



**Regional Strategic Action Plan**  
on Integrated Water Resources  
Development and Management  
(2011-2015)

**RSAP III**

***Watering Life, Together, Forever***





**Regional Strategic Action Plan  
on Integrated Water Resources  
Development and Management  
(2011-2015)**

**RSAP III**

## ACKNOWLEDGEMENTS

The third phase of the SADC Water Programme, the Regional Strategic Action Plan on Integrated Water Resources Management and Development (2011-2015) was formulated on the basis of an open process of collaborative thinking, decision-making and inputs from stakeholders at all levels. Many thanks go to representatives of Member States and River Basin Organisations who have been very supportive to this process, especially through the inputs they provided during the annual meetings of the Water Resources Technical Committee and RSAP Focal Points. Further thanks go to our International Cooperating Partners for the guidance they provided through the Water Strategy Reference Group.

Finally, the SADC Secretariat would like to express its sincere appreciation for the financial and technical support provided by the Federal Republic of Germany (BMZ), in delegated cooperation with the UK Department for International Development (DFID) and the Australian Agency for International Development (AusAID) for the development and publication of this document. This partnership is supported by GIZ through the implementation of the Programme on Transboundary Water Management in SADC.



## CONTENTS

1. Background and context	1
2. Regional instruments	4
3. Implementation plans	8
4. Conceptual framework	14
5. Programmes and interventions	20
6. Institutional arrangements	34
7. Financial framework	44
8. Monitoring and evaluation	50



## FOREWORD



Though the Earth's surface is covered mostly by water, renewable fresh water resources accessible in lakes and rivers only accounts for less than 0.01% of the world's water, making it a scarce and finite resource hence the need to use it sparingly and support all endeavours that protect and sustain it. Not only does *water sustain life*, it is *an engine and catalyst for socio-economic development*.

The aspirations of the SADC region's people as enshrined in the SADC Treaty calls for *peace and stability, regional economic integration* and *poverty eradication*. Pessimists have already predicted that "*the next wars will be on water*". The SADC region is saying; "*not in this region, instead, water is perceived as an instrument for peace and stability*". Water has already been seen playing a major role in promoting transparency, dialogue and very high degree of cooperation among Member States. The recent signing and ratification of watercourse Agreements in the Okavango (OKACOM), Orange-Senqu (ORASECOM), Limpopo (LIMCOM) and the Zambezi (ZAMCOM) basins is testimony to this high degree of cooperation and working as one family. This in a nutshell demonstrates that *water in the region is seen as a source of peace rather than conflict*.

This 3<sup>rd</sup> phase of the Water Programme gives effect to the SADC blue print and strategic framework, the Regional Strategic Indicative Strategic Development Plan (RISDP). To ensure that it contributes to the SADC Agenda of regional integration and poverty eradication, its *focus is on the development of water infrastructure in the region* to improve the assurance of water supply for domestic, industrial, energy and food security. The programme is conveniently ending at the stipulated MDGs targeted date for assessment.

I hereby invite all Member States and Partners to support this programme for the region's prosperity and attainment of MDGs.

A handwritten signature in black ink, appearing to read 'Tomáz Augusto Salamão'.

**Dr. Tomáz Augusto Salamão**

*Executive Secretary  
Southern African Development Community*

## PREFACE

Southern Africa is characterised by high levels of water insecurity. Close to 100 million people in the region still do not have access to safe drinking water and nearly 155 million do not have access to improved sanitation facilities. Water insecurity undermines efforts towards sustainable economic growth, poverty reduction and regional stability.

Access to water resources is particularly important in Southern Africa as most SADC countries still depend on water-based sectors such as agriculture and mining for social and economic development. At present, approximately 70% of the population in the region is depending on agriculture to ensure its livelihood.

Water development and management is a strong economic driver that plays a catalytic role in SADC's development. Studies show that Countries with improved access to clean water and sanitation services have an annual economic growth rate of 3.7% compared to 0.1% for countries in the same category without improved access.

Water resources development and management has also considerable economic gains. It is estimated that investments of USD 15-30 billion in improved water resources management in developing countries can have direct annual income returns in the range of USD 60 billion.

This third phase of the SADC Regional Strategic Action Plan (RSAP), scheduled to run from 2011 to 2015, recognizes the critical importance of water resources development and management to improve the lives of people in the region. The RSAP is the framework for action to achieve the sustainable development of water resources in the region through the development of water infrastructures on the basis of sound water governance and water management.

And now it is time for action. As such I invite you all to join the Directorate of Infrastructure and Services in its efforts to implement this Plan for the benefit of all SADC citizens



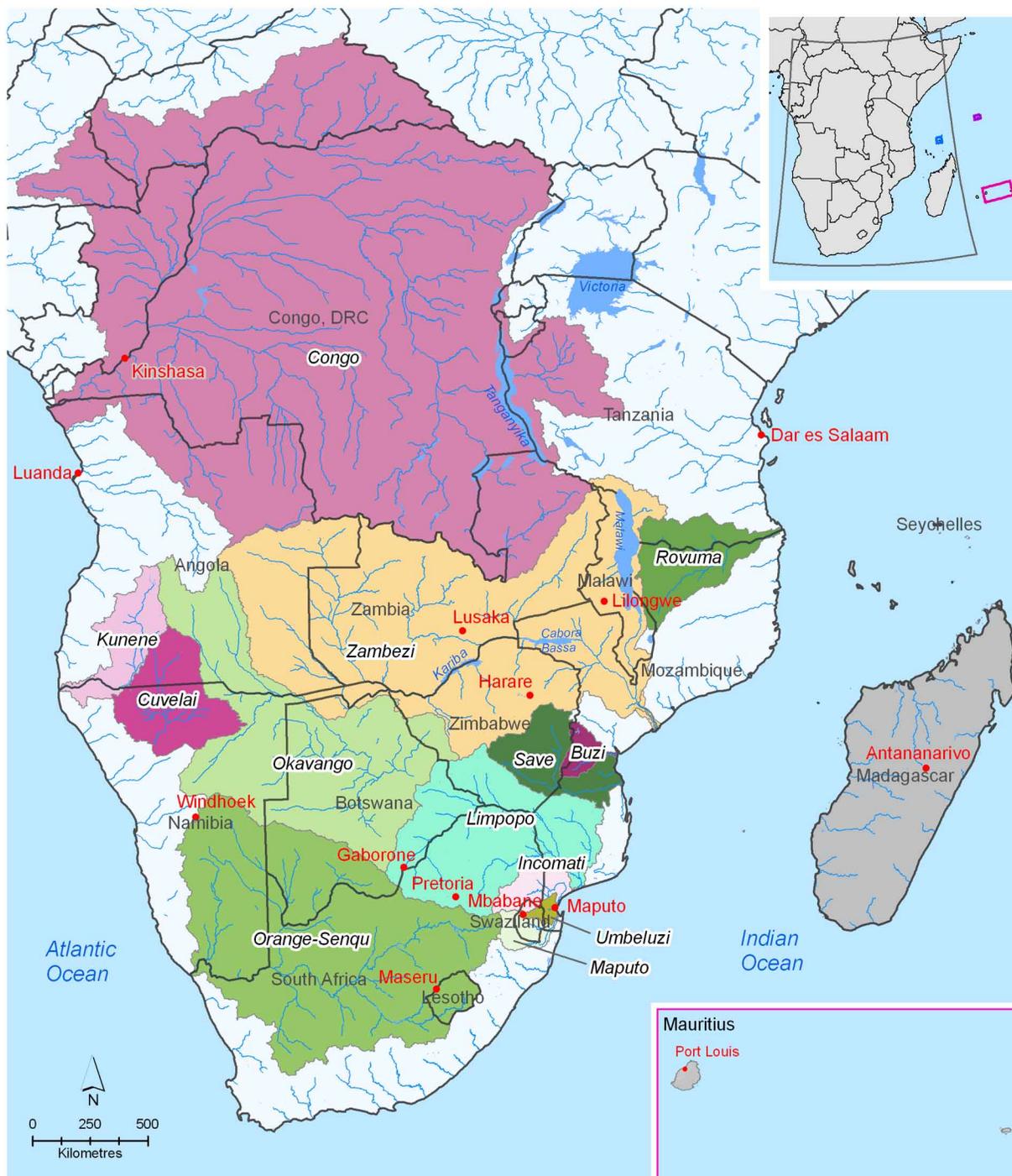
**Eng. João Samuel Caholo**

*Deputy Executive Secretary – Regional Integration  
Southern African Development Community*

## ABBREVIATIONS AND ACRONYMS

AMCOW	Africa Ministers Council on Water
CCA	Climate Change Adaptation
COP	Conference of Parties
DFID	Department for International Development
EAW	Economic Account of Water
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
GWP	Global Water Partnership
HYCOS	Hydrological Cycle Observing System
IA	Implementation Agency
ICP	International Cooperating Partners
IWRM	Integrated Water Resources Management
LIMCOM	Limpopo Watercourse Commission
M&E	Monitoring & Evaluation
OKACOM	Okavango River Basin Water Commission
ORASECOM	Orange-Senqu River Commission
PPRM	Policy, Planning and Resources Mobilization
PSU	Project Support Unit
RBO	River Basin Organisations
RISDP	Regional Indicative Strategic Development Plan
RSAP	Regional Strategic Action Plan
RSWIDP	Regional Strategic Water Infrastructure Development Programme
RWP	Regional Water Policy
RWS	Regional Water Strategy
SADC	Southern African Development Community
SWI	Shared Watercourse Institution
WDM	Water Demand Management
WRTC	Water Resources Technical Committees
WSRG	Water Strategy Reference Group
WSS	Water Supply and Sanitation
ZAMCOM	Zambezi Watercourse Commission

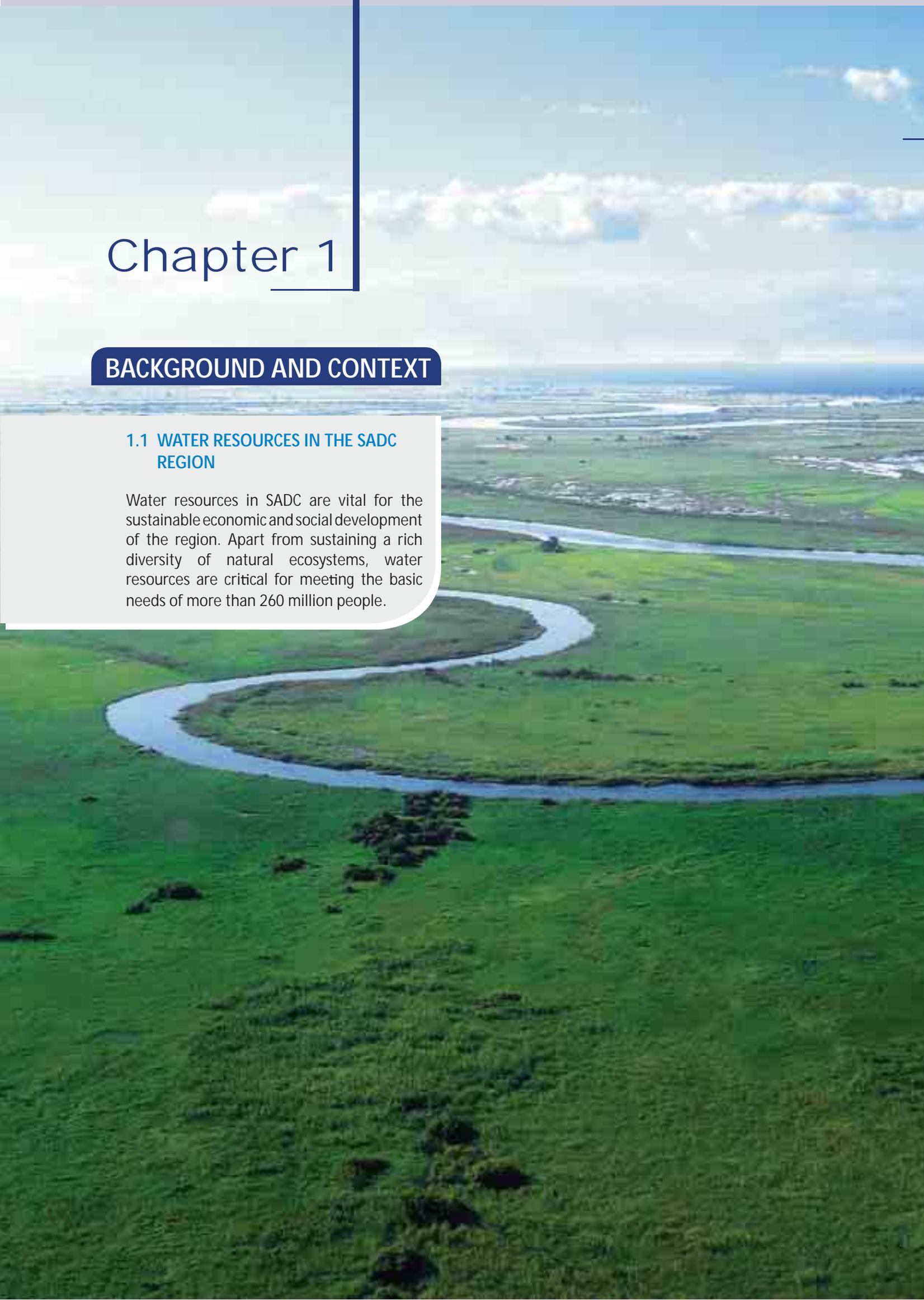
# SADC Political Boundaries and Major River Basins



Major River Basins		Other Features	
	Buzi		Limpopo
	Congo		Rovuma
	Cuvelai		Save
	Incomati		Umveluzi
	Kunene		Zambezi
	Orange-Senqu		Madagascar
	Okavango		Watercourses
	Maputo		Waterbodies
	Maputo		Political Boundaries
	Maputo		Capital Cities



