with potential partners, buyers, and investors across the African continent.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
4.12.3	Facilitate sector-specific networking groups or associations that allow SMEs within the same industry to collaborate and share knowledge.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
4.12.4	Offer business matchmaking services to help SMEs find suitable partners and collaborators in African markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
4.12.5	Encourage SMEs to join trade associations and chambers of commerce that provide networking opportunities and access to market information.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
4.12.6	Organise cross-border business missions to promote collaboration between youth and women-driven SMEs from different SADC countries.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
4.12.7	Encourage SMEs to share best practices, success stories, and lessons learned through networking events and platforms.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>560,000</b>				<b>\$560,000</b>

## Pillar 4: Market Access

### Strategic Intervention 10: Strengthening SMEs exporting capacities and experience

#### 4.12 Strengthen business networking and collaboration among export oriented SMEs

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR					
				2025	2026	2027	2028	2029	
4.12.8	Facilitate joint marketing campaigns and promotional activities among SMEs to raise awareness of their products in African markets.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓	
<b>SUBTOTAL (For Action Area)</b>				<b>80,000</b>	<b>\$80,000</b>				
					<b>\$640,000</b>				

## Pillar 4: Market Access

### Strategic Intervention 10: Strengthening SMEs exporting capacities and experience

#### 4.13 Launch SADC SME Exporter's Awards for Outstanding Exporters

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR					
				2025	2026	2027	2028	2029	
4.13.1	Develop a robust judging process that combines quantitative performance metrics and qualitative assessments.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓	
<b>SUBTOTAL (For Action Area)</b>				<b>80,000</b>	<b>\$80,000</b>				

## Pillar 4: Market Access

**Strategic Intervention 11 Streamline / simplify cross-border procedures and regulations on exporting**

**4.14 Streamline /Enhance cross border trade facilitation measures:**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.14.1	Single Window System: Implement a single window system that integrates all trade-related procedures, reducing paperwork and processing time.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	100,000	✓	✓	✓	✓	✓
4.14.2	Customs Cooperation: Promote cooperation between customs authorities of SADC countries to harmonise procedures and expedite border clearance.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	100,000	✓	✓	✓	✓	✓
4.14.3	Preferential Rules of Origin: Simplify and standardise rules of origin to ensure SMEs can easily determine their products' eligibility for preferential tariffs under the AfCFTA.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	180,000	✓	✓	✓	✓	✓
4.14.4	Transparent Tariffs and Duties: Ensure transparency in tariff rates and duties to facilitate informed decision-making for SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	100,000	✓	✓	✓	✓	✓
4.14.5	Export Processing Zones (EPZs): Establish EPZs or special economic zones that offer streamlined export procedures and incentives for SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
4.14.6	Transportation Infrastructure: Invest in transportation infrastructure to ensure efficient movement of goods within and across SADC countries.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	100,000	✓	✓	✓	✓	✓
4.14.7	Customs Training for SMES: Conduct training workshops for SMEs on customs, authorised economic procedures, and compliance to minimise delays at border points.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>810,000</b>				<b>\$810,000</b>

## Pillar 4: Market Access

Strategic Intervention 11 Streamline / simplify cross-border procedures and regulations on exporting

### 4.15 Simplify documentation requirements and customs clearance processes

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.15.1	Single Trade Document: Introduce a standardised single trade document that consolidates all export-related information and requirements, reducing paperwork and simplifying processes.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	100,000	✓	✓	✓	✓	✓
4.15.2	Capacity building for customs officials focused on improving service to youth and women entrepreneurs/traders.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	100,000	✓	✓	✓	✓	✓
4.15.3	Facilitate establish SME trade facilitation centers at border points	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
4.15.4	Establish an online portal on trade facilitation services linked to all trade facilitation support institutions in SADC MSSs.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	150,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>500,000</b>				<b>\$500,000</b>

## Pillar 4: Market Access

Strategic Intervention 11 Streamline / simplify cross-border procedures and regulations on exporting

**4.16 Invest in modern trade infrastructure and digital platforms for efficient trade operations facilitation.**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.16.1	Digital Trade Platforms: Develop user-friendly and secure digital platforms that enable SMEs to conduct online trade transactions, including documentation submission, payment, and tracking.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>120,000</b>	✓	✓	✓	✓	✓
4.16.2	E-commerce Enablement Support: Provide training and support to SMEs to leverage e-commerce platforms for cross-border trade and market access.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>100,000</b>	✓	✓	✓	✓	✓
4.16.3	Digital Payment Systems: Establish reliable and efficient digital payment systems to facilitate seamless and secure cross-border transactions.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>120,000</b>	✓	✓	✓	✓	✓
4.16.4	Logistics Infrastructure: Invest in modern logistics infrastructure, including ports, airports, and transportation networks, to facilitate the smooth movement of goods.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>50,000</b>	✓	✓	✓	✓	✓
4.16.5	Mobile Trade Apps: Develop mobile applications that enable SMEs to access trade information, track shipments, and manage export processes on the go.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>120,000</b>	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>510,000</b>				<b>\$510,000</b>

## Pillar 4: Market Access

Strategic Intervention 11 Streamline / simplify cross-border procedures and regulations on exporting

### 4.17 Support coordinated border management, including One-Stop Border Posts

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
4.17.1	One-Stop Border Posts (OSBPs): Establish and operationalise OSBPs at key border crossings to consolidate border control and streamline customs procedures.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>120,000</b>	✓	✓	✓	✓	✓
4.17.2	Customs Cooperation: Promote collaboration and information sharing between customs authorities of SADC countries to harmonise and expedite clearance processes.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>120,000</b>	✓	✓	✓	✓	✓
4.17.3	Joint Border Inspection: Conduct joint border inspections to reduce duplication of checks and minimise delays for SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
4.17.4	Trade Facilitation Committees: Create joint trade facilitation committees involving all relevant stakeholders to address border management challenges and propose improvements.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>360,000</b>				<b>\$360,000</b>
<b>TOTAL INDICATIVE BUDGET FOR PILLAR 4</b>								<b>\$15,255,000</b>

## Pillar V

### Access to Finance



## Pillar 5: Access to Finance

**Strategic Intervention 12: Strengthening financing ecosystems and infrastructure for delivery of appropriate products to SMEs/SMIs**