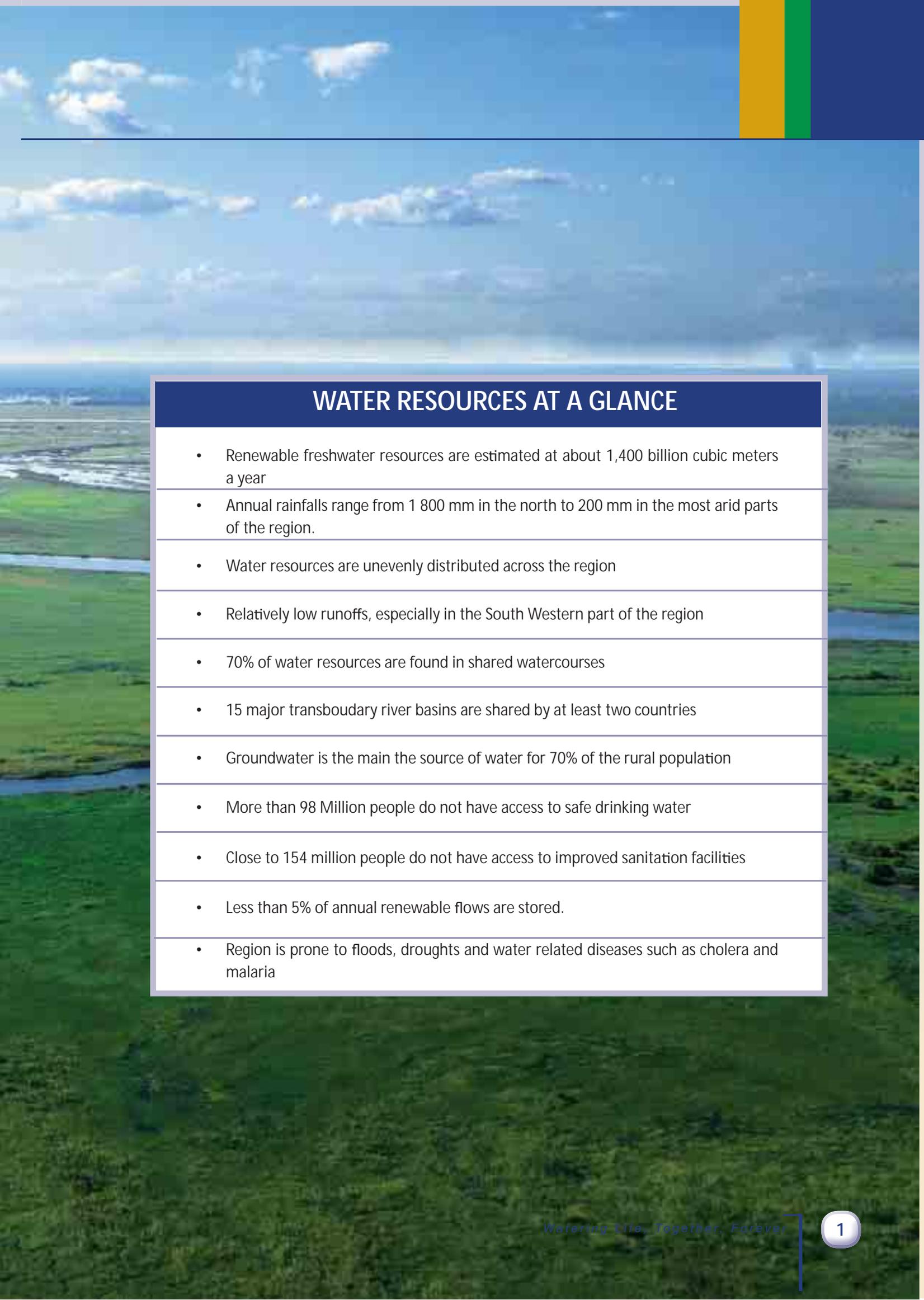
# Chapter 1

An aerial photograph of a wide, winding river flowing through a lush green landscape. The river curves in a large loop across the middle of the frame. The sky is bright blue with scattered white clouds. In the distance, a city skyline is visible on the horizon.

## BACKGROUND AND CONTEXT

### 1.1 WATER RESOURCES IN THE SADC REGION

Water resources in SADC are vital for the sustainable economic and social development of the region. Apart from sustaining a rich diversity of natural ecosystems, water resources are critical for meeting the basic needs of more than 260 million people.



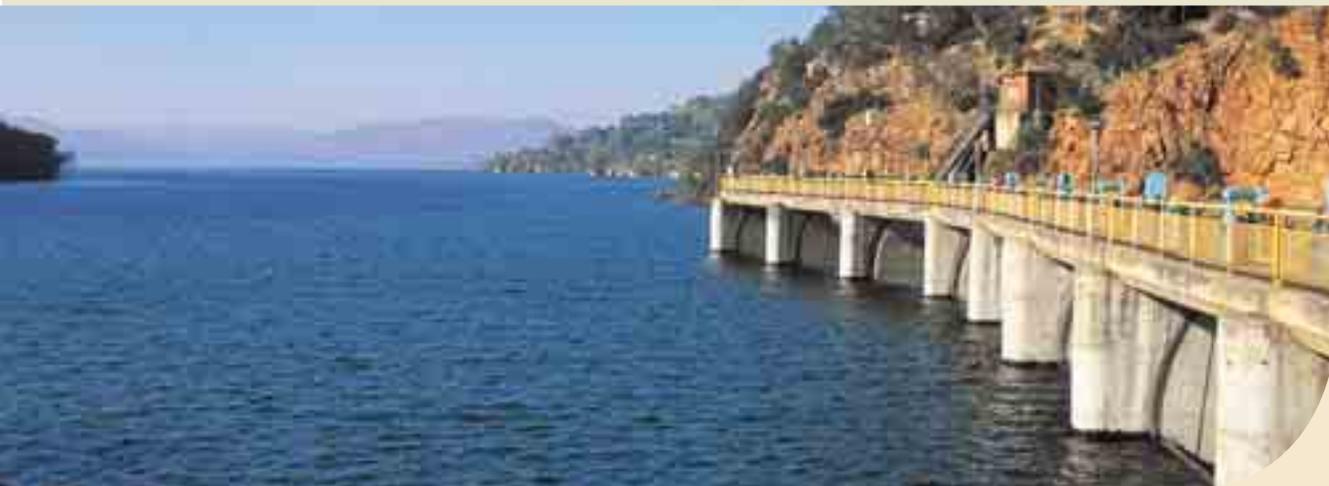
## WATER RESOURCES AT A GLANCE

- Renewable freshwater resources are estimated at about 1,400 billion cubic meters a year
- Annual rainfalls range from 1 800 mm in the north to 200 mm in the most arid parts of the region.
- Water resources are unevenly distributed across the region
- Relatively low runoffs, especially in the South Western part of the region
- 70% of water resources are found in shared watercourses
- 15 major transboundary river basins are shared by at least two countries
- Groundwater is the main the source of water for 70% of the rural population
- More than 98 Million people do not have access to safe drinking water
- Close to 154 million people do not have access to improved sanitation facilities
- Less than 5% of annual renewable flows are stored.
- Region is prone to floods, droughts and water related diseases such as cholera and malaria

## 1.2 RATIONALE FOR A REGIONAL APPROACH TO BASIN MANAGEMENT

The SADC regional approach has shown great success in facilitating negotiations on river basin management. All shared river basins (13) located fully within the SADC region have adopted a cooperation framework in compliance with the SADC Protocol on Shared Watercourses. Key features and advantages of the regional approach are presented below:

- **Reference framework:** Regional instruments such as the SADC Protocol on Shared Watercourses provide a framework for the negotiation of river basin agreements. In basins where such agreements do not exist, the Protocol is used as a framework agreement.
- **Scope of cooperation:** The adoption of a regional approach expands the scope of cooperation beyond the water sector to cover issues such as trade and investment, providing more opportunities to share benefits amongst Member States.
- **Honest broker:** When requested by Member States, the SADC Secretariat can act as a neutral mediator to facilitate negotiations in river basins. The Secretariat also provides river basin organisations with information on best practices.
- **Harmonisation:** The alignment of regional and basin governing instruments facilitates the sharing of best practices and lessons learnt amongst river basins organisations. Such a harmonized approach to basin management strengthens regional integration, peace and stability.
- **Accountability and responsibility:** RBOs are not only accountable to their respective Riparian States and funding agencies but also to SADC at large. Every year RBOs have to report their progress and performance to the SADC Ministers of Water.
- **Competitiveness:** While the spirit of cooperation is promoted amongst RBOs, they also have to achieve results. RBOs performing poorly are less likely to receive support than the most successful ones.
- **Visibility:** ICPs supporting SADC are in fact supporting 15 countries, despite the level of their intervention (e.g. one specific river basin). Through the regional approach, the outputs (lessons



learnt) of such support are shared with the other basins. This increases visibility at regional, river basin and national level.

- **ICP coordination:** The information on all activities supported by ICPs is shared with all stakeholders to ensure equitable and efficient distribution of financial resources as well as to avoid duplication, conflict and cherry picking, leaving some basins unfunded.

Though a great deal of progress has been achieved with the establishment and strengthening of RBOs in the SADC region, much remains to be done to consolidate their role and strengthen their capacity to carry out that role. In recognition of this evolving situation, the involvement of the SADC Water Division in RBO development will diminish as RBOs get established and strengthened. At such stage the support provided by the Water Division will be limited to the monitoring of the Protocol, strategic guidance and the sharing of best practices amongst RBOs.

# Chapter 2

## REGIONAL INSTRUMENTS

Over 70% of the region's fresh water resources are shared between two or more Member States. This has been the basis for the development and adoption of a series of regional instruments to support the joint management and development of shared water resources.

## 2.1 REGIONAL WATER POLICY

Adopted in 2005, the Regional Water Policy is designed to provide a framework for the sustainable, integrated and coordinated development of national and transboundary water resources in SADC. The policy has nine thematic areas:

- Regional cooperation in water resources management
- Water for development and poverty reduction
- Water for environmental sustainability
- Security from water-related disasters
- Water resources information and management
- Water resources development and management
- Regional water resources institutional framework
- Stakeholder participation and capacity building
- Financing integrated water resources management in the region.

The regional water policy is being given effect by the Regional Water Strategy, which was adopted in 2006. The Regional Water Strategy is a long term planning instrument, implemented nationally through National Water Strategies and regionally through the Regional Strategic Action Plan (RSAP), extending over periods of five years.



## 2.2 PROTOCOL ON SHARED WATERCOURSES

The Protocol on Shared Watercourses is an outflow of the understanding that Integrated Water Resources Management cannot be undertaken effectively within the restrictive context of national political boundaries (textbox 1).

### *Article 5 (3): Shared Watercourses institutions (paraphrased)*

To ensure the achievement of the Protocol main objective, the Protocol calls for the establishment of shared watercourse agreements and shared watercourse institutions (SWI) to facilitate and coordinate the joint management of shared watercourses. Since the Protocol came into force, SWI have been established on all shared watercourses in the region.

As determined by the respective parties, SWI can be established as River Basin Commission, Joint Water Commission/Technical Committee or Joint Water Authority.

The overall objective of the Protocol is to “foster close and co-ordinated co-operation in the management, protection and utilisation of shared watercourses and to advance the SADC agenda of regional integration and poverty alleviation”.

The Protocol was first ratified in 1998 and revised in 2003 to reflect the principles adopted in the United Nations Convention on the Law of Non Navigable Uses of International Watercourses<sup>1</sup>. The Revised Protocol was signed by all SADC Member States in 2000, entering into force in September 2003 after obtaining nine ratifications.

<sup>1</sup> Although the Protocol came into force before the Policy, the latter, though not binding, is more comprehensive and is the over-arching regional instrument.





“Water is a source of peace rather  
than conflict”

## Chapter 3

### IMPLEMENTATION PLANS

As the official SADC Water Programme, the Regional Strategic Action Plan on Integrated Water Resources Development and Management is designed to facilitate the implementation of the Protocol on Shared Watercourses through the application of IWRM.

### 3.1 REGIONAL STRATEGIC ACTION PLAN I (1999 -2004)

The Regional Strategic Action Plan (RSAP) on Integrated Water Resources Development and Management was approved by SADC Summit in August 1998. It ran until 2004. The main focus of the RSAP I was to create an enabling environment for the joint management of regional water resources. It was meant to lay the institutional basis for the execution of infrastructure projects and other related development initiatives. The RSAP I supported the implementation of 31 projects, falling into 7 broad categories:

- Legal and regulatory framework
- Integrated basin-wide approach
- Macro policies
- Knowledge management
- Public awareness
- Stakeholder participation
- Infrastructure investment

The RSAP I was reviewed in 2004 to provide recommendations for the formulation of RSAP II (2005-2010). The review concluded that the RSAP I “was the most advanced and comprehensive multi-country freshwater programme in the world”. Despite this success, the review also revealed that most stakeholders felt that the objectives of the RSAP I were too broad. It further recommended two paradigm shifts: i) changing from a project approach to a programme approach and ii) changing the focus of the plan from the creation of an enabling environment to water infrastructure development.

### 3.2 REGIONAL STRATEGIC ACTION PLAN II (2004 -2010)

The main change between RSAP I and RSAP II was the emphasis put on infrastructure development. The RSAP II was structured around four strategic areas:

- Regional water resources development, planning and management
- Infrastructure development support
- Water governance
- Capacity building

Like all SADC Sector Plans, the RSAP II constitutes an integral part to the Regional Indicative Strategic Development Plan (textbox 2).

#### *Objective of the Regional Indicative Strategic Development Plan (RISDP)*

The purpose of the RISDP is to deepen regional integration in SADC. It provides SADC Member States with a consistent and comprehensive programme of long-term economic and social development policies. The ultimate objective of the RISDP is to deepen the integration agenda of SADC with a view of accelerating poverty reduction. It incorporates cross-cutting issues related to combating HIV and AIDS, gender equality and development, poverty eradication, environment and sustainable development, private sector development, science and technology as well as statistics.

The RSAP II was reviewed in late 2009 to assess the progress made with the implementation of the plan. The results of the review confirmed that good progress had been made against the overall strategic objectives as well as with the implementation of projects relating to regional water resources planning and management, water governance and capacity building.