**5.1 Promote policy and regulatory reforms in the financial systems to create a favourable environment for SME lending.**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
5.1.1	Introduce policies mandating financial institutions to allocate a percentage of credit specifically for SMEs and SMIs, ensuring they have access to essential funding.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.1.2	Implement measures to reduce the finance cost for SMEs, especially women and youth entrepreneurs, through interest rate subsidies, credit guarantee schemes, or preferential loan terms.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.1.3	Simplify and streamline loan application and approval processes and simplify documentation for SMEs to reduce administrative burden, paperwork, and turnaround time.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.1.4	Promote financial inclusion initiatives to ensure that SMEs, especially those in remote or underserved areas, have access to banking services and credit facilities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.1.5	Provide training and capacity-building programs to financial institutions to enhance their understanding of SME financing needs and risk assessment.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.1.6	Establish or enhance credit rating mechanisms that consider non-traditional data for assessing SME creditworthiness, benefiting businesses with limited credit history.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.1.7	Encourage the acceptance of alternative forms of collateral, such as movable assets, intangible assets, and intellectual property, to improve SMEs' eligibility for loans.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>560,000</b>				<b>\$560,000</b>

## Pillar 5: Access to Finance

Strategic Intervention 12: Strengthening financing ecosystems and infrastructure for delivery of appropriate products to SMEs/SMIs

*5.1 Promote policy and regulatory reforms in the financial systems to create a favourable environment for SME lending.*

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR					
				2025	2026	2027	2028	2029	
5.1.8	Create awareness and build capacity on using digital lending platforms that facilitate easier access to credit for SMEs, including mobile banking and online loan applications.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓	
5.1.9	Establish credit guarantee schemes to provide security for lenders and encourage them to extend credit to SMEs with limited collateral.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓	
<b>SUBTOTAL (For Action Area)</b>				<b>160,000</b>	<b>\$160,000</b>				
					<b>\$720,000</b>				

## Pillar 5: Access to Finance

**Strategic Intervention 12: Strengthening financing ecosystems and infrastructure for delivery of appropriate products to SMEs/SMIs**

**5.2 Provide technical assistance to and strengthen Member States' capacity to develop mobile-based and digital infrastructure to enable digital and mobile financing**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
5.2.1	Conduct a comprehensive assessment of each Member State's digital infrastructure and mobile penetration to identify areas for improvement.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.2.2	Provide technical support to Member States in upgrading and expanding their digital infrastructure to support mobile-based financial services.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.2.3	Assisted in developing appropriate regulatory frameworks that promoted digital and mobile financing while ensuring consumer protection and data security.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.2.4	Facilitate the adoption of interoperable digital payment solutions to enable seamless transactions across different platforms and providers.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.2.5	Foster partnerships between Member States and FinTech companies to leverage their expertise and technological solutions in digital finance.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.2.6	Help establish secure and efficient digital payment gateways facilitating cross-border transactions for SMEs engaged in export activities.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>480,000</b>				<b>\$480,000</b>

## Pillar 5: Access to Finance

Strategic Intervention 12: Strengthening financing ecosystems and infrastructure for delivery of appropriate products to SMEs/SMIs

### 5.3 Strengthen the capacity of financial institutions to deliver financing to SMEs effectively

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
5.3.1	Foster collaboration between financial institutions and business development service providers to gain a deeper understanding of the financial needs of SMEs and their specific market requirements.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.3.2	Conduct market research and analysis to appreciate the SME market better and identify available investment opportunities for financial institutions.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.3.3	Support the development of non-financial instruments, such as leasing, insurance, and warehousing solutions tailored to the needs of SMEs, promoting risk mitigation and facilitating growth.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.3.4	Facilitate the adoption of alternative credit risk assessment methodologies that consider non-traditional data sources, enabling financial institutions to assess the creditworthiness of SMEs with limited credit history.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.3.5	Provide capacity-building programs and training for financial institution staff to enhance their understanding of SME financing and risk management.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.3.6	Advocate for supportive policies incentivising financial institutions to engage in SME financing and promoting access to finance for youth and women-driven SMEs.	SADC Sec., SADC MSS., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>480,000</b>		<b>\$480,000</b>		

## Pillar 5: Access to Finance

Strategic Intervention 12: Strengthening financing ecosystems and infrastructure for delivery of appropriate products to SMEs/SMIs

**5.4 Develop policy and regulatory frameworks to promote innovative financing mechanisms:**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
5.4.1	Advocate for policies that support the development and growth of innovative financing mechanisms, acknowledging their importance in boosting SMEs' access to finance.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.4.2	Create flexible regulatory environments that accommodate and encourage the operation of innovative financing platforms, ensuring they meet regulatory standards while fostering innovation.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.4.3	Establish venture capital funds to support export-oriented SMEs, providing them with early-stage and growth capital.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.4.4	Promote and facilitate the formation of angel investor networks that focus on investing in youth and women-led SMEs with export potential.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.4.5	Support the development of digital lending platforms that offer convenient and accessible financing options for SMEs in cross-border trade piloted with cross-border operators and other interested parties to be identified.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.4.6	Encourage the emergence and growth of Fintech companies that provide innovative financial services to SMEs, such as digital payments, invoice financing, and supply chain finance.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>480,000</b>				<b>\$,000</b>

## Pillar 5: Access to Finance

Strategic Intervention 12: Strengthening financing ecosystems and infrastructure for delivery of appropriate products to SMEs/SMIs

5.5 Establish /promote networking / form of financial and non-financial institutions at national and regional levels to facilitate sharing of best, best practices on SME lending,

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
5.5.1	Organise national and regional conferences on SME financing, bringing together financial institutions, development agencies, government representatives, and industry experts to share experiences and best practices.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.5.2	Organise workshops and seminars on SME lending, where financial institutions and non-financial entities can participate and learn from each other's experiences.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.5.3	Arrange networking events where financial institutions and non-financial entities can interact, establish partnerships, and explore opportunities for collaboration.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.5.4	Develop online platforms or forums dedicated to SME financing, where stakeholders can share information, Resources), and success stories.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.5.5	Organise study tours for financial institutions to visit successful SME financing models and initiatives in other countries within and outside the SADC region.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>400,000</b>				<b>\$400,000</b>

## Pillar 5: Access to Finance

### Strategic Intervention 13: Developing financial literacy, investor readiness and financial information for SME/SMIs

**5.6 Develop an integrated financial products information portal for SMEs at national and regional levels.**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
5.6.1	Conduct a comprehensive survey and stock-taking exercise to identify and catalogue available financial products tailored to SME needs across SADC member states.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.6.2	Establish an online portal or platform that serves as a centralized repository of information on financial products for SMEs. The portal should be user-friendly, accessible, and regularly updated.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.6.3	Collaborate with regional financial institutions to provide accurate and up-to-date information about their financial products and services for SMEs.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.6.4	Ensure the portal facilitates easy dissemination of information on various financial products, including loans, grants, equity financing, venture capital, and trade finance, suitable for SMEs involved in export activities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.6.5	Strengthen the capacity of SME associations to provide advisory services to their members regarding the financial products available and how to access them.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.6.6	Conduct training programs for SME association members to enhance their understanding of financial products, eligibility criteria, and application processes.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.6.7	Facilitate networking and collaboration among SME associations, financial institutions, and relevant stakeholders to support promoting and using the financial products information portal.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>560,000</b>				<b>\$560,000</b>

## Pillar 5: Access to Finance

### Strategic Intervention 13: Developing financial literacy, investor readiness and financial information for SME/SMIs

#### 5.7 Enhance financial education provision needs of SMEs

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
5.7.1	Conduct a comprehensive needs assessment to identify SMEs' specific financial education requirements, considering their diverse backgrounds, sectors, and export-related activities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
5.7.2	Develop tailored financial education programs that address the identified needs of SMEs, including modules on financial literacy, financial management, budgeting, risk management, and understanding funding options.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
5.7.3	Collaboration with Financial Institutions: Partner with financial institutions and industry experts to deliver financial education programs, leveraging their expertise and resources.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
5.7.4	Provide online and offline financial education resources to cater to SMEs with varying access to technology.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
5.7.5	Conduct regular training workshops, webinars, and seminars to reach a wide audience of SMEs and enhance their financial knowledge.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	<b>60,000</b>	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>300,000</b>				<b>\$300,000</b>

## Pillar 5: Access to Finance

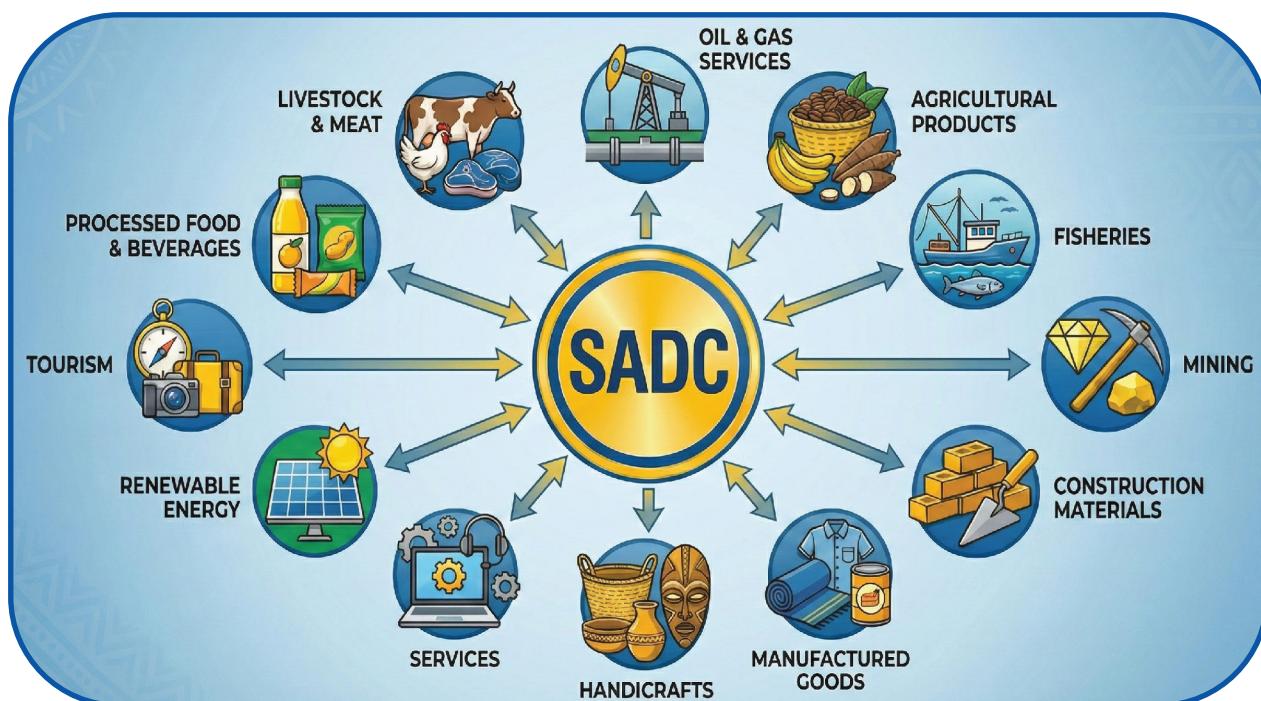
### Strategic Intervention 13: Developing financial literacy, investor readiness and financial information for SME/SMIs

**5.8 Establish mentorship and networking programs to connect SMEs with experienced business professionals, investors, and industry experts**

ACT.#	DESCRIPTION OF ACTIVITY (PROJECT)	IMPLEMENTOR (S)	BUDGET (In US\$S)	IMPLEMENTING YEAR				
				2025	2026	2027	2028	2029
5.8.1	Develop structured mentorship programs that pair SMEs with experienced mentors from relevant industries, ensuring a valuable exchange of knowledge and guidance.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.8.2	Carefully match SMEs with mentors based on their specific needs, industry focus, and growth aspirations to maximise the impact of the mentorship relationship.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.8.3	Organise networking events, workshops, and forums where SMEs can interact with potential mentors, investors, and industry experts.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.8.4	Organise meetups and pitching sessions where SMEs can present their business ideas to potential investors and seek funding opportunities.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.8.5	Support and participate in regional entrepreneurship and investor conferences to give SMEs exposure and access to potential mentors and investors.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
5.8.6	Conduct workshops to train SMEs in ineffective pitching and negotiation skills to enhance their ability to attract potential investors.	SADC Sec., SADC MSs., SADC BC, Devt Partners, NSAs, Academia	80,000	✓	✓	✓	✓	✓
<b>SUBTOTAL (For Action Area)</b>				<b>480,000</b>				<b>\$480,000</b>
<b>TOTAL INDICATIVE BUDGET FOR PILLAR 5</b>								<b>\$3,900,000</b>
<b>GRAND TOTAL</b>								<b>\$39,725,000.00</b>