Significant highlights identified in the review include the following:

- Development and approval of the Regional Water Policy
- Development and approval of the Regional Water Strategy
- Development of the Regional Awareness and Communications Strategy
- Procurement, distribution and installation of equipment under SADC HYCOS 2
- Completion of integrated water resources planning studies at basin level
- Development of basin strategies and databases
- Completion of IWRM demonstration projects in 5 SADC countries
- Establishment and strengthening of several RBOs
- Development of guidelines to strengthen RBOs

The greatest challenges seem to lie in the following areas:

- Programmatic monitoring and evaluation
- Capacities within the Water Division and Member States
- Financial mobilisation, disbursement and management
- Progressing infrastructure development beyond the planning phase
- Timely ratification of certain RBO Agreements

The review concluded that the content of the RSAP II is comprehensive and highly relevant to the needs of integrated water resource management and development in SADC. However greater emphasis should be placed on a number of emerging issues, such as climate change adaptation, ecosystem approach and the human right base approach to water. The case for infrastructure development is as compelling as ever.



### 3.3 REGIONAL STRATEGIC ACTION PLAN III (2011 – 2015)

The RSAP III, hereafter referred to as RSAP or the Plan, builds upon the recommendations made by the mid-term review. The RSAP III serves as a work plan to guide the development and implementation of activities in the SADC water sector for the upcoming five years (2011-2015).

The RSAP is anchored in the SADC vision and the Southern African Vision on Water, Life and Environment (figure 1). Therefore it is designed to provide an effective and dependable framework contributing to poverty reduction, regional integration, peace and security and socio-economic development.

*Figure 1 SADC Visions*





“Water is an engine and catalyst for socio-economic development”

# Chapter 4

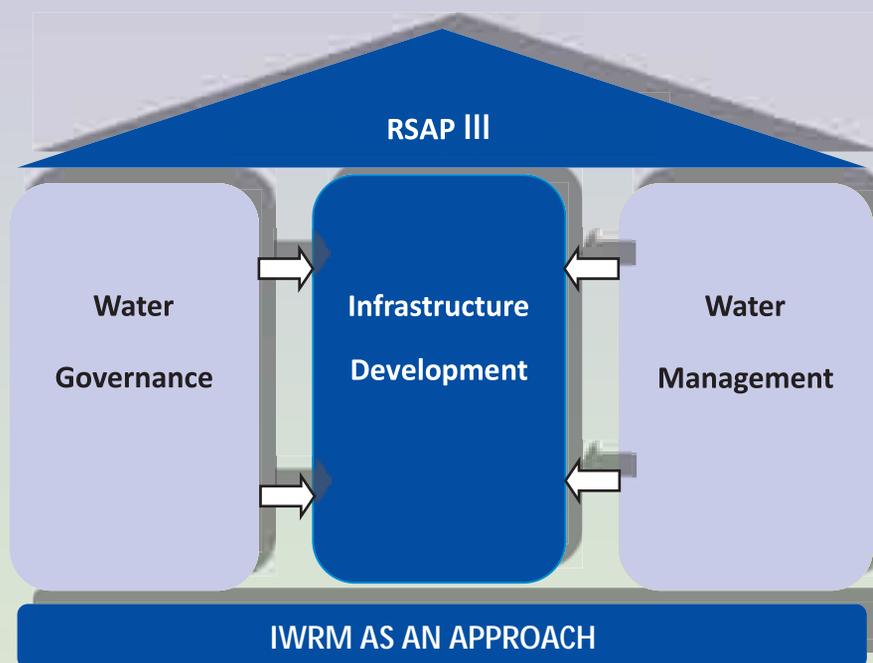
## CONCEPTUAL FRAMEWORK

The goal of RSAP III is to strengthen the enabling environment for regional water resources governance, management and development through the application of integrated water resources management at the regional, river basin, Member State and community levels.

IWRM can be defined as the "*coordinated development and management of water, land and related resources, in order to maximize the resultant economic and social welfare in an equitable manner without compromising the sustainability of vital ecosystems*". In other words, IWRM is about "*watering life together and forever*".

In the SADC context, the successful implementation of IWRM is believed to rest upon three pillars, respectively reflecting the human, physical and engineering dimensions of integrated water resources management (figure 2).

*Figure 2: Pillars of the RSAP III*



As described in the section below, the RSAP adopts a similar approach, promoting the implementation of interventions into three strategic areas: i) water governance, ii) infrastructure development and iii) water management. Within each of these strategic areas the RSAP provides a coherent set of activities to contribute to the achievement of three strategic objectives: i) capacity development, ii) climate change adaptation and iii) social development.

## 4.1 STRATEGIC AREAS

Similar to the two previous plans, the RSAP III is structured along a set of strategic areas implemented in a complementary and integrated manner.

### 4.1.1 Water Governance

The political, social, economic and administrative systems in place to develop and manage water resources at different levels of society.



### 4.1.2 Infrastructure Development

The process of developing, financing, implementing and operating structures for irrigation, drainage, water supply and sanitation, hydro-power generation, flood management and other purposes



### 4.1.3 Water management

The activity of planning, developing, distributing, managing, and optimizing the uses of water resources under defined water policies and regulations.



## 4.2 STRATEGIC OBJECTIVES

The RSAP calls for the achievement of three strategic objectives to reflect the changes that have taken place in the SADC Water Sector over the last few years as well as to improve the impact of the RSAP on the ground.

### 4.2.1 Capacity Development

Strengthen the abilities of individuals, organisations and institutions to develop and manage water resources sustainably.



### 4.2.3 Climate Change Adaptation

Reduce the vulnerability of natural and human systems against actual or expected climatic stimuli and their effects on society and the environment.



### 4.2.4 Social Development

Ensure that all have a fair access to water resources and related services regardless of their economic and social status.



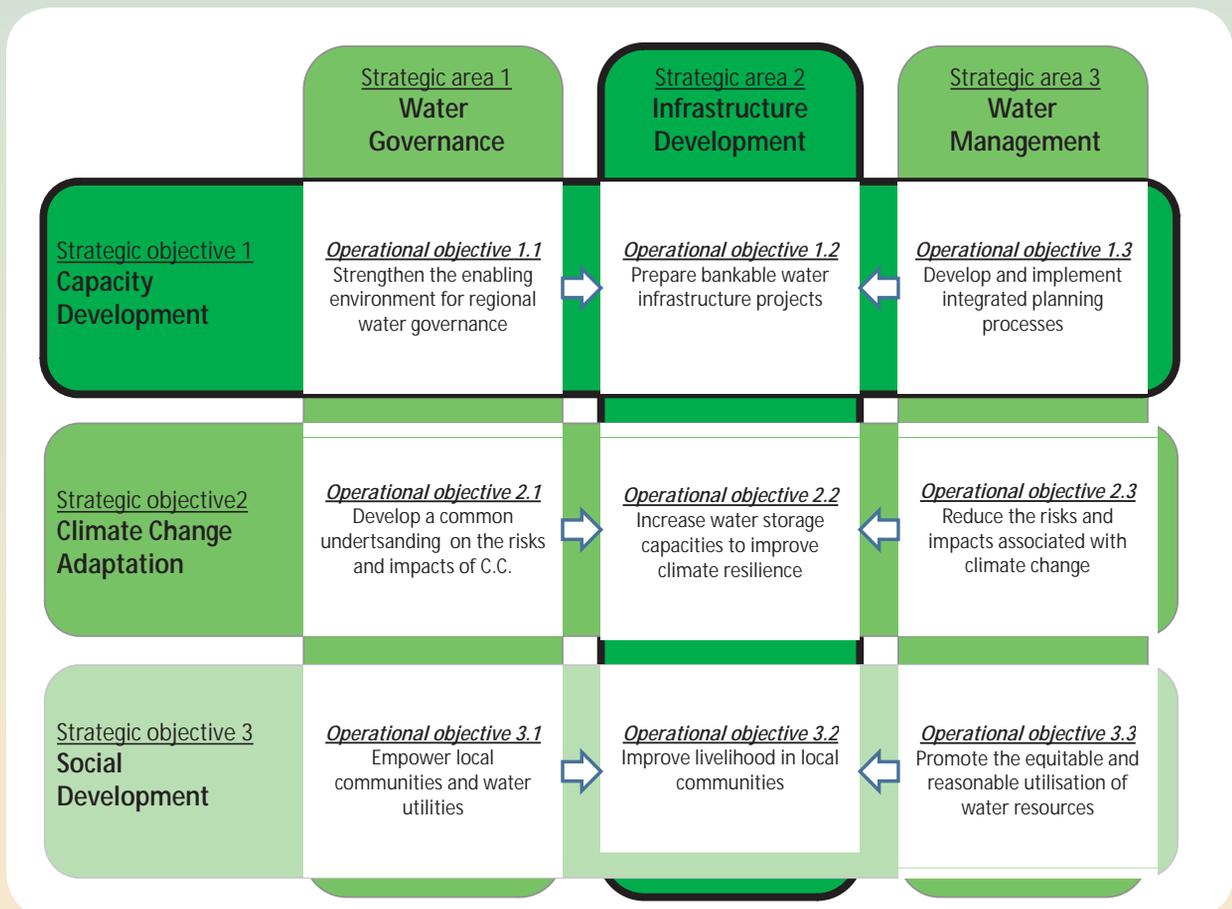
### 4.3 OPERATIONAL OBJECTIVES

Based on a programmatic approach, the RSAP is designed to achieve long lasting impact at broad scale, through the achievement of a series of strategic and operational objectives. As illustrated in the figure below, the plan outlines nine operational objectives, each achieved through the implementation of a series of programmes and interventions. The operational objectives are used to monitor the results of the RSAP at the programme level.

The strategic framework also reflects the central role of infrastructure development to address the underlying causes of poverty and insecurity in the region. Water governance and water management support the sustainable development of water infrastructures.

Similarly, the framework illustrates the decreasing responsibility of regional organisations as the RSAP moves away from capacity development to address issues of climate change and social development. The role of the SADC Secretariat evolves accordingly, from implementation to management oversight, strategic guidance and facilitation.

Figure 3 RSAP III Strategic framework





“Develop sustainable water infrastructure on the basis of sound water governance and efficient water management”

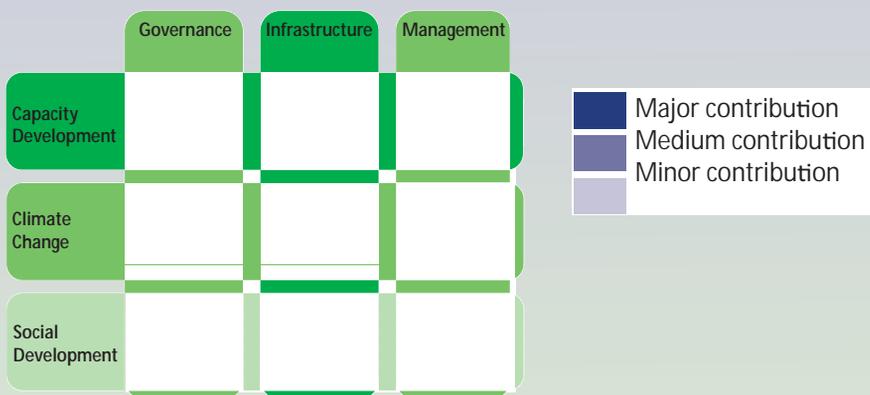
# Chapter 5

## PROGRAMMES AND INTERVENTIONS

The RSAP III provides the focus for the SADC Water Sector over the next five years and aims at implementing priority interventions of the Regional Water Strategy. The RSAP consists of 15 programmes, each contributing to the achievement of the RSAP strategic and operational objectives.

As a strategic plan, the RSAP is dynamic. While the RSAP goals and objectives should not change over time, the projects and interventions identified at this stage should remain flexible and adjusted as the context changes and results are achieved.

This section describes the scope of the 15 RSAP programmes and outlines key interventions under each programme. For each programme, a simplified diagram of the RSAP strategic framework is included to illustrate graphically how and to what degree each programme contributes to the achievement of the strategic and operational objectives, on the basis of a three level blue scale system.



The programmes are presented following the structure of the strategic framework, starting with programmes focusing on water governance, then on those contributing to infrastructure development and water management. Therefore the numbering of the programmes does not reflect any sequencing or prioritization process.



## PROGRAMME 1

### RIVER BASIN ORGANISATIONS

#### OBJECTIVE

*Strengthen the organisational and institutional mechanisms for river basin management.*

#### PRIORITY INTERVENTIONS

	Governance	Infrastructure	Management
Capacity Development			
Climate Change			
Social Development			

#### 1.1 *Development and strengthening of River Basin Organisations*

The individual, organisational and institutional capacities of river basin organisations are strengthened to improve the sustainable, equitable and efficient management of shared watercourses. Key activities include:

- a) Facilitation of meetings and negotiations between Watercourse States
- b) Provision of strategic guidance and sharing of best practices
- c) Facilitation of the establishment and strengthening of basin-wide Secretariats.

#### 1.2 *RBO Guidelines Series*

Guidelines on strategic and emerging issues are developed to strengthen river basin organisations. This intervention entails the development of guiding instruments for improved cooperation and management at river basin level through consultation with relevant stakeholders. A priority instrument is the "guideline on benefit sharing".

#### 1.3 *Networking and Sharing of Best Practices*

Representatives of RBOs and Member States exchange lessons learnt and best practices on transboundary water management. This will be achieved through:

- a) Regional RBO workshops;
- b) Twinning arrangements;
- c) Short term visits to other basins.

#### 1.4 *Support to Basin Forums*

Basin-wide stakeholder forums are established as an integral part of RBO structures to address issues of transboundary water management. This process will be facilitated by the respective basin organisations and SADC Secretariat, when necessary, in line with the guidelines on stakeholder participation.

#### 1.5 *RBO Training*

RBO representatives are provided with training to improve their management and negotiation skills and to assist them delivering the mandate of their respective organisations. The training shall be given according to basin specific needs and taking cognisance of the RBO guideline series.

## PROGRAMME 2

### REGIONAL INSTRUMENTS

**OBJECTIVE** *Strengthen the enabling environment for the coordinated management and development of water resources*

#### PRIORITY INTERVENTIONS

**2.1** *Monitoring of the Protocol*

Progress made with the implementation of the SADC Protocol on Shared Watercourses are assessed and reported annually to regional stakeholders on the basis of an agreed monitoring framework based on verifiable indicators.

**2.2** *Review of the Protocol*

The SADC Protocol on Shared Watercourses is reviewed and amended to reflect the institutional changes that have taken place in SADC over the last decade. This activity will be carried out in close collaboration with the SADC Secretariat's Legal Unit and the Directorate on Policy, Planning and Resources Mobilization

**2.3** *Policy Harmonisation*

National water policies dealing with issues of transboundary cooperation are harmonised between Member States using the SADC regional Water Policy (RWP) as a benchmark. Key activities include:

- a) Assessment of national policies and/or legislations in terms of their compliance with the RWP
- b) Provision of technical and financial support to support the harmonisation process

**2.4** *Climate Change Adaptation Strategy*

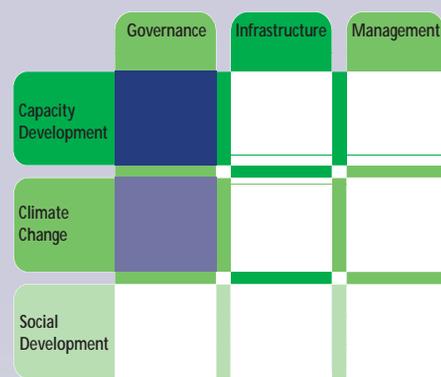
The SADC Climate Change Adaptation Strategy for the Water Sector is developed through a consultative process and launched at COP17 in Durban, South Africa in December 2011. The priority actions of the Strategy will be executed through the implementation of Programme 15 (RSAP III).

**2.5** *Joint Assistance Strategy*

Building from the experience of Member States, a strategy is developed to ensure the harmonization of development assistance in the water sector. This intervention will be led by the SADC Directorate on Policy, Planning and Resources Mobilization.

**2.6** *Policy training*

Decision and policy makers, including RBO representatives, are trained in topics related to international water law to improve their understanding of regional instruments and to strengthen their negotiation skills.



## PROGRAMME 3

### PROGRAMME MANAGEMENT SUPPORT

**OBJECTIVE** *Develop the capacities of the SADC Water Division to ensure the sustainable and coordinated management of the RSAP*

#### PRIORITY INTERVENTIONS

**3.1** *Support to Water Division*

The project support unit (PSU) is established and the technical unit is strengthened based on the approved institutional structure and the RSAP III capacity requirements. The secondment of expert staff from Member States will be used to develop the capacity of the SADC Water Division and officials in member states.

**3.2** *Coordination and reporting*

Progresses made with the implementation of the RSAP are reported periodically to all relevant SADC bodies, including the Ministers of Water, Members of WSRG and WRTC, RSAP Focal Points and RSAP Sub-Committees.

**3.3** *ICP Coordination*

Activities carried out by International Cooperating Partners involved in the SADC Water sector are coordinated through the maintenance of the SADC ICP Collaboration Portal and the bi-annual mapping of ICP support.

**3.4** *Sharing and Benchmarking*

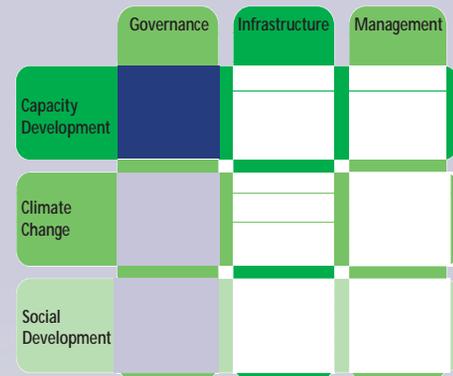
SADC's expertise on transboundary water management is promoted worldwide in the context of regional, continental and international forums. This activity will include participating in various international forums focusing on transboundary water resources management.

**3.5** *Support to Regional Networks and Partnerships*

Regional perspectives are promoted through the support provided to regional initiatives such as the Water Demand Management (WDM) programme, Global Water Partnership (GWP), International Union for the Conservation of Nature (IUCN) and NGOs Active Water In Southern Africa (NAWISA) and other relevant multinational networks.

**3.6** *Training of Water Division*

Staff of the SADC Water Division is trained in areas of mediation and conflict resolution, benefit sharing, monitoring and evaluation, geographical information systems (GIS), project management (e.g. Microsoft Project) to enhance the SADC Secretariat's coordination and networking capacities.



## PROGRAMME 4

### COMMUNICATION AND AWARENESS RAISING

**OBJECTIVE** *Raise awareness and share information on integrated water resources management*

#### PRIORITY INTERVENTIONS

4.1 ***Water Communicators' Network***

A network of communicators is established to support the implementation of the "Regional Awareness and Communication Strategy for the SADC Water Sector".

4.2 ***Support to Journalists Reporting Water***

Individual and organisational capacities of journalists in the region are strengthened to report effectively on issues related to integrated water resources management.

4.3 ***Support to RBOs and Member States on Communicating Water***

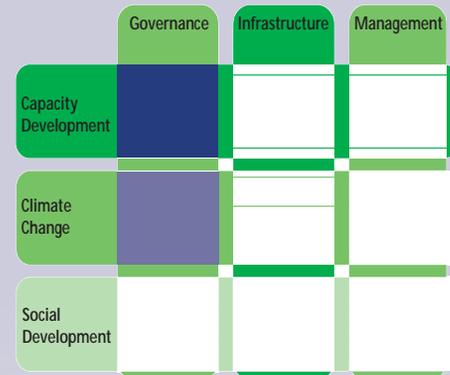
Regional multi-media products are developed to raise awareness on water related topics and advise RBOs and Member States on cooperation projects.

4.4 ***Media Relations Training for Water Practitioners***

Water practitioners are provided with on-the-job training to improve their understanding of the media landscape and improve their interactions with the medias.

4.5 ***Water Information Sharing Hub***

An online information hub is established to support and facilitate the sharing of information in the SADC Water Sector.



**PROGRAMME 5****RESEARCH AND EDUCATION**

**OBJECTIVE** *Develop the skills and knowledge of water professionals on integrated water resources management*

**PRIORITY INTERVENTIONS****5.1 School Curriculum**

School curriculums at the primary, secondary and tertiary levels are revised to include water related issues. This intervention will be implemented in collaboration with the Regional Environmental Education Programme (REEP) and the Education Unit of the SADC Secretariat. The intervention will be mainly executed through dialogues with curriculum developers on key elements of water development and management. The SADC Course Developers Network (CDN) will be the prime target group.

**5.2 WaterNet**

The network of universities, research and training centres is strengthened to build individual, organisational and institutional capacities on IWRM by harnessing the complementary strengths of member institutions in the region. Specific activities include:

- a) Facilitation of the recognition of Waternet as a SADC Subsidiary institution
- b) Identification of capacity development initiatives to be implemented by Watertnet
- c) Resource mobilization for Waternet to implement the projects.

**5.3 Water Research Fund for Southern Africa**

A research fund is established to build the capacities of regional institutions to conduct applied research in the field of integrated water resources management. Key activities include:

- a) Identification of a suitable implementing agency to manage the fund
- b) Establishment of governing structures
- c) Mobilization of resources for the fund.

**5.4 Strategic Training Plan for SADC Water Sector**

A comprehensive training plan is developed for the SADC Water Sector on the basis of identified training needs in order to contribute to the sustainable development of individual capacities to effectively deliver the SADC Water Programme.

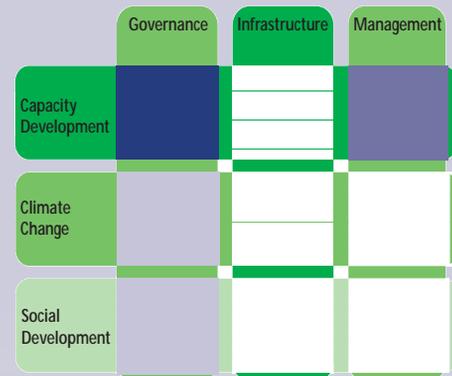
	Governance	Infrastructure	Management
Capacity Development			
Climate Change			
Social Development			

## PROGRAMME 6

### STAKEHOLDER PARTICIPATION

**OBJECTIVE** *Involve stakeholders in the management of transboundary water resources*

#### PRIORITY INTERVENTIONS



#### 6.1 *SADC Water Weeks*

Water Weeks are organised in each country to raise awareness amongst decision and policy makers on the international obligations of Member States with regard to the management of shared water resources. These platforms will also be used to promote the SADC Water Programme and get feedback from various stakeholders on their country needs and priorities.

#### 6.2 *Cross Sector Cooperation*

Regional stakeholders from different sectors are provided with a platform to discuss and share experiences on the different aspects of IWRM. These platforms will also be used to guide the Water Sector on key intervention areas contributing to the overall SADC goals.

#### 6.3 *Policy Dialogues*

Members of Parliaments gain a better understanding of the role of water as an engine for national and regional development as well as a source for peace and stability in the SADC region. This activity will be done in close collaboration with SADC Parliamentary Forum.

#### 6.4 *Water Advocacy*

The equitable and reasonable utilization of shared water resources is promoted through the effective involvement of Civil Society, with the support from the Network for Water Advocacy Issues in Southern Africa (NAWISA).

#### 6.5 *Gender Mainstreaming and youth involvement*

Women and the youth are involved with the development and implementation of RSAP programmes and interventions to facilitate the achievement of intergenerational equity and equality between men and women in the SADC region.

## PROGRAMME 7

### INFRASTRUCTURE PROJECT PREPARATION

**OBJECTIVE** *Prepare bankable water infrastructure projects*

#### PRIORITY INTERVENTIONS

**7.1** *Training Manuals on Sustainable Infrastructure Development*

Existing training manuals are promoted and new manuals are developed to assist policy-makers, decision-makers and professionals with issues around the sustainable development of large water infrastructures.

**7.2** *Guidelines on Project Preparation*

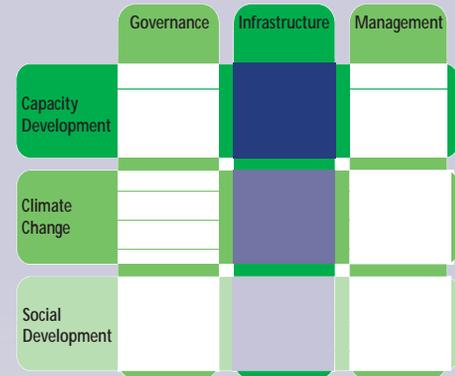
A guideline is developed to document the different stages of project preparation, from the description of the enabling environment, to project definition, project feasibility and post implementation support.

**7.3** *Database on RSWIDP*

A database is established to monitor and evaluate the progress made with the implementation of priority projects in all Member States. This database will be integrated with the overall SADC Water Division Database which is yet to be developed.

**7.4** *I & S Coordination*

The Water Sector is contributing to the implementation of activities falling under the Directorate of Infrastructures and Services, including the development of the Infrastructure Status Reports and the SADC Infrastructure Master Plan.



## PROGRAMME 8

### RESOURCE MOBILISATION FOR INFRASTRUCTURE DEVELOPMENT

**OBJECTIVE** *Improve grant and investment infrastructure funding*

#### PRIORITY INTERVENTIONS

##### 8.1 *Project Identification*

Regional, cross border and national priority projects are collected, assessed and prioritised. The water infrastructure projects are selected on the basis of their contribution to the achievement of the regional goals of peace and stability, regional integration and poverty eradication, using water as a catalyst.

##### 8.2 *Project Preparation Fund*

A regional fund is established as a draw-down facility for the preparation of water infrastructure projects. Access to this fund will be designed to be flexible and managed by a reputable development/investment bank. Currently, the fund is being established with the Development Bank of Southern Africa (DBSA) which possesses the requisite expertise to manage the fund.

##### 8.3 *Project Packaging*

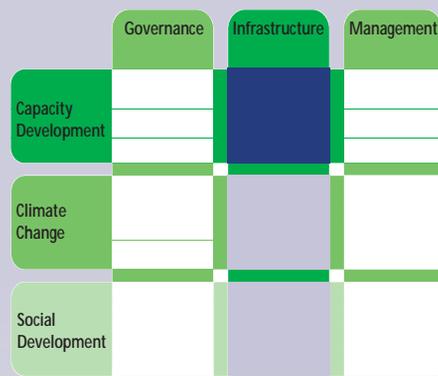
Bankable projects are developed and submitted to international financial institutions supporting the development of water infrastructure. This process entails assessing the targeted potential financiers/investors and packaging the projects accordingly.

##### 8.4 *Water Infrastructure Investment Promotion*

Promotional material is developed to attract investors and cooperation partners in the development of water infrastructure in the region. Priority projects contributing to the overall SADC goals of regional integration and poverty eradication will be promoted in various ways including through the organisation of investment conferences.

##### 8.5 *Training On Infrastructure Investments*

Relevant staff in Member States is provided with training on existing funding and investment opportunities with a focus on the mechanisms and requirements to access these funds.

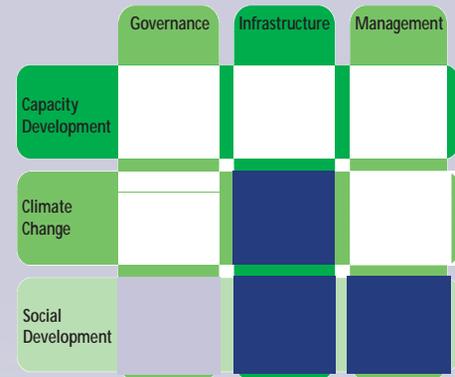


## PROGRAMME 9

### INFRASTRUCTURE PILOT PROJECTS

**OBJECTIVE** *Demonstrate the benefits of joint infrastructure development initiatives.*

#### PRIORITY INTERVENTIONS



**9.1** *IWRM community projects*

The capacities of local communities are strengthened to apply the principles of IWRM at the various stages of project development and implementation through a "learning by doing approach". Designed to improve livelihoods at the community levels the projects will focus on initiatives such as water supply, environmental conservation, small scale irrigation and fish farming.