# SMEs EXPORT OPPORTUNITIES AVAILABLE IN THE SADC REGION

By:  
Member State



## SMEs EXPORT SECTORS IN SADC



- **Oil and Gas Services:** Angola is one of Africa's leading oil producers. SMEs in the country often provide services and support to the oil and gas industry, including maintenance, logistics, and equipment rental.
- **Agricultural Products:** Agriculture is crucial to Angola's economy. SMEs in this sector export products such as coffee, bananas, cassava, and other agricultural commodities.
- **Fisheries:** Angola has a significant coastline, making fisheries an important sector. SMEs in this industry export various seafood products, including fish, shrimp, and lobsters.
- **Mining:** Angola is rich in diamonds, iron ore, and gold. SMEs involved in mining contribute to the export of these resources.
- **Construction Materials:** With ongoing infrastructure development in Angola, SMEs producing construction materials like bricks, cement, and tiles export their products within the region.
- **Manufactured Goods:** Some SMEs in Angola engage in manufacturing activities, producing items such as textiles, clothing, and processed food products for export.
- **Handicrafts:** Traditional crafts and handmade products, including baskets, pottery, and wooden carvings, are exported by SMEs as they tap into the growing demand for cultural and artisanal goods.
- **Services:** Some SMEs provide specialised services such as IT, consulting, and engineering, which can be exported to neighbouring countries in the region.
- **Renewable Energy:** As the country invests in renewable energy sources, SMEs producing and installing solar panels and related equipment have export potential.
- **Tourism:** SMEs in the tourism sector offer guided tours, accommodations, and cultural experiences to foreign tourists visiting Angola.
- **Processed Food and Beverages:** SMEs in the food and beverage industry export products like bottled water, fruit juices, and locally made snacks.
- **Livestock and Meat:** The export of livestock and meat products, including beef and poultry, contributes to Angola's agricultural exports



- **Diamonds:** Botswana is one of the world's largest producers of diamonds. While large corporations dominate the diamond industry, some SMEs are involved in diamond cutting, polishing, and trading.
- **Beef and Meat Products:** Botswana is known for its high-quality beef. SMEs in the agricultural sector, including cattle ranching and meat processing, export beef products to regional and international markets.
- **Textiles and Apparel:** SMEs in Botswana's textile and apparel industry produce clothing, uniforms, and textiles for export, including to neighbouring countries in the Southern African Development Community (SADC).
- **Crafts and Handmade Products:** Botswana's rich cultural heritage is reflected in its crafts and handmade products, including traditional baskets, pottery, and jewellery. These items are often exported to international markets.
- **Agribusiness Products:** SMEs in agriculture and agribusiness export various products, including fruits, vegetables, grains, and processed food items, to regional and international markets.
- **Tourism Services:** Botswana's tourism industry is growing, and SMEs provide services such as tour operations, safari camps, lodges, and guided tours for international tourists.
- **Renewable Energy:** Some SMEs in Botswana are involved in renewable energy projects, including solar power generation and related services, with export potential to neighbouring countries.
- **Arts and Entertainment:** SMEs in the arts and entertainment industry, including music, film, and literature, have the potential to export their creative works to international audiences.
- **Information Technology (IT) Services:** IT companies in Botswana offer services such as software development, IT consulting, and web design, which can be exported to regional and international clients.
- **Jewellery and Gemstones:** Besides diamonds, Botswana SMEs may also produce and export jewellery and semi-precious gemstones.
- **Healthcare Services:** Botswana's healthcare sector includes SMEs offering medical services, pharmaceuticals, and healthcare products that can be exported to neighbouring countries.
- **Education and Training:** SMEs involved in education and training provide vocational training, skills development, and educational materials, which can be exported to other African countries.
- **Environmental and Ecotourism Services:** SMEs in the environmental and ecotourism sectors offer conservation, eco-friendly tourism, and wildlife management services.
- **ICT Software Development:** Botswana has a growing software development sector, with SMEs creating software applications and solutions that can be exported globally.
- **Processed Food and Beverages:** SMEs in the food and beverage industry export products like fruit juices, canned goods, and traditional snacks.



- **Vanilla:** Comoros is one of the world's largest producers of vanilla. Many local SMEs are involved in vanilla cultivation, processing, and export to international markets.
- **Ylang-ylang Essential Oil:** Ylang-ylang is a fragrant flower used in perfumery. SMEs in Comoros extract essential oil from ylang-ylang flowers for export to the global fragrance industry.
- **Cloves:** Clove production is a significant agricultural activity in Comoros. Local SMEs engage in the cultivation and export of cloves, primarily to spice markets.
- **Essential Oils:** Apart from ylang-ylang, SMEs in Comoros produce essential oils for export from other aromatic plants, including lemongrass and eucalyptus.
- **Agricultural Products:** Comoros exports various agricultural products, including crops like coconuts and bananas and fruits like pineapples and mangoes, often produced and exported by SMEs.
- **Seafood:** Comoros has a rich marine ecosystem, and SMEs in the fishing sector engage in the capture and export of seafood products, including tuna and octopus.
- **Artisanal Crafts:** Local artisans in Comoros produce traditional crafts such as woven baskets, mats, and wood carvings, often exported to tourists and collectors.
- **Spices:** SMEs export cinnamon, nutmeg, and cloves to international markets.
- **Processed Food and Beverages:** Some Comoros SMEs produce and export processed food items such as jams, fruit juices, and coconut-based products.
- **Tourism Services:** SMEs provide tourism-related services, including tour operations, accommodations, and guided tours for international visitors.
- **Agricultural Exports:** Comoros exports various agricultural products, including vegetables, beans, and rice, often produced by local SMEs.
- **Fish Processing:** SMEs may use fish processing activities, including smoking and canning, to export value-added seafood products.



- **Artisanal and Small-scale Mining (ASM):** The DRC is a major producer of minerals such as gold, tin, tantalum, and tungsten. Many SMEs are involved in ASM activities, including mining, processing, and trading these minerals.
- **Agricultural Products:** SMEs in the agriculture sector export products, including coffee, cocoa, palm oil, rubber, and cassava, often to neighbouring countries.
- **Timber and Wood Products:** The DRC has vast forest resources. SMEs in the forestry sector export timber, wood products, and non-timber forest products like nuts and fruits.
- **Fisheries:** Given its extensive waterways, the DRC's fisheries sector offers export opportunities for fish capture and processing SMEs.
- **Mineral Processing:** Some SMEs are involved in value-addition activities related to minerals, including the processing and exporting semi-processed or finished products.
- **Handicrafts:** Local artisans in the DRC produce traditional crafts, including pottery, carvings, and woven goods, which are exported to regional and international markets.
- **Processed Food and Beverages:** SMEs produce and export processed items such as cassava flour, fruit juices, and packaged snacks.
- **Textiles and Apparel:** While the textile and apparel industry is relatively small, some SMEs produce clothing and textiles for export, including to regional markets.
- **Tourism Services:** SMEs offer tourism-related services such as accommodations, guided tours, and travel agencies for international visitors.
- **Horticultural Products:** SMEs export horticultural products such as flowers, fruits, and vegetables to neighbouring countries.
- **Livestock and Meat:** The export of livestock and meat products, including beef and poultry, contributes to agricultural exports from SMEs.
- **Essential Oils:** SMEs extract essential oils from aromatic plants like eucalyptus and citronella for export to the global fragrance and cosmetics industries.
- **Recycling and Waste Management:** Some SMEs are involved in recycling and waste management activities, including collecting and exporting recyclable materials.
- **Construction Materials:** SMEs in the construction sector produce and export construction materials like bricks, tiles, and cement.
- **Transport and Logistics Services:** SMEs in the transport and logistics sector offer cargo handling, freight forwarding, and transportation services to support export activities.
- **Technology Services:** IT companies provide services such as software development, IT consulting, and web design, which can be exported to regional and international clients.
- **Renewable Energy:** As the demand for renewable energy grows, some SMEs are involved in solar panel installation and related services.