**9.2** *Joint Cross Border Water Initiatives*

Water supply and sanitation in selected border towns and villages is improved as a catalyst for cooperation between neighbouring countries. This intervention include the following activities:

- a) Identification of project areas;
- b) Development of agreements between border countries;
- c) Resource mobilisation to support the intervention.

**9.3** *Kunene Water Supply Project*

Water infrastructures in Southern Angola and Northern Namibia are upgraded through the implementation of the following activities:

- a) Establishment of the Kunene Water Utility
- b) Construction of the main pipeline between Oshakati and Santa-Clara
- c) Construction of the reticulation systems
- d) Feasibility study for the replacement of the Calueque-Oshakati canal

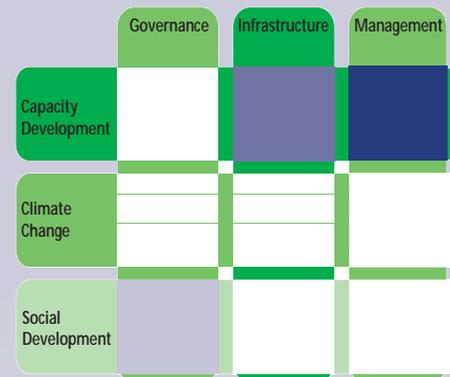
## PROGRAMME 10

### WATER SUPPLY AND SANITATION

**OBJECTIVE** *Improve access to water supply and sanitation services*

#### PRIORITY INTERVENTIONS

- 10.1 ***Alternative financing strategies for WSS***  
Financial tools are developed and implemented to improve the efficiency of the WSS sector in SADC Member States.
- 10.2 ***WSS Monitoring and Reporting***  
Progress made towards the achievement of Millennium Development Goals and the national WSS targets is monitored systematically, starting with the development of a common definition to water access.
- 10.3 ***Institutional Strengthening of WSS Sector***  
The capacities of Member States are strengthened to improve the delivery of WSS services, address the issue of institutional fragmentation and achieve good corporate governance.
- 10.4 ***Knowledge Management and Information Sharing on WSS***  
An information and knowledge management system is developed in SADC to raise awareness, support advocacy and facilitate communication.
- 10.5 ***WSS Infrastructure Development Support***  
WSS projects on shared river basins and national projects with regional impacts are identified, developed and implemented.
- 10.6 ***WSS and Water Demand Management***  
A favourable environment (political, social, technical and financial) is created to support water demand management in the delivery of WSS.
- 10.7 ***Training on WSS***  
Relevant stakeholders are trained in corporate governance, management and various technical aspects of water supply and sanitation.



## PROGRAMME 11

### GROUNDWATER MANAGEMENT AND DEVELOPMENT

**OBJECTIVE** *Improve coordination over the management of groundwater resources*

#### PRIORITY INTERVENTIONS

**11.1** *Policy and Institutional Framework*

Minimum harmonized structures are established for institutional, legal and policy measures to improve groundwater management at the national and regional levels. Interactions between groundwater and surface water are also strengthened and institutionalized.

**11.2** *Transboundary Aquifer Management*

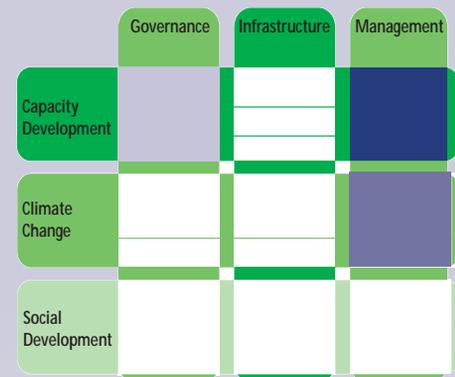
Transboundary Diagnostic Analyses and Strategic Action Plans are developed to reach an informed consensus on the factors affecting transboundary aquifers.

**11.3** *Awareness Raising on Groundwater Management*

An information and data management platform is established to integrate local and regionally applicable tool for enhancing management of shared aquifer systems. The information disseminated is derived from the SADC Code of Good Practices. The construction of subsurface dams will also be promoted.

**11.4** *Regional Cooperation and groundwater management*

Provisions on groundwater management are included in shared watercourse agreements to strengthen regional cooperation and increase the resilience of these agreements to changing circumstances bough about as a result of climate change. The recent UN articles on groundwater management will be further examined and considered to be incorporated into the groundwater management agenda in the region.



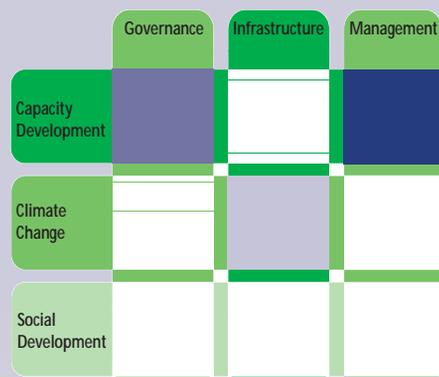
## PROGRAMME 12

### WATER ECONOMICS

**OBJECTIVE** *Account for the contribution of water to the economy.*

#### PRIORITY INTERVENTIONS

- 12.1 ***Awareness Raising on the economic value of water***  
 Politicians and decision makers are informed on the necessity of managing water as an economic good to achieve efficient and equitable use and to ensure the conservation and protection of water resources. This intervention will be implemented once adequate data and information is available to demonstrate how water contributes to national economies.
- 12.2 ***Decision support system on EAW***  
 A regional system is developed to assist decision makers with the appropriate evaluation of water resources and their uses in the region. The decision support system will be computerised to facilitate the entering of data and the generation of management recommendations.
- 12.3 ***Development of Pollution Account***  
 Accounting tools are developed to demonstrate the impact of water pollution on the economy and to determine the economic value of water pollution. This initiative is closely tied with the establishment of the sub-committee on water quality.
- 12.4 ***Pilots on Economic Accounting of Water***  
 Lessons learnt from the implementation of pilot projects at national and river basin level are documented and disseminated to support the development of economic accounts for water.
- 12.5 ***Water financing***  
 Tools are developed to assist decision makers with issues of sustainable funding and income diversification for water resources management and development. This intervention will be implemented closely with 10.1.
- 12.6 ***Trainings on Economic Accounting of Water***  
 A series of trainings is implemented to build the capacities of water professionals responsible of establishing and operating economic water accounts at national and river basin levels.



**PROGRAMME 13****HYDROLOGY AND BASIN MANAGEMENT**

**OBJECTIVE** *Develop planning mechanisms and operational procedures for managing water resources*

**PRIORITY INTERVENTIONS**

	Governance	Infrastructure	Management
Capacity Development			
Climate Change			
Social Development			

**13.1 Basin Studies**

Basin wide studies are carried out to provide information on water resources and development opportunities in river basins. This intervention intends to improve the understanding of Watercourse States on water resources in their respective basin.

**13.2 Basin Strategies**

Basin strategies are developed to outline the priority steps required for the implementation of integrated water resources management at the river basin and Member States levels. Although a number of river basins have developed basin strategies and/or basin plans, some still need to do so and will be assisted accordingly.

**13.3 Methodologies on Water Resources Assessment**

SADC guidelines and/or standards for water resources assessments are developed and made accessible to develop capacity, build confidence and ensure the equitable utilisation of shared water resources. The focus in the next five years will be on the development of common methodologies for collecting and analyzing hydrological and hydro-geological data.

**13.4 Flow Forecasting and Early Warning System**

Technical, institutional and organisational mechanisms are put in place to improve flow forecasting in shared watercourses. A pilot is carried out in the Zambezi River Basin leading to the establishment of a flow Forecasting Centre. This activity will be implemented through or in close collaboration with the Interim/Permanent ZAMCOM Secretariat. Some key activities include:

- Identification of the host/location for the flow forecasting centre (through consensus);
- Establishment of the flow forecasting centre (institutional & organisational setup);
- Acquisition of resources and development of tools necessary for flow forecasting.

**13.5 Dam Operation and Flood Management**

Dam operations and water management measures are identified to improve flood management in river basins while optimizing power generation.

**13.6 SADC HYCOS**

Hydrological monitoring stations in Member States are maintained and expanded to improve near real-time hydrological monitoring across the region. This intervention is essential in the process of flood early warning.

**13.7 Information and knowledge Management Systems**

Comprehensive integrated water information systems are developed at river basin level, including appropriate GIS platforms linked to hydrological and other databases.

## PROGRAMME 14

### ENVIRONMENTAL WATER MANAGEMENT

**OBJECTIVE** *Institutionalize water quality management in the region*

#### PRIORITY INTERVENTIONS

14.1 *Sub Committee on Water Quality*

The sub-committee is re-established to provide guidance on issues of water quality and environmental management. The focus of the sub-committee will be determined on a need/demand basis within the sub-sector through the implementation of the interventions below (14.2 & 14.3).

14.2 *Tools and Strategies on Water Quality Management*

Guidelines and/or standards are developed with Member States to represent river water quality in Southern Africa, with the ultimate goal of maintaining or improving water quality. A pilot will be carried out in one river basin.

14.3 *Environmental flows*

A common methodology is developed and adopted by Member States to determine in-stream flow requirements. Environmental flow requirements are those needed to maintain downstream ecosystems, renewable natural resource systems and associated livelihoods.

14.4 *Training on water quality*

Training is provided to the members of the sub-committee on the long term impacts of water pollution on human health and the environment in the context of sustainable development.

	Governance	Infrastructure	Management
Capacity Development			
Climate Change			
Social Development			

**PROGRAMME 15**

**CLIMATE CHANGE ADAPTATION**

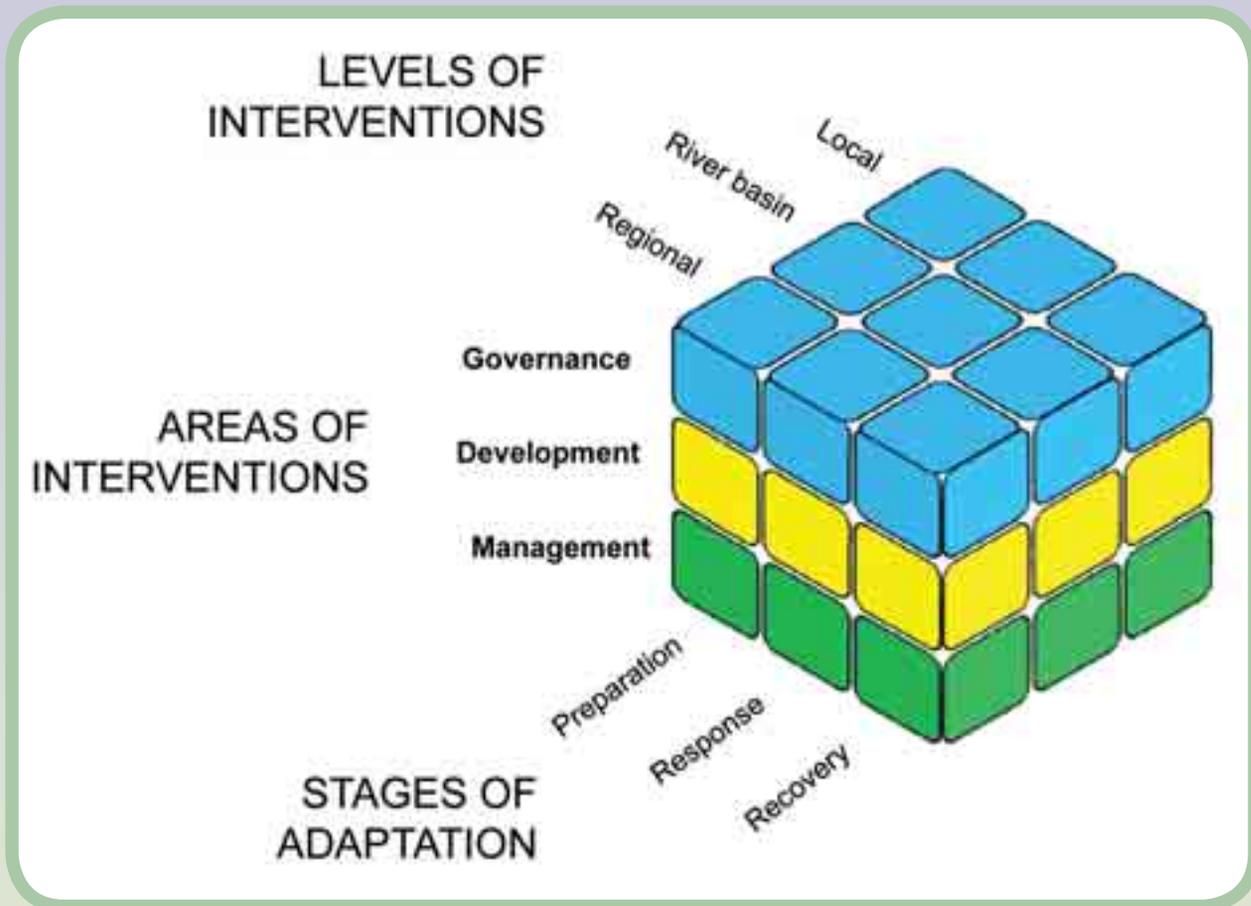
**OBJECTIVE** *Integrate climate change adaptation into water resources planning and management*

**PRIORITY INTERVENTIONS**

	Governance	Infrastructure	Management
Capacity Development			
Climate Change			
Social Development			

- 15.1 ***Climate Finance***  
Access to climate finance is improved to support the implementation of adaptation measures based on the SADC Water Adaptation Cube (figure 4). This intervention will address issues of eligibility, areas of support, threshold amounts, application requirements, etc. as illustrated in the figure below.
- 15.2 ***Preparation of COP***  
SADC adopts a common position on water and climate change to assist Member States with negotiations under the UNFCCC. This intervention will be executed in collaboration with other regional Parties and under the supervision of the coordinator of the SADC Regional Climate Change Programme.
- 15.3 ***RSAP Climate Proofing***  
Risk associated with climate changes are accounted for in the implementation of the RSAP III. Each project within the RSAP III will be examined closely and potential adaptation measures will be defined.
- 15.4 ***Indigenous Knowledge***  
Local traditional knowledge is considered in the development and implementation of adaptation mechanisms at regional, river basin and national level. This process involves documenting, evaluating and validating traditional knowledge use to cope with climate variability.
- 15.5 ***Climate change training***  
Training on international negotiations is provided to SADC and Member States officials involved with UNFCCC negotiations. The training is implemented under the supervision of the coordinator of the SADC Regional Climate Change Programme.