- **Textiles and Apparel:** Eswatini has a growing textile and apparel industry, and SMEs within this sector export garments, fabrics, and textiles to regional and international markets.
- **Agricultural Products:** SMEs in Eswatini's agriculture sector export sugar, citrus fruits, pineapples, vegetables, and cut flowers.
- **Wood and Wood Products:** Some SMEs export timber, furniture, and wood-based products.
- **Processed Foods:** SMEs engage in the production and export of processed food items, including fruit juices, canned foods, and snacks.
- **Handicrafts:** Local artisans produce traditional crafts, including woven goods, beadwork, pottery, and carvings, often exported as cultural and decorative items.
- **Chemicals and Pharmaceuticals:** SMEs may produce and export chemicals, pharmaceutical products, and related goods.
- **Mining and Minerals:** Eswatini has mineral resources, and SMEs may be involved in the mining and exporting minerals such as coal and quarry stones.
- **Construction Materials:** SMEs in the construction sector export materials like bricks, cement, and tiles, contributing to regional infrastructure projects.
- **Tourism Services:** Eswatini's tourism industry offers opportunities for SMEs engaged in accommodation, tour operations, and adventure tourism services for international visitors.
- **Livestock and Meat:** The export of livestock, beef, and meat products, including processed meats, is another area where SMEs are active.
- **Renewable Energy:** Some SMEs provide renewable energy solutions, including solar panels, installation, and related services for export.
- **Education and Training:** SMEs in the education and training sector may offer vocational training, skills development, and educational materials to neighbouring countries.
- **Transport and Logistics:** SMEs offer transport and logistics services, including cargo handling, freight forwarding, and transportation support for export activities.
- **ICT and Software Services:** IT companies provide software development, IT consulting, and web design services, which can be exported to regional and international clients.
- **Beauty and Personal Care Products:** SMEs in Eswatini may export cosmetics, toiletries, and beauty products.
- **Jewellery:** Some SMEs may produce and export jewellery items, including traditional and contemporary designs.



- **Textiles and Apparel:** Lesotho has a significant textile and garment manufacturing industry. SMEs in this sector export clothing, textiles, and fabrics to international markets, including the United States, under the African Growth and Opportunity Act (AGOA) agreement.
- **Footwear:** Some SMEs in Lesotho produce footwear, including shoes and boots, for export to regional and global markets.
- **Wool and Mohair:** Lesotho is known for its high-quality wool and mohair production. SMEs engage in the shearing, processing, and export of these natural fibres.
- **Handicrafts:** Local artisans produce traditional handicrafts such as woven goods, pottery, and beadwork, often exported as cultural and decorative items.
- **Agricultural Products:** SMEs in Lesotho's agriculture sector export products such as maize, wheat, beans, and vegetables to neighbouring countries in the region.
- **Processed Foods:** Some SMEs are involved in the production and export of processed food items, including dairy products, fruit juices, and canned foods.
- **Construction Materials:** SMEs in the construction sector export materials like bricks, cement, and tiles, often contributing to regional infrastructure projects.
- **Transport and Logistics:** SMEs offer transport and logistics services, including cargo handling, freight forwarding, and transportation support for export activities.
- **Tourism Services:** Lesotho's tourism industry offers opportunities for SMEs engaged in accommodation, tour operations, and adventure tourism services for international visitors.
- **Renewable Energy:** Some SMEs provide renewable energy solutions, including solar panels, installation, and related services for export.
- **ICT and Software Services:** IT companies provide software development, IT consulting, and web design services, which can be exported to regional and international clients.
- **Arts and Crafts:** Artisans produce paintings, sculptures, and crafts with artistic value, which can be exported to art enthusiasts and collectors.
- **Jewellery:** Some SMEs may produce and export jewellery items, including traditional and contemporary designs.
- **Livestock and Meat:** The export of livestock, beef, and meat products, including processed meats, is another area where SMEs are active.
- **Educational Services:** SMEs involved in education may offer vocational training, skills development, and educational materials to neighbouring countries.
- **Beauty and Personal Care Products:** SMEs in Lesotho may export cosmetics, toiletries, and beauty products.
- **Healthcare Services:** Some SMEs export healthcare services, including medical equipment and pharmaceutical products, to neighbouring countries.



- **Vanilla:** Madagascar is one of the world's largest producers of vanilla, and many SMEs are involved in vanilla cultivation, processing, and export.
- **Spices:** SMEs export a variety of spices, including cloves, black pepper, and cinnamon, which are grown in different regions of Madagascar.
- **Coffee:** Madagascar produces Arabica and Robusta coffee beans, with SMEs involved in farming and exporting to international markets.
- **Essential Oils:** SMEs extract essential oils from aromatic plants such as ylang-ylang, eucalyptus, and Ravindra, which are used in the fragrance and cosmetics industries.
- **Handicrafts:** Local artisans produce traditional handicrafts, including woven goods, wood carvings, and baskets, which are exported as cultural and decorative items.
- **Agricultural Products:** SMEs export agricultural products like rice, cloves, vanilla, and fruits to regional and international markets.
- **Textiles and Apparel:** The textile and garment industry is growing, with SMEs exporting clothing and textiles to European markets, the United States, and neighbouring countries.
- **Gemstones:** Madagascar is known for its gemstone production, including sapphires, rubies, and tourmalines. SMEs in the jewellery industry export these gemstones.
- **Processed Foods:** Some SMEs produce and export processed food items such as canned fruits, fruit juices, and traditional snacks.
- **Timber and Wood Products:** SMEs export timber, wooden furniture, and wood-based products to regional and international markets.
- **Seafood:** Madagascar has a rich marine ecosystem, and SMEs in the fishing sector engage in the capture and export of seafood products, including shrimp, lobster, and fish.
- **Transport and Logistics:** SMEs offer transport and logistics services, including cargo handling, freight forwarding, and transportation support for export activities.
- **Tourism Services:** Madagascar's unique biodiversity and natural beauty offer opportunities for SMEs engaged in tour operations, accommodations, and eco-tourism services.
- **Renewable Energy:** Some SMEs provide renewable energy solutions, including solar panels, installation, and related services for export.
- **ICT and Software Services:** IT companies provide software development, IT consulting, and web design services, which can be exported to regional and international clients.
- **Arts and Crafts:** Artisans produce paintings, sculptures, and crafts with artistic value, which can be exported to art enthusiasts and collectors.
- **Livestock and Meat:** The export of livestock, beef, and meat products, including processed meats, is another area where SMEs are active.



- **Agricultural Products:** Malawi's agricultural sector significantly contributes to the country's exports. SMEs export tobacco, tea, sugar, cotton, and legumes.
- **Processed Foods:** SMEs engage in the production and export of processed food items, including maize flour, fruit juices, and packaged snacks.
- **Coffee:** Malawi produces Arabica and Robusta coffee beans, with SMEs involved in coffee farming and exporting to international markets.
- **Handicrafts:** Local artisans produce traditional handicrafts, including woven goods, pottery, and wood carvings, exported as cultural and decorative items.
- **Spices:** SMEs export various spices, including black pepper and paprika, which are grown in different regions of Malawi.
- **Macadamia Nuts:** Malawi produces macadamia nuts, and SMEs are involved in the cultivation, processing, and export of these nuts.
- **Gemstones:** Malawi is known for its gemstone production, including garnets, amethysts, and aquamarines. SMEs in the jewellery industry export these gemstones.
- **Forestry Products:** SMEs export timber, wooden furniture, and wood-based products to regional and international markets.
- **Textiles and Apparel:** Some SMEs export clothing, including traditional fabrics and garments, to neighbouring countries.
- **Fisheries:** Malawi has several lakes, including Lake Malawi, which support a fishing industry. SMEs in the fishing sector engage in the capture and export of various fish species.
- **Essential Oils:** SMEs extract essential oils from aromatic plants such as lemongrass and eucalyptus, which are used in the fragrance and cosmetics industries.
- **Transport and Logistics:** SMEs offer transport and logistics services, including cargo handling, freight forwarding, and transportation support for export activities.
- **Tourism Services:** Malawi's natural beauty and wildlife offer opportunities for SMEs engaged in tour operations, accommodations, and eco-tourism services.
- **Renewable Energy:** Some SMEs provide renewable energy solutions, including solar panels, installation, and related services for export.
- **ICT and Software Services:** IT companies provide software development, IT consulting, and web design services, which can be exported to regional and international clients.
- **Livestock and Meat:** The export of livestock, beef, and meat products, including processed meats, is another area where SMEs are active.
- **Healthcare Services:** Some SMEs export healthcare services, including medical equipment and pharmaceutical products, to neighbouring countries.



- **Textiles and Apparel:** Mauritius has a well-developed textile and garment manufacturing industry, with SMEs exporting clothing, textiles, and fabrics to international markets, including the European Union and the United States.
- **Seafood:** Mauritius exports various seafood products, including fish, shrimp, and lobster, with SMEs involved in fishing, processing, and exporting these products.
- **Jewellery and Gemstones:** SMEs in Mauritius may be involved in producing and exporting jewellery items, including traditional and contemporary designs. The country is also a trading hub for gemstones.
- **Information and Communication Technology (ICT):** IT companies in Mauritius provide software development, IT consulting, and outsourcing services to clients globally, contributing to the export of ICT services.
- **Agro-Processing:** SMEs are engaged in the processing and exporting agricultural products such as sugar, fruits, vegetables, and canned foods.
- **Handicrafts:** Local artisans produce traditional handicrafts, including textiles, pottery, and wood carvings, exported as cultural and decorative items.
- **Renewable Energy:** Some SMEs provide renewable energy solutions, including solar panels, installation, and related services for export to neighbouring countries and regions.
- **Financial and Business Services:** Mauritius is a financial services hub, and SMEs may offer financial, accounting, and consulting services to international clients.
- **Processed Foods:** SMEs produce and export processed food items such as fruit juices, canned foods, and snacks.
- **Tourism Services:** The tourism industry in Mauritius offers opportunities for SMEs engaged in accommodation, tour operations, and water sports services for international tourists.
- **Essential Oils and Cosmetics:** SMEs extract essential oils from aromatic plants and produce cosmetics and personal care products for export.
- **Education and Training:** SMEs may offer educational services, including vocational training, skills development, and educational materials, to neighbouring countries and regions.
- **Transport and Logistics:** SMEs offer transport and logistics services, including cargo handling, freight forwarding, and transportation support for export activities.
- **Furniture and Wood Products:** SMEs in Mauritius export wooden furniture and wood-based products to international markets.
- **Healthcare Services:** Some SMEs provide healthcare services, including medical equipment and pharmaceutical products, for export to regional markets.
- **Art and Creative Industries:** Mauritius has a growing creative industry, with SMEs involved in arts, film, music, and design, which can be exported to international audiences.



- **Agricultural Products:** Mozambique's agricultural sector is vital to the country's exports. SMEs export cashew nuts, tobacco, sugar, cotton, and fruits like bananas and citrus.
- **Seafood:** Mozambique has a rich marine ecosystem, and SMEs in the fishing sector engage in the capture and export of various seafood products, including prawns, shrimp, and fish.
- **Timber and Wood Products:** SMEs export timber, wooden furniture, and wood-based products to regional and international markets.
- **Cashew Processing:** Mozambique is known for its cashew production, and SMEs are involved in cashew nut processing and export.
- **Transport and Logistics:** SMEs offer transport and logistics services, including cargo handling, freight forwarding, and transportation support for export activities.
- **Tourism Services:** Mozambique's coastline and natural beauty offer opportunities for SMEs engaged in tour operations, accommodations, and water sports services for international tourists.
- **Renewable Energy:** Some SMEs provide renewable energy solutions, including solar panels, installation, and related services for export to neighbouring countries.
- **Processed Foods:** SMEs produce and export processed food such as canned foods, fruit juices, and traditional snacks.
- **ICT and Software Services:** IT companies provide software development, IT consulting, and web design services, which can be exported to regional and international clients.
- **Arts and Crafts:** Local artisans produce traditional handicrafts, including textiles, pottery, and wood carvings, exported as cultural and decorative items.
- **Gemstones:** Mozambique is known for its gemstone production, including rubies, sapphires, and garnets. SMEs in the jewellery industry export these gemstones.
- **Mineral Processing:** Some SMEs are involved in value-addition activities related to minerals, including the processing and exporting semi-processed or finished products.
- **Healthcare Services:** Some SMEs export healthcare services, including medical equipment and pharmaceutical products, to neighbouring countries.
- **Construction Materials:** SMEs in Mozambique produce and export construction materials like bricks, tiles, and cement.
- **Education and Training:** SMEs in education offer services such as vocational training, skills development, and educational materials to neighbouring countries.
- **Livestock and Meat:** The export of livestock, beef, and meat products, including processed meats, is another area where SMEs are active.