Figure 4 SADC Water Adaptation Cube



“Water is the primary medium through which climate change takes effect”

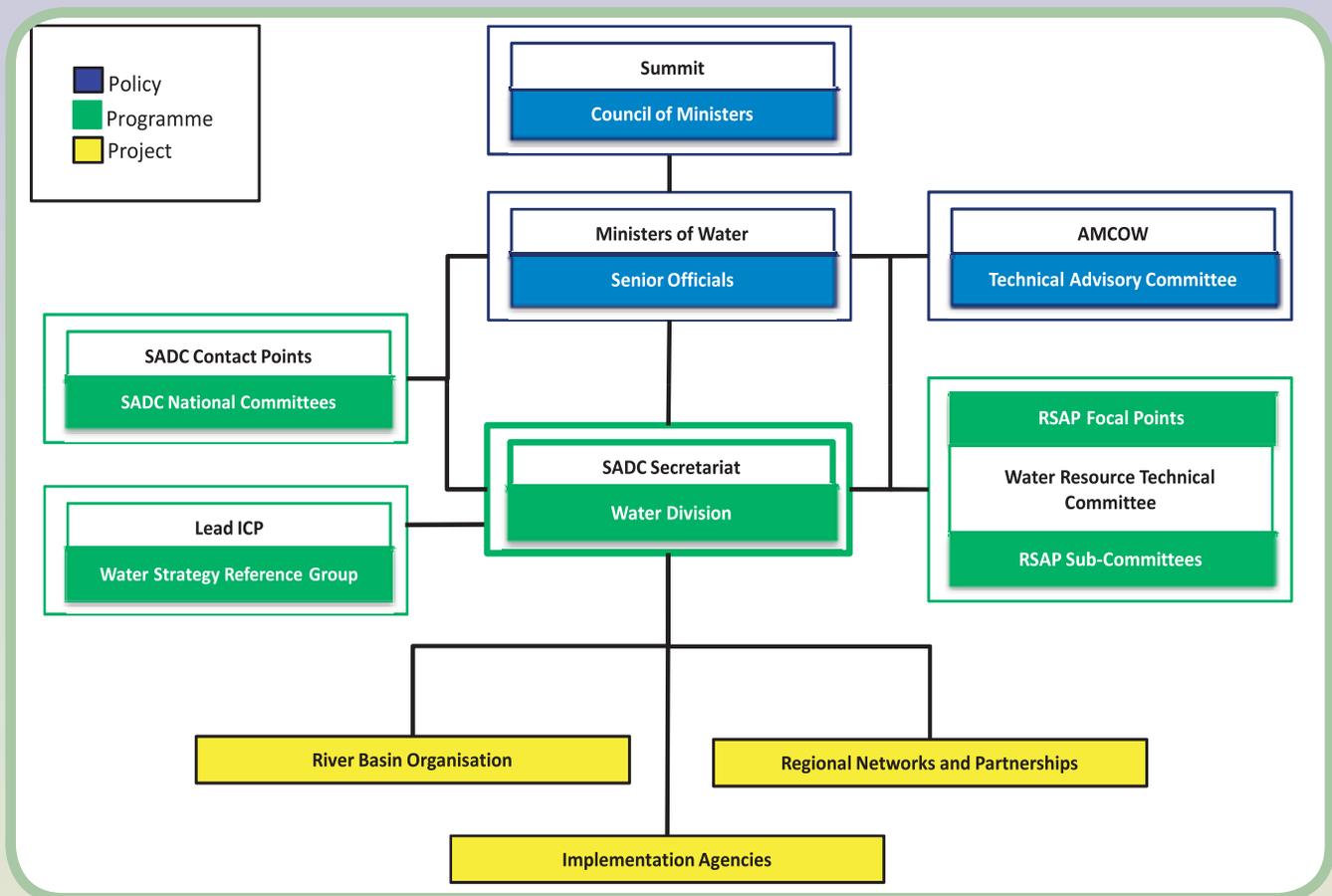
# Chapter 6

## INSTITUTIONAL ARRANGEMENTS

This section presents the institutional framework adopted to support the implementation of the RSAP and clarifies the roles and responsibilities of the different actors involved in the SADC Water Sector. For clarity, the institutional arrangements have been divided into three levels: i) policy level, ii) programme level and iii) project level.

The following diagram shows the institutional structure governing the SADC Water Sector.

*Figure 4 Institutional framework of the SADC Water Sector*



## 6.1 POLICY LEVEL

At the policy level, the SADC Council of Ministers is the key institution providing policy direction and oversight to the implementation of SADC programmes, including the RSAP. The sectoral Ministers responsible for Water provide overall guidance on matters related to water. The Ministers responsible for Water also provide a vital linkage between the Region and the African Ministers Council on Water (AMCOW), a special committee of the African Union providing guidance on water matters for the entire continent. In line with the Protocol, the Ministers of Waters shall among other things:

- Oversee the proper execution of the RSAP
- Assist in resolving potential conflicts on shared watercourses
- Advise the Council on policies to be pursued



The Ministers are advised by Senior Officials responsible for water who are in-turn supported and advised by the Water Resources Technical Committee (WRTC). The WRTC is the technical clearing body for the SADC water sector. The WRTC is comprised of National Directors responsible for water in SADC Member States. The WRTC is the main link between the SADC Secretariat and national governments. Among other things the WRTC performs the following functions:

- Provide strategic direction to the RSAP
- Assess and approve RSAP projects
- Advise and coordinate the establishment of project steering committees, and
- Supervise all other RSAP operations.

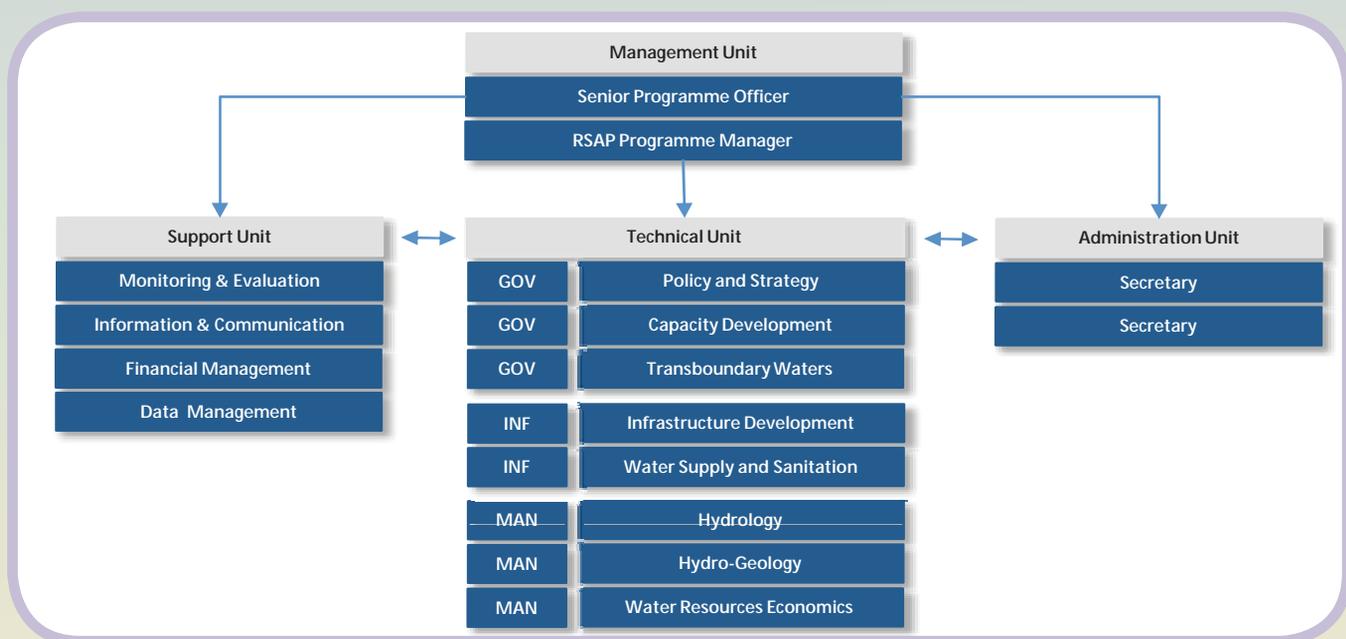
## 6.2 PROGRAMME LEVEL

At the programme level, the management and coordination of the RSAP is primarily the responsibility of the SADC Secretariat, through the Water Division. Institutionally the RSAP falls under the Directorate of Infrastructure and Services.

The Water Division is responsible for the development and implementation of the RSAP as a programme within the RISDP. In doing so, the Water Division consults with and reports to stakeholders throughout the development and implementation phases of the various RSAP programmes and interventions. Other functions performed by the Water Division include: i) coordination of projects, ii) dissemination of outputs and iii) monitoring and evaluation of the RSAP at programme and project levels.

As illustrated in the figure below the Water Division consists of four units. The management unit is responsible for guiding the implementation of the RSAP and reporting to the SADC bodies. The technical unit provides the strategic support to Member States on core topics

*Figure 5 Organisational structure of the SADC Water Division*



### 6.3 PROJECT LEVEL

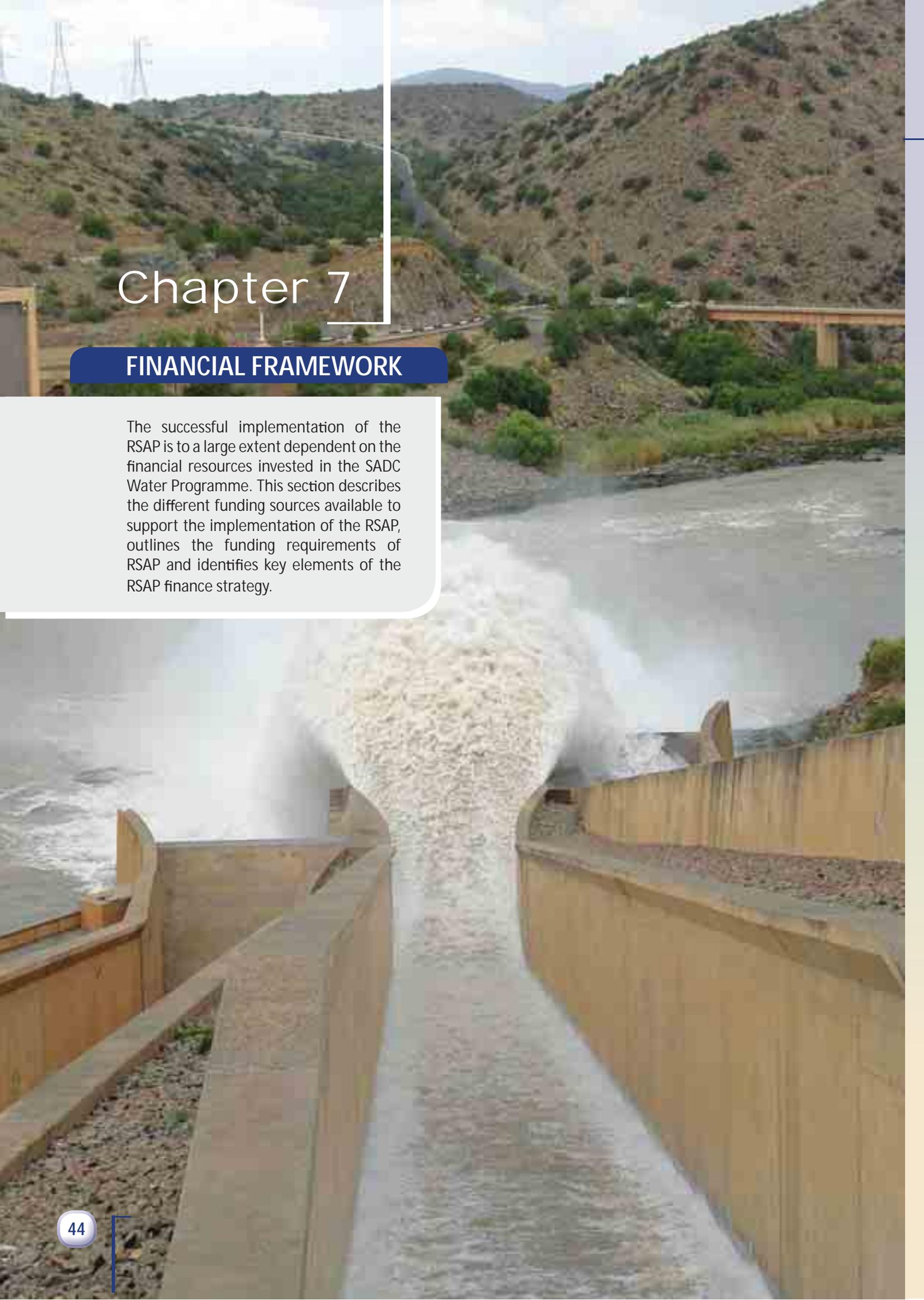
The institutional arrangements adopted to ensure the successful implementation of RSAP projects vary from one project to another, depending on the projects' size and objectives. The table below describes the responsibilities of different actors and institutions involved with the implementation of RSAP projects.