- **Fish and Seafood:** Namibia is known for its fishing industry, and SMEs in this sector engage in the capture, processing, and export of seafood products such as hake, herring, and squid.
- **Mineral Resources:** Namibia is rich in mineral resources, including diamonds, uranium, and semi-precious stones. SMEs in the mining sector may be involved in the extraction and export of these resources.
- **Livestock and Meat:** The export of livestock and meat products, particularly beef, significantly contributes to Namibia's exports. SMEs are involved in cattle farming, meat processing, and export.
- **Crafts and Handicrafts:** Local artisans produce traditional handicrafts, including jewellery, textiles, wood carvings, and beadwork, often exported as cultural and decorative items.
- **Horticultural Products:** SMEs in Namibia export various horticultural products, including grapes, dates, and vegetables, often to international markets.
- **Agricultural Products:** Namibia's agricultural sector also includes SMEs that export products such as maize, millet, and other grains.
- **Gemstones:** Namibia is known for its gemstone production, including high-quality diamonds and semi-precious stones. SMEs in the jewellery industry export these gemstones.
- **Processed Foods:** SMEs produce and export processed food such as canned meats, jams, and fruit juices.
- **Tourism Services:** Namibia's unique landscapes, including deserts and wildlife, offer opportunities for SMEs engaged in tour operations, accommodations, and safari services for international tourists.
- **Renewable Energy:** Some SMEs provide renewable energy solutions, including solar panels, installation, and related services for export to neighbouring countries.
- **ICT and Software Services:** IT companies offer software development, IT consulting, and web design services, which can be exported to regional and international clients.
- **Wood and Wood Products:** SMEs export timber, wooden furniture, and wood-based products to regional and international markets.
- **Transport and Logistics:** SMEs offer transport and logistics services, including cargo handling, freight forwarding, and transportation support for export activities.
- **Healthcare Services:** Some SMEs export healthcare services, including medical equipment and pharmaceutical products, to neighbouring countries.
- **Construction Materials:** SMEs in Namibia produce and export construction materials like bricks, tiles, and cement.



- **Tuna and Seafood:** Seychelles is renowned for its fishing industry, and SMEs are involved in the capture, processing, and export of tuna, octopus, and various seafood products.
- **Tourism Services:** SMEs in the tourism sector offer accommodations, tour packages, and water sports services for international tourists, capitalising on Seychelles' stunning natural beauty.
- **Vanilla:** Seychelles produces high-quality vanilla, and SMEs are engaged in vanilla cultivation, processing, and export.
- **Agricultural Products:** SMEs export products like tropical fruits (e.g., pineapples, mangoes), vegetables, and spices, including cinnamon and black pepper.
- **Processed Foods:** SMEs produce and export processed food items like canned seafood, fruit juices, jams, and speciality products.
- **Handicrafts:** Local artisans create traditional handicrafts such as textiles, paintings, wood carvings, and jewellery, which are exported as cultural and decorative items.
- **Renewable Energy Solutions:** Some SMEs provide renewable energy solutions, including solar panels, installation services, and related products for export.
- **Information Technology (IT) Services:** Seychellois IT companies offer software development, IT consulting, and web design services for export to regional and international clients.
- **Essential Oils and Cosmetics:** SMEs extract essential oils from aromatic plants like ylangylang and produce cosmetics, perfumes, and personal care products.
- **Transport and Logistics:** SMEs in Seychelles offer transport and logistics services, including cargo handling, freight forwarding, and transportation support for exports.
- **Jewellery:** Some SMEs may produce and export jewellery items, including traditional and contemporary designs.
- **Arts and Crafts:** Seychellois artisans create artworks, sculptures, and crafts with cultural and artistic value, which can be exported to art enthusiasts and collectors.
- **Healthcare Services:** Certain SMEs export healthcare services, including medical equipment and pharmaceutical products, to neighbouring countries.
- **Education and Training:** Seychellois SMEs in the education sector may offer educational services, including vocational training, skills development, and educational materials, to neighbouring regions.
- **ICT and Software Development:** IT companies in Seychelles offer software development, IT consulting, and technology solutions for export to regional and global clients.



- **Minerals and Mining Products:** South Africa is a major producer and exporter of minerals, including gold, platinum, diamonds, and coal, with SMEs involved in mining and related services.
- **Agricultural Products:** SMEs export agricultural goods such as maize, citrus fruits, wine, and other produce to international markets.
- **Processed Foods:** SMEs engage in the production and export of processed food items, including canned fruits, fruit juices, and preserved meats.
- **Automotive Components:** South African SMEs manufacture and export automotive components and parts, contributing to the global supply chain.
- **Chemicals and Chemical Products:** SMEs produce and export speciality chemicals, fertilisers, and industrial chemicals.
- **Textiles and Apparel:** SMEs in the textile and garment industry export clothing, textiles, and fabrics to various international markets.
- **Machinery and Equipment:** SMEs manufacture and export machinery, equipment, and industrial machinery parts.
- **Furniture:** South African SMEs export wooden furniture and related products to regional and international markets.
- **Wine:** South Africa is known for its wine production and SMEs in the wine industry export wine to countries worldwide.
- **Crafts and Handicrafts:** Local artisans create traditional crafts, pottery, beadwork, and artworks, which are exported as cultural and decorative items.
- **Information Technology (IT) Services:** IT companies offer software development, IT consulting, and technology services for export.
- **Healthcare and Pharmaceutical Products:** Some SMEs provide healthcare services and export medical equipment, pharmaceuticals, and related products.
- **Electronics and Electrical Equipment:** SMEs in this sector export electronic components, electrical equipment, and related products.
- **Renewable Energy Solutions:** South African SMEs provide renewable energy solutions, including solar panels, wind turbines, and related services for export.
- **Chemical and Biological Sciences:** SMEs involved in biotechnology, pharmaceuticals, and laboratory equipment may export their products and services.
- **Plastics and Rubber Products:** SMEs manufacture and export plastic products, rubber items, and related goods.
- **Transport and Logistics:** SMEs offer transport and logistics services, including cargo handling, freight forwarding, and transportation support for exports.
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- **Tourism Services:** South Africa's tourism industry offers opportunities for SMEs engaged in tour operations, accommodations, and safari services.
- **Arts and Culture:** South African artists and creators export artworks, sculptures, and cultural items to international audiences.
- **Educational Services:** SMEs in the education sector provide educational materials, vocational training, and skills development services to neighbouring countries and regions.