<b>SADC Secretariat</b>	Ensure that all projects achieve the desired objectives and that the RSAP funds are used to produce the required outputs.
<b>RSAP Sub-Committees</b>	Provide strategic guidance on i) hydrology, ii) groundwater, iii) water quality and iv) water supply and sanitation.
<b>Project Steering Committees</b>	Oversee the different stages of project implementation and assess progress made against the project objectives.
<b>Implementation Agencies</b>	Responsible for the operational management and supervision of RSAP interventions.
<b>RSAP Focal Points</b>	Facilitate communications between SADC and Member States on the implementation of the RSAP.
<b>International Cooperating Partners</b>	Provide financial and technical support to implement RSAP programmes and interventions.
<b>Regional Networks &amp; Partnerships</b>	Provide implementation and networking support at national and regional level across sectors.



The implementation of the RSAP is guided by a series principles, set out in the table below. These principles are derived from SADC policy directives, particularly the RISDP, and are supported by experiences gained during the implementation of RSAP I and RSAP II.

<b>TABLE 2 RSAP GUIDING PRINCIPLES</b>	
<b>Programmatic approach</b>	The RSAP is a programme design to achieve SADC objectives rather than a series of projects.
<b>Comparative advantage</b>	The Water Division is involved in those areas where it can produce more results.
<b>Additionality</b>	Institutions other than the SADC Secretariat are chosen to implement RSAP interventions.
<b>Prioritisation</b>	RSAP programmes and interventions are based on SADC development priorities.
<b>Flexibility</b>	RSAP is reviewed periodically to best respond to the ever changing environment.
<b>Variable geometry</b>	Member States and River Basins can move faster with the implementation of certain activities.
<b>River basin approach</b>	River Basin Organisations are a fundamental component to implement IWRM.
<b>Best practices</b>	IWRM policies and strategies are executed based on best practices and lessons learnt.
<b>Piloting</b>	Policies, strategies, guidelines are tested to obtain lessons for the rolling out of RSAP.
<b>Participation</b>	Relevant stakeholders are informed, consulted and involved throughout the implementation of the RSAP.
<b>Subsidiarity</b>	Programme and project activities are undertaken at the most appropriate level.
<b>Sustainability</b>	RSAP promotes local ownership, awareness, capacity building and institutional development.



# Chapter 7

## FINANCIAL FRAMEWORK

The successful implementation of the RSAP is to a large extent dependent on the financial resources invested in the SADC Water Programme. This section describes the different funding sources available to support the implementation of the RSAP, outlines the funding requirements of RSAP and identifies key elements of the RSAP finance strategy.

## 7.1 FUNDING SOURCES

### 7.1.1 National Governments

The mobilization of financial resources from Member States is essential for the implementation of the RSAP. Contributions from SADC Member States can take different forms:

- **Financial contributions:** SADC's coordination function is financed through contributions from Member States, which are based on a formula taking into account a number of factors including Gross Domestic Products. In 2008/2009 these contributions exceeded 23 million USD. On an annual basis, the Directorate of Infrastructure and Services, to which belongs the Water Division, receives 8% of the total contributions from Member States.
- **Direct Contributions:** Member States also contribute directly to the implementation of specific RSAP projects. For example, the governments of Mozambique, South Africa and Swaziland each contributed 200 000 Euros for the development of the Maputo Basin Strategy.
- **In-kind contributions:** Member States contribute to the implementation of the RSAP through the provision of equipment, experts, office spaces, administrative support and use of facilities for most RSAP projects. Member States who are members of a River Basin Organisation also carry the administrative and operational costs (salaries, overheads, etc.) of these organisations, including the costs of the commissioners providing guidance to RBOs.

### 7.1.2 External resources

In the long term the financing of SADC programmes will have to be met primarily by Member States. However, current constraints on the availability of domestic funds make the use of external financial resources vital in the short and medium term.

Between 2005 and 2010 the SADC Secretariat has secured from ICPs over 163 million Euros for the implementation of RSAP II. ICP participation in the SADC Water Sectors is coordinated through the Water Strategy Reference Group (WSRG). The German Government, through GIZ, is the lead ICP and the co-chair of the WSRG. As lead ICP, GIZ assists the SADC Secretariat with the coordination of activities in the Water sector.



## 7.2 FUNDING REQUIREMENTS

The total capital requirements for RSAP III are estimated at over 188 million Euros (table 3 and annex 1). This includes new projects and on-going projects that are a carryover from RSAP II.

#	Programmes	Costs (000 €)
1	RBO establishment and strengthening	12 700
2	Regional instruments	5 300
3	Programme management support	9 350
4	Communication and awareness raising	1 500
5	Research and Education	19 550
6	Stakeholder participation	1 300
7	Infrastructure project preparation	700
8	Resource mobilization for infrastructure development	26 600
9	Infrastructure pilot projects	52 000
10	Water supply and sanitation	6 300
11	Groundwater management and development	12 350
12	Water economics	4 500
13	Hydrology and basin management	30 000
14	Water quality management	4 300
15	Climate change adaptation	2 100
		<b>188 550</b>

## 7.3 FINANCE STRATEGY

Guided by the 2005 Paris Declaration on aid effectiveness, the SADC Secretariat has adopted a new partnership with International Cooperating Partners to ensure the ownership, alignment and harmonization of procedures in the delivery of development assistance (2006, Windhoek Declaration). The proposed finance strategy provides the basis for putting into place this partnership in the SADC Water Sector.

### 7.3.1 *Income diversification*

A key factor of financial sustainability is income diversification, the logic being that an organisation relying on several income sources is more resilient to changes occurring in the funding environment. SADC must then strengthen its current funding sources and develop new income streams. The strategy is as follows:

- Intensify efforts to mobilize domestic resources. RSAP II stated that “for all projects SADC has to meet a mandatory 10% contribution”. While it seems unlikely that contributions from Member States can reach this level in the short and medium term, the scope of the RSAP III calls for greater contributions from Member States in various forms.
- Create an enabling environment for private investments. The strategy is to make the SADC Water Sector more attractive to private capital, mainly on the basis of public-private partnerships.

### 7.3.2 *Financial management*

Regardless of the sources and the amounts invested in the RSAP, SADC must make the most out of these resources. Financial management is about ensuring that funds are available when needed and that they are obtained and used in the most efficient and effective way. In implementing the RSAP, SADC commits to:

- Set clear priorities to achieve the RSAP goal and objectives;
- Record all financial transactions in consistence with applicable accounting standards;
- Monitor financial performance against planned budget and programme objectives;
- Report periodically to key stakeholders on the financial results of operations.



### 7.3.3 Programme management

In order to reach its goal the RSAP must be managed as a programme. The RSAP should then be funded accordingly, with specific funds dedicated to programme management functions. In the spirit of the Paris and Windhoek Declarations such functions should be provided for in joint financial arrangements between SADC and ICPs, either in the form of basket funding or contribution agreements. At the moment SADC does not qualify for neither of these arrangements.

In the meantime, given the crucial role of programme management in the alignment and harmonization agenda, programme management functions could be supported through the top-slicing of projects. Such an approach consists in dedicating to programme management a small portion of the funds allocated to RSAP projects.

### 7.3.4 Joint assistance strategy

As stated in the Paris and Windhoek Declarations, ICPs actions should be more harmonized, transparent and collectively effective. ICPs should then implement, where feasible, common arrangements for planning, funding, disbursing, monitoring, evaluating and reporting of development activities.

Through a broad consultative process SADC will develop a joint assistance strategy (JAS) to ensure the harmonization of development assistance in the water sector. The JAS will outline the principles and procedures behind aid effectiveness, with a focus on harmonisation, alignment, increased use of government systems, increased aid predictability, improved division of labour, and a move towards the government's preferred aid modalities. The development of the JAS will be led by the SADC Directorate on Policy, Planning and Resources Mobilization.





“Annual investment requirements for Water Resources Development and Management in Africa are estimated at USD 20 Billion.”

# Chapter 8

## MONITORING AND EVALUATION

A comprehensive monitoring and evaluation system will be developed in the first three months of the RSAP implementation phase. The system will be based on measurable and verifiable indicators and will conform to basic rules of simplicity, timeliness and cost effectiveness.

## 8.1 MONITORING SYSTEM

The M&E system will be developed on the basis of the RSAP strategic framework, as presented in the figure below. The M&E overview is designed to present at a glance the RSAP and illustrate how each intervention contributes to the achievement of the strategic objectives along the three strategic areas. The achievement of the objectives will be determined based on indicators that are simple, measurable, appropriate, realistic and time limited (i.e. SMART).

The status of interventions will be monitored through the regular update of the data sheets, in which are presented the progresses made, key results and project expenditures. The intervention status will be reported into the M&E overview, for each intervention cell, on the basis of a traffic light system, using the following colour coding: green (completed), yellow (on track), red (implementation problem) and blue (planned).

## 8.2 EVALUATION

As for both RSAP I and RSAP II, the RSAP III will be subjected to a mid-term review, to be held in the second half of 2013. The objectives of the mid-term review are to:

- Assess the progress made with the implementation of RSAP III, both at project and programme levels;
- Learn from and build on the processes initiated during the first half of the RSAP implementation phase;
- Provide strategic guidance to improve the implementation of RSAP programmes in the second phase.

The mid-term review will be based on consultations with relevant stakeholders including: SADC Secretariat, Member States, Implementing agencies, River Basin Organisations, Non-Governmental Organisations, International Cooperating Partners and selected experts.



### 8.3 RISKS AND ASSUMPTIONS

The successful implementation of the RSAP is dependent on a series of risks and assumptions, including the following:

- Political stability is maintained in the region;
- Political commitment to transboundary water development and management remains vibrant in SADC Member States;
- SADC Water Division is adequately staffed;
- International funding agencies invest the necessary resources to support the implementation of RSAP.

These risks are unlikely to threaten the implementation of the RSAP due to the strong commitments and interest shown by Member States and International Cooperating Partners. In order to minimize these risks the SADC Secretariat will ensure the strong ownership of Member States throughout the implementation of the RSAP.

### 8.4 REPORTING

Monitoring and evaluation are of limited value unless they are linked to clear reporting mechanisms. Hence, SADC envisages producing an annual progress report on the RSAP implementation, in which will be documented both achievements and shortcomings.

Furthermore, for all RSAP projects, at least two project status reports will be produced, namely an interim report, during the implementation of the project, and a final report once the project is concluded, to assess the project's developmental impact.



## RSAP III Overview

RSAP Goal

Contribute to poverty reduction, regional integration, peace, & security and socio-economic development

RSAP Main Objective

Strengthen the enabling environment for water resources governance, management and development through the application of IWRM

	Strategic Area WATER GOVERNANCE				Strategic Area INFRASTRUCTURE DEVELOPMENT			Strategic Area WATER MANAGEMENT		
	1.1	3.1	4.4		7.1	8.1	10.1	5.1	12.2	15.2
Strategic Objective CAPACITY DEVELOPMENT	Development and strengthening of RBOs	Support to Water Division	Media training for water practitioners		Training manuals on sustainable infrastructure development	Project identification	Alternative financing strategies for WSS	School curriculum	Training on EAW	Tools and strategies on water quality management
	RBO guideline series	Coordination and reporting	Water information sharing hub		Guideline on project preparation	Project preparation funds	I&S Coordination	WaterNet	EAW decision support system	Information and knowledge management systems
	Networking and sharing of best practices	ICP coordination	Strategic training plan for the Water Sector		Database on RSWIDP	Project Packaging		Water research fund for Southern Africa	EAW/Pollution account	Environmental flow
	Monitoring of the Protocol	Sharing and benchmarking	Cross sector cooperation			Water Infrastructure Investment Promotion		WSS monitoring and reporting	EAW pilots	Basin Studies
	Review of the Protocol	Support to regional networks and partnerships	Groundwater policy and institutional framework					Knowledge management and information sharing on WSS	Basin Strategies	Regional cooperation and groundwater management
Strategic Objective CLIMATE CHANGE ADAPTATION	Policy harmonisation	Water communicator's network	Water quality sub-committees						Water Financing	
	Joint assistance strategy	Support to RBOs and IWS on water communication								
	Climate Change Adaptation Strategy	Preparation of Conference of Parties (COP series)	Climate proofing of RSAP III			Climate finance		Transboundary Aquifer management	Dam operation and flood management	SADC HYCOS
	Policy dialogues	SADC Water Weeks	Indigenous knowledge on CCA					WSS and water demand management	Flood forecasting and early warning system	Methodologies for water resources assessment
		Support to water journalists								
Strategic objective SOCIAL DEVELOPMENT	Support to Basin Forums	Water advocacy	Awareness Raising on Groundwater Management		9.4	Joint cross border initiatives	WSS Infrastructure development support		IWRM community projects	
	Gender mainstreaming	Institutional strengthening of WSS sector	Awareness raising on the economic value of water							