- **Agricultural Products:** Tanzania is a major exporter of agricultural goods, including coffee, tea, cotton, cashew nuts, sisal, and spices like cloves.
- **Horticultural Products:** SMEs export a variety of fruits and vegetables, such as bananas, pineapples, avocados, and mangoes.
- **Fish and Seafood:** Tanzanian SMEs are involved in the capture, processing, and export of fish and seafood products, including Nile perch and shrimp.
- **Minerals:** Tanzania is rich in minerals like gold, diamonds, and tanzanite, with SMEs participating in mining and exporting these resources.
- **Processed Foods:** SMEs produce and export processed food items like edible oils, fruit juices, and packaged snacks.
- **Gemstones:** Apart from tanzanite, Tanzania also exports other gemstones like garnets and sapphires through SMEs involved in mining and trade.
- **Arts and Crafts:** Local artisans create traditional handicrafts, including sculptures, textiles, beadwork, and wood carvings, exported as cultural and decorative items.
- **Spices:** SMEs export spices like black pepper, cardamom, and ginger, which are grown in various regions of Tanzania.
- **Coffee:** Tanzania is known for its Arabica coffee beans, and SMEs participate in coffee farming, processing, and export.
- **Tourism Services:** Tanzania's natural beauty and wildlife offer opportunities for SMEs engaged in tour operations, accommodations, and safari services for international tourists.
- **Mineral Processing:** Some SMEs are involved in value-addition activities related to minerals, including the processing and exporting semi-processed or finished products.
- **Essential Oils and Perfumes:** SMEs extract essential oils from aromatic plants and produce perfumes and personal care products for export.
- **Construction Materials:** Tanzanian SMEs produce and export construction materials like cement, bricks, and roofing.
- **Education and Training Services:** SMEs in the education sector may offer vocational training, skills development, and educational materials to neighbouring countries and regions.
- **ICT and Software Services:** IT companies in Tanzania provide software development, IT consulting, and technology solutions for export to regional and international clients.



- **Copper and Copper Products:** Zambia is known for its copper production, and SMEs play a role in mining and exporting copper concentrates, cathodes, and other copper-related products.
- **Agricultural Products:** SMEs export agricultural goods, including maize, tobacco, cotton, soy-beans, and sugarcane.
- **Gems and Gemstones:** Zambia produces gemstones like emeralds, amethysts, and aquamarines, with SMEs involved in the mining and exporting these precious stones.
- **Processed Foods:** SMEs produce and export processed food items like maize meal, fruit juices, and canned foods.
- **Horticultural Products:** Zambia exports a variety of fruits and vegetables, including oranges, mangoes, and onions.
- **Minerals:** Apart from copper, SMEs participate in the mining and exporting of other minerals, such as cobalt and coal.
- **Arts and Crafts:** Local artisans create traditional crafts, textiles, pottery, and wood carvings, exported as cultural and decorative items.
- **Wildlife and Tourism Services:** Zambia's rich wildlife offers opportunities for SMEs engaged in safari services, accommodations, and eco-tourism.
- **Fish and Seafood:** SMEs in the fishing sector are involved in the capture, processing, and export of fish and seafood products, including tilapia and catfish.
- **Furniture:** Zambian SMEs export wooden furniture and related products to regional and international markets.
- **Mineral Processing:** Some SMEs are involved in mineral processing, adding value to minerals before export.
- **Renewable Energy Solutions:** SMEs provide renewable energy solutions like solar panels, installation services, and related products.
- **Education and Training Services:** SMEs in the education sector offer vocational training, skills development, and educational materials to neighbouring countries and regions.
- **ICT and Software Services:** IT companies provide software development, IT consulting, and technology solutions for export to regional and international clients.
- **Handicrafts:** Local artisans create traditional handicrafts, including beadwork, sculptures, and jewellery, exported as cultural and decorative items.



- **Agricultural Products:** Zimbabwe's agricultural sector produces various exports, including tobacco, maize, cotton, sugarcane, and coffee.
- **Minerals and Mining Products:** SMEs play a role in mining and exporting minerals like gold, platinum, diamonds, chrome, and coal.
- **Processed Foods:** SMEs produce and export processed food items such as canned fruits, fruit juices, and preserved meats.
- **Tobacco:** Zimbabwe is known for its high-quality tobacco, and SMEs participate in tobacco farming, processing, and export.
- **Gemstones:** Zimbabwe produces gemstones like emeralds and amethysts, with SMEs involved in the mining and exporting these precious stones.
- **Arts and Crafts:** Local artisans create traditional crafts, sculptures, textiles, beadwork, and pottery, which are exported as cultural and decorative items.
- **Furniture:** Zimbabwean SMEs export wooden furniture and related products to regional and international markets.
- **Tourism Services:** Zimbabwe's natural attractions offer opportunities for SMEs engaged in tour operations, accommodations, and safari services.
- **Horticultural Products:** SMEs export a variety of fruits and vegetables, including citrus fruits, avocados, and tomatoes.
- **Mineral Processing:** Some SMEs are involved in value-addition activities related to minerals, including the processing and exporting semi-processed or finished products.
- **Renewable Energy Solutions:** SMEs provide renewable energy solutions like solar panels, wind turbines, and related services.
- **Jewellery:** SMEs may produce and export jewellery items, including traditional and contemporary designs.
- **Healthcare and Pharmaceutical Products:** Some SMEs provide healthcare services and export medical equipment, pharmaceuticals, and related products.
- **Education and Training Services:** SMEs in the education sector offer vocational training, skills development, and educational materials to neighbouring countries and regions.
- **ICT and Software Services:** IT companies provide software development, IT consulting, and technology solutions for export to regional and international clients.

## About SADC

**The Southern African Development Community (SADC) is a regional organization comprising 16 Member States, committed to advancing sustainable economic growth, socio-economic development, regional integration, and political and security cooperation across Southern Africa.**

**Initially established in 1980 as the Southern African Development Coordinating Conference (SADCC), the organization was transformed into SADC in August 1992, reinforcing its mandate to deepen regional cooperation and boost economic competitiveness.**

**The Member States of SADC are, Angola, Botswana, Union of Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic of Tanzania, Zambia, and Zimbabwe.**

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