## ANNEX I: PROGRAMMES AND INTERVENTIONS

#	PROGRAMMES AND INTERVENTIONS	INDICATORS / MILESTONES	TOTAL PROJECT COSTS (EUR)	FUNDING GAP (EUR)	COLLABORATORS AND IMPLEMENTING AGENTS
1	<b>RBO ESTABLISHMENT AND STRENGTHENING</b>		12 700	5700	
1.1	<i>Establishment and strengthening of River Basin Organisations</i>	At least two permanent Watercourse Commission Secretariats are established and functional.	10 000	5 000	SADC-WD, RBOs
1.2	<i>RBO Guideline Series</i>	At least two RBOs implement recommendations from the guidelines and at least one new guideline is developed.	500	0	SADC-WD, RBOs
1.3	<i>Networking and Sharing of Best Practices</i>	At least two RBO Workshops are held to share best practices.	700	300	SADC-WD, RBOs
1.4	<i>Support to Basin Forums</i>	At least two basin-wide stakeholder forums are formally established.	1000	200	SADC-WD, RBOs
1.5	<i>RBO Training</i>	At least two regional training sessions and four basin specific sessions are carried out on RBO management and development.	500	200	SADC-WD, RBOs, Waternet/other competent capacity Dev. institution
2	<b>REGIONAL INSTRUMENTS</b>		5 300	3 300	
2.1	<i>Monitoring of the Protocol</i>	At least two assessments of the protocol implementation are carried out based on an agreed framework with Member States.	250	0	SADC-WD, SADC Legal Unit, SADC PPRM, RBOs & IMS
2.2	<i>Review of the Protocol</i>	The Protocol is consequentially amended to reflect the institutional changes that have taken place in SADC (e.g. SADC restructuring).	250	0	SADC-WD, SADC-Legal Unit & SADC PPRM
2.3	<i>Policy Harmonisation</i>	A draw down facility is established to assist Member States with the process of policy harmonisation.	2000	2000	SADC-WD, MS
2.4	<i>Climate Change Adaptation Strategy</i>	The CCA Strategy is launched at COP 17 and some of its components are implemented through the RSAP III.	2000	1000	SADC-WD
2.5	<i>Joint Assistance Strategy</i>	The Strategy is developed in close collaboration with international cooperating partners.	300	0	SADC-WD, SADC PPRM & WSRG
2.6	<i>Policy Training</i>	At least two regional training sessions and three basin specific sessions are carried out on issues around international negotiations.	500	300	SADC-WD, Waternet, Other Competent Capacity Development Institutions
3	<b>PROGRAMME MANAGEMENT SUPPORT</b>		9 350	3 500	
3.1	<i>Support to Water Division</i>	At least five and three positions are filled respectively within the technical unit and programme management support unit. At least two positions within the Water Division are funded by Member States.	7000	2500	SADC-WD, MS, WSRG
3.2	<i>Coordination and Reporting</i>	All statutory and steering committee meetings are held annually.	2000	1000	SADC-WD, MS
3.3	<i>ICP Coordination</i>	The ICP Portal is updated on a regular basis donor mapping is undertaken at least once a year..	100	0	SADC-WD, Lead ICP, WSRG
3.4	<i>Sharing and Benchmarking</i>	Experiences and best practices in the SADC Water Sector are presented in at least five international fora.	100	0	SADC-WD
3.5	<i>Support to Regional Networks and Partnerships</i>	At least four regional partnerships are contributing to the implementation of the RSAP.	100	0	SADC-WD, GWP-SA, Waternet, IUCN, NAWISA
3.6	<i>Training of Water Division</i>	At least two training sessions are carried out on project management and corporate governance.	50	0	SADC-WD, Water Utility Companies in MS, identified Centres of Excellence
4	<b>AWARENESS AND COMMUNICATION</b>		1 500	250	
4.1	<i>Water Communicators' Network</i>	A SADC Forum of water communicators is established and operational.	100	50	SADC, MS, RBOs, RBA's GWP-SA, IUCN Southern Africa, SARDC, SAREP, IPS-Africa, and other Regional Organisations Communicating Water Issues
4.2	<i>Support to Journalists reporting Water</i>	At least 10 training sessions are held for journalists from all Member States and the SADC media awards is given annually.	800	0	SADC-WD, IPS Africa, RBOs
4.3	<i>Support to RBO and MS on Communicating Water</i>	Multi-media material is developed in at least three river basins.	250	200	SADC WD, RBO's RBA's, Broadcasters, Consultants
4.4	<i>Media Relations Training for Water Professionals</i>	At least two training sessions for water professionals are conducted using the SADC Media Handbook.	100	0	SADC, IPS Africa, RBO's RBA's, MS, IPS Africa
4.6	<i>Water Information Sharing Hub</i>	The Water Sharing Hub is established and updated systematically.	250	0	SADC, RBO's RBA's MS, Interested Regional Organisations
5	<b>RESEARCH AND EDUCATION</b>		19550	6000	
5.1	<i>School curriculum</i>	Regional water issues are included in school curriculums in at least four countries at the primary level.	500	0	SADC-WD, SADC REPP,
5.2	<i>WaterNet</i>	At least 50 students complete their master degree on IWRM and at least two doctoral candidates are supported financially.	17000	4000	SADC-WD, Waternet Member Universities, EAC.
5.3	<i>WARFSA</i>	At least 30 research papers on IWRM are published in scientific journals and presented at regional Symposia.	2000	2000	SADC-WD, Host Institution, GWP-SA
5.4	<i>Strategic Training Plan</i>	The training plan is developed and approved by Members States.	50	0	SADC-WD, Waternet or other implementing Agents
6	<b>STAKEHOLDER PARTICIPATION</b>		1 300	450	
6.1	<i>SADC Water Weeks</i>	SADC Water Weeks are held in all Member States.	250	250	SADC-WD, MS, GWP-SA, IPS

**ANNEX I: PROGRAMMES AND INTERVENTIONS**

6.2	<i>Cross Sectoral Cooperation</i>	At least three multi-stakeholder dialogues are held to share best practices.	600	200	SADC-WD, GWP-SA, IPS
6.3	<i>Policy Dialogues</i>	SADC Water Division provides technical inputs in at least two policy dialogues with Members of Parliaments.	200	0	SADC-WD, SADC-PF
6.4	<i>Water Advocacy</i>	Representatives of NAWISA take part in SADC regional water fora such as the RBO workshops and the Multi-stakeholder Dialogues.	-	-	SADC-WD, NAWISA
6.5	<i>Gender Mainstreaming and youth involvement</i>	A gender and youth involvement monitoring and reporting system is developed for the RSAP in close collaboration with the SADC Gender Unit.	250	0	SADC-WD, SADC Gender Unit
<b>7</b>	<b>INFRASTRUCTURE PROJECT PREPARATION</b>		<b>700</b>	<b>550</b>	
7.1	<i>Training Manuals on Sustainable INF Development</i>	At least six training sessions are conducted on the sustainable development of large water infrastructures.	250	150	SADC-WD, Waternet
7.2	<i>Guidelines on Project Preparation</i>	The guidelines are developed by SADC Water Division in consultation with Member States.	100	100	SADC-WD, MS
7.3	<i>Database on RSWIDP</i>	The database is established and updated at least once a year.	100	100	SADC-WD, MS
7.4	<i>I &amp; S Coordination</i>	The Regional Infrastructure Master Plan is developed with inputs from the SADC Water Sector.	250	200	SADC-WD, TMSA, COMESA & EAC
<b>8</b>	<b>RESOURCE MOBILIZATION FOR INFRASTRUCTURE</b>		<b>26 600</b>	<b>16100</b>	
8.1	<i>Project Identification</i>	At least 20 priority projects are identified at regional, cross border and national levels.	500	300	SADC-WD, MS
8.2	<i>Project Preparation Funds</i>	The fund is established and functional to support the preparation of projects up to bankability..	25000	15000	SADC-WD, DBSA
8.3	<i>Project Packaging</i>	At least 3 projects are packaged and submitted for funding to potential financiers and investors.	500	300	SADC-WD, MS
8.4	<i>Water Infrastructure Investment Promotion</i>	At least two investor conferences are held in the region.	300	200	SADC-WD, MS
8.4	<i>Training on investments</i>	At least two training sessions are carried out on project preparation, packaging and resource mobilization.	300	300	SADC-WD, Waternet or other competent Institution(s)
<b>9</b>	<b>INFRASTRUCTURE PILOT PROJECTS</b>		<b>52 000</b>	<b>12 500</b>	
9.1	<i>IWRM Livelihood Pilots</i>	At least 20 community projects are implemented.	7000	2500	SADC-WD, RBOs, MS
9.2	<i>Kunene Water Supply Project</i>	The Kunene water supply utility is functional, major construction works have been completed and the feasibility study for the canal replacement concluded.	37000	6000	SADC-WD, JPTC
9.3	<i>Joint Cross Border Water Initiatives</i>	Financial resources have been secured for the implementation of at least one additional cross border project.	8000	4000	SADC-WD, participating MS
<b>10</b>	<b>WATER SUPPLY AND SANITATION</b>		<b>6 300</b>	<b>2200</b>	
10.1	<i>Alternative financing strategies for WSS</i>	WSS financing mechanisms to leverage resources are documented, adopted and disseminated amongst SADC Member States.	250	0	SADC-WD, MS
10.2	<i>WSS Monitoring and Reporting</i>	A regional WSS monitoring and reporting framework is developed, adopted and implemented by Member States.	400	0	SADC-WD, MS
10.3	<i>Institutional Strengthening of WSS Sector</i>	Sector reforms and action plans are developed in at least 2 Member States inspired by regional best practices.	750	0	SADC-WD, MS
10.4	<i>Knowledge Management and Info. Sharing on WSS</i>	A knowledge management system is developed, adopted and used to disseminate best practices in the region.	500	0	SADC-WD, MS
10.5	<i>WSS Infrastructure Development Support</i>	A comprehensive inventory of cross border projects and national projects with regional impacts is concluded and approved by Member States.	200	0	SADC-WD, MS
10.6	<i>WSS and Water Demand Management</i>	At least two WDM projects are prepared and implemented.	4000	2000	SADC-WD, DBSA, MS
10.7	<i>Training on Corporate Governance</i>	At least one regional training session is carried out with water utilities on corporate governance and various aspects of WASH.	200	200	SADC-WD, DBSA, Water Utilities in MS
<b>11</b>	<b>GROUNDWATER MANAGEMENT</b>		<b>12 350</b>	<b>0</b>	
11.1	<i>Policy and Institutional Framework</i>	The Groundwater management Institute is established and functional.	3500	0	SADC-WD, University of Free State
11.2	<i>Transboundary Aquifer Management</i>	At least three transboundary aquifers have developed a Transboundary Diagnostic Analysis and a Strategic Action Plans.	4100	0	SADC-WD, RBOs, MS
11.3	<i>Awareness raising</i>	A regional information system is developed building upon existing databases.	2000	0	SADC-WD
11.4	<i>Regional cooperation</i>	At least one basin agreement is reviewed to include provisions on groundwater management.	2750	0	SADC-WD, RBOs
<b>12</b>	<b>WATER ECONOMICS</b>		<b>4 500</b>	<b>2750</b>	
12.1	<i>Awareness Raising on the economic value of water</i>	At least one meeting is held with decision makers on the role of water in growth and economic development.	250	0	SADC-WD
12.2	<i>Decision support system on EAW</i>	A computer based decision support system is developed to account for the economic value of water in Southern Africa.	250	250	SADC-WD
12.3	<i>Development of Pollution Account</i>	Common methods to account for water pollution are agreed between Member States	250	250	SADC-WD, RBOs, MS

## ANNEX I: PROGRAMMES AND INTERVENTIONS

12.4	<i>Pilots on Economic Accounting of Water</i>	Water accounts are set-up in at least 2 river basins and their respective riparian states.	2000	2000	SADC-WD, RBOs, MS
12.5	<i>Water financing</i>	At least three public-private partnerships are implemented as pilots to demonstrate the benefits of cooperation between the public and private sectors.	1500	0	SADC-WD, MS, Private Sector
12.6	<i>Trainings on Economic Accounting of Water</i>	At least three trainings are carried out with water professionals responsible for developing EAW in their respective countries	250	250	SADC-WD, Waternet or any other reputable institution
13	<b>HYDROLOGY AND BASIN MANAGEMENT</b>		<b>30 000</b>	<b>11 000</b>	
13.1	<i>Basin Studies</i>	At least four river basins have completed a scoping studies or basin monographs.	7500	0	SADC-WD, RBOs
13.2	<i>Basin Strategies</i>	At least six RBOs have developed and approved basin-wide IWRM plans	5000	0	SADC-WD, RBOs
13.3	<i>Methodologies on Surface Water Assessment</i>	Common methodologies for collecting hydrological and hydro-geological data and water resources assessment are approved by Member States.	1000	1000	SADC-WD, RBOs
13.4	<i>Flow Forecasting and Early Warning System</i>	At least one flow forecasting centre is established at the river basin level.	5000	3000	SADC-WD, RBOs, WMO
13.5	<i>Dam Operation and Flood Management</i>	Dam and system operation rules are revised in at least one river basin.	2000	2000	SADC-WD, RBOs
13.6	<i>SADC HYCOS</i>	At least 75 % of SADC HYCOS monitoring stations are functional and operational in all Member States.	5000	5000	SADC-WD, Project host Institution
13.7	<i>Information and knowledge Management Systems</i>	Integrated water information systems are developed and functional in all three river basins.	4500	0	SADC-WD
14	<b>ENVIRONMENTAL WATER MANAGEMENT</b>		<b>4 300</b>	<b>1000</b>	
14.1	<i>Sub Committee on Water Quality</i>	Annual meetings are held amongst members of the sub-committee and a clear programme of action is developed.	300	0	SADC-WD, MS
14.2	<i>Tools and Strategies on Water Quality Management</i>	The process of river classification is initiated and guidelines/standards are set for each category.	1000	1000	SADC-WD, RBOs, MS
14.3	<i>Environmental flow</i>	A common methodology is agreed by Member States on the assessment of environmental flows.	3000	0	SADC-WD, RBOs, MS
14.4	<i>Training on water quality</i>				
15	<b>CLIMATE CHANGE ADAPTATION</b>		<b>2 100</b>	<b>1750</b>	
15.1	<i>Climate Finance</i>	At least 3 projects secure funds from global climate finance mechanisms.	500	400	SADC-WD, SADC Environment Unit, MS
15.2	<i>Preparation of COP</i>	A joint position on climate change adaptation in the Water Sector is developed annually to inform the SADC position on climate change.	1000	800	SADC-WD, SADC Environment Unit
15.3	<i>RSAP Climate Proofing</i>	At least three infrastructure development projects are reviewed to account for the projected impact of climate change.	100	100	SADC-WD, MS
15.4	<i>Indigenous Knowledge</i>	Best practices on traditional approaches to climate variability are documented and shared between Member States.	250	250	SADC-WD, MS
15.6	<i>Climate change training</i>	At least two sessions are carried out on with negotiators on international climate change agreements and processes.	250	200	SADC-WD, MS
<b>TOTAL</b>			<b>188 550</b>	<b>67 050</b>	

**Photo credits:**  
Horst Vogel, Peter Qwist-Hoffmann and SADC Communications

**Place and date of publication:**  
Gaborone, Botswana. December, 2011

Produced by JIT Services  
Cover Picture: Courtesy of Grand Palm Hotel & Casino



## *Watering Life, Together, Forever*

Supported by:

