



SADC RESOURCE MOBILISATION STRATEGY







SADC RESOURCE MOBILISATION STRATEGY

Approved by SADC Council of Ministers,
August 2012

TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS

1	BACKGROUND AND INTRODUCTION	6
1.1	Background.....	6
1.2	Introduction.....	7
2	OBJECTIVES OF THE RESOURCE MOBILISATION STRATEGY	8
2.1	Global Objective.....	8
2.2	Specific Objectives.....	9
3	GUIDING PRINCIPLES	9
4	PILLAR 1: PLANNING, BUDGETING, MONITORING AND EVALUATION . 11	
4.1	Resource Acquisition, Planning and Management Strategy.....	11
4.2	Expenditure Management.....	15
4.3	Budgeting, Accounting and Procurement.....	15
4.4	Technical Assistance.....	16
5	PILLAR 2: CAPACITY FOR RESOURCE MOBILISATION	16
6	PILLAR 3: BROADENING THE RESOURCE CHANNELS	17
6.1	SADC Development Fund.....	17
6.2	Other Financing Mechanisms and Partnerships.....	18
7	PILLAR 4: FRAMEWORK OF DIALOGUE WITH INTERNATIONAL COOPERATING PARTNERS	22
7.1	Structure of dialogue.....	22
7.2	Thematic coordination.....	22
8	IMPLEMENTATION OF THE RESOURCE MOBILISATION STRATEGY	23
8.1	Framework for Resource Management.....	23
8.2	Follow-up.....	23

ABBREVIATIONS AND ACRONYMS

AfDB	African Development Bank
AUC	African Union Commission
COMESA	Common Market for Eastern and Southern Africa
DBSA	Development Bank of Southern Africa
DCIS	Development Cooperation Information System
DES	Deputy Executive Secretary
DES - RI	Deputy Executive Secretary – Regional Integration
DFRC	Development Finance Resource Centre
EDF	European Development Fund
ES	Executive Secretary
ECOWAS	Economic Community of West African States
EU	European Union
ICPs	International Cooperating Partners
JTF	Joint Task Force
MS	Member States
MTEF	Medium Term Expenditure Framework
PPDF	Project Preparatory Development Facility
PPPs	Public-Private Partnerships
PPRM	Policy Planning and Resource Mobilisation
RDF	Regional Development Fund
RISDP	Regional Strategic Indicative Development Plan
SADC	Southern African Development Community
SPME	Strategy development, Planning, Monitoring and Evaluation
SRMC	SADC Resource Mobilisation Committee
SIPO	Strategic Indicative Plan for the Organ
SIMS	SADC Integrated Management System
TA	Technical Assistance
WD	Windhoek Declaration

1 BACKGROUND AND INTRODUCTION

1.1 Background

The Southern African Development Community (SADC) is guided by a common vision of development based on the regional economic agenda as defined in the Regional Indicative Strategic Development Plan (RISDP) and Strategic Indicative Plan for the Organ (SIPO).

As a long-term development strategy for economic growth and development, the RISDP, in particular, needs to have its own financing mechanisms in order to mobilize funding for the regional economic integration agenda and regional political cooperation.

In April 2006 at the SADC Consultative Conference held in Windhoek, Namibia, SADC and its International Cooperating Partners (ICPs) adopted the Windhoek Declaration on a New SADC-ICPs Partnership to guide cooperation between SADC and ICPs for achievement of the SADC socio-economic development agenda (as outlined in the Regional Indicative Strategic Development Plan (RISDP) and Strategic Indicative Plan for the Organ (SIPO) and the overarching objective of poverty eradication. The Windhoek Declaration is modelled on the basis of the Paris Declaration (2005) on Aid Effectiveness and underscores the commitments of ownership, alignment, harmonisation, managing for results and mutual accountability.

As part of implementation of the Windhoek Declaration, it was agreed that a resource mobilization strategy for SADC would be developed outlining a coordinated approach to resource mobilization for implementation of SADC programmes. In August 2008, the SADC Council of Ministers also directed the Secretariat to explore sustainable alternative ways of mobilising resources for implementation of regional programmes so as to minimise the risk of heavily relying on the support from cooperating partners.

In 2008, the SADC Secretariat undertook a study to develop a Resource Mobilisation Strategy for SADC Secretariat and to recommend an appropriate implementation plan for the strategy. The scope of the study included a review of the coordination of resource mobilisation at the SADC Secretariat, a benchmarking exercise at similar organisations like COMESA Secretariat, ECOWAS Secretariat and the African Union Commission (AUC).

The following Resource Mobilisation Strategy for SADC has been developed on the basis of the study and is built on the following four pillars:

- i. Planning, monitoring and evaluation.
- ii. Capacity for resource mobilisation.
- iii. Broadening the resource channels.
- iv. Framework of dialogue with International Cooperating Partners.

1.2 Introduction

According to the RISDP, SADC's financing requirements can be divided into financing for SADC's coordination function and financing for development activities. SADC's coordination function is financed mainly through membership contributions and is based on the proportional contribution of each Member State to the combined SADC Gross Domestic Product (GDP). Member States are also implementing projects at national level. International Cooperating Partners also contribute to the SADC Secretariat operational budget and to the bulk of the projects in the form of grants and financing agreements through different mechanisms and procedures which have to be progressively aligned to the SADC rules and procedures.

The potential sources of finance and financing mechanisms as stipulated in the RISDP are as follows:

- **Financing for Development in the SADC region:**
 - Public finance
 - Official development assistance (ODA)
 - Debt relief
 - Domestic savings
 - Foreign Direct Investment (FDI) and Portfolio Investment (FPI)
 - Development Finance and the Development Finance Institutions network.

- **Financing Mechanisms for Financing Development**
 - Public-Private Partnerships (PPPs)
 - Domestic financial and capital markets
 - Private equity and venture capital
 - SADC Development Fund

The Resource Mobilisation Strategy outlines how the Secretariat will organise the processes of prioritising, planning, selecting projects, monitoring, broadening the resource channels as well as coordinating with Member States and ICPs for mobilising and effectively utilising resources.

2 OBJECTIVES OF THE RESOURCE MOBILISATION STRATEGY

2.1 Global Objective

The overall objective of the SADC Resource Mobilisation Strategy is to ensure that there is a clear, systematic, predictable and well co-ordinated approach to soliciting, acquiring, and utilisation, management, reporting, monitoring, and evaluating assistance from International Cooperating Partners and for expanding the resource base to ensure sustainable resource availability for implementation of the SADC programmes in support of regional integration and Millennium Development Goals for the region.



2.2 Specific Objectives

The specific objectives of the strategy are to:

- i. ensure that SADC has a clear, coordinated approach to soliciting, acquiring, utilisation monitoring and managing of financial inflows and development cooperation support;
- ii. enhance the effectiveness of development assistance in the Region;
- iii. improve relations and dialogue between SADC and the International Cooperating Partners (ICPs);
- iv. improve structures and systems to facilitate better management of resources;
- v. align the ICPs support to the SADC Common Agenda (RISDP and SIPO), priority areas, systems, structures and procedures; and
- vi. increase domestic resource mobilisation and broaden the resource channels by exploring alternative sources of funding in order to reduce dependence on resources from some ICPs and to strengthen the SADC Secretariat leadership.

3 GUIDING PRINCIPLES

The SADC will pursue a resource mobilisation strategy that is consistent with the regional overarching goals and priority programmes. The strategy will also comply with the principles laid down in the Paris Declaration (2005) and other processes aimed at making aid more effective and as outlined in the New SADC/ICPs Partnership, the Windhoek Declaration (2006).

The guiding principles of the RMS are as follows:

Principle 1- Meet the SADC region needs

The SADC Secretariat maintains its core mandate and role in supporting the Member States and the regional economic integration through the RISDP and SIPO which shall continue to serve as the key planning instrument. The RISDP and SIPO define the areas where resources shall be allocated.

Principle 2- Promote Efficiency and Effectiveness

SADC improves the effective and efficient use of available resources in a manner that would lead to sustainable development. The SADC Secretariat identifies, mobilizes, tracks, monitors and reports back on funding received for purposes of the RISDP and SIPO programs.

Principle 3- Build on national, regional and international synergies

The SADC Secretariat manages the resource mobilisation strategy in line with Summit and Council of Ministers' decisions and international engagements in supporting the Common Agenda.

As committed in the Windhoek Declaration (2006) the principles of ownership, alignment, harmonization, managing for results and mutual accountability are the building blocks of the regional cooperation, integration and coordination of international partners at both regional and national levels.

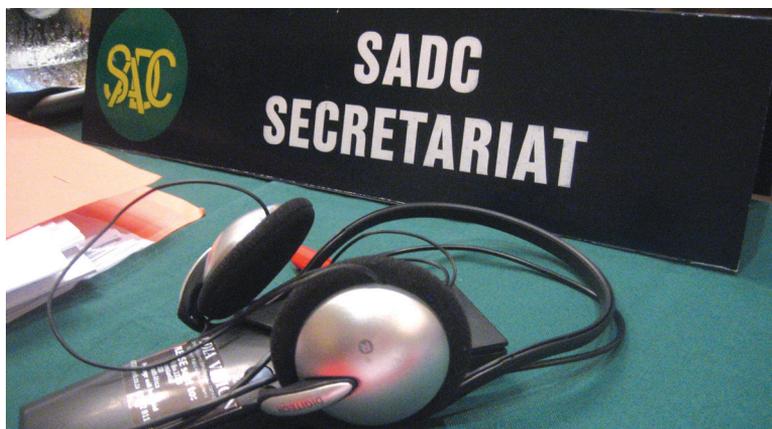
Principle 4- Strengthen capacity

Capacity building at both the Regional and Member States levels is a continuous objective to be supported in order to strengthen the skills needed to generate and monitor the funding. All assistance in projects and programmes shall contain clear capacity building components that build and strengthen the institutional and human resource capacities of the SADC Secretariat and Member States.

Principle 5- Result-based programming and implementation:

As the international cooperation architecture becomes more complex with the increase of competition for resources and in order to remain relevant in this competitive financial framework, the SADC Secretariat has to deliver a high quality services within the regional agenda in a timely, efficient and accountable manner through effective monitoring and evaluation mechanisms.

Based on this set of guiding principles, the SADC Resource Mobilisation Strategy is built on the following four pillars.



4 PILLAR 1: PLANNING, BUDGETING, MONITORING AND EVALUATION

The SADC Secretariat is responsible for the development of a coherent and harmonised resource mobilisation strategy based on i) SADC Strategy Development, Planning, Monitoring and Evaluation (SPME) and Medium Term Strategy priorities as determined by Council; ii) decisions taken by the Secretariat Executive Management; and iii) the operational plans developed by the technical Directorates for giving effect to the strategic priorities.

The Secretariat is also responsible for the implementation, monitoring and evaluation of the resource mobilisation strategy according to the principles outlined in the SADC SPME.

The SADC Secretariat shall refine its strategy review process, strengthen its planning, budgeting and financial management systems in a manner that maximises the resource absorptive capacity and optimally utilise resources for its development programmes.

The SADC Secretariat will also put in place appropriate rules and procedures that will apply standards offering guarantees' equivalent to internationally accepted standards and promote ownership in implementing the SADC Common Agenda at regional and national levels. A Programme approach, based on the RISDP and SIPO and SADC Sector and Corporate Plans, will be the basis of the cooperation with the International Cooperating Partners.

Prior to the allocation of resources and activities, the International Cooperating Partners will work closely with the SADC Secretariat during the identification and appraisal/formulation cycles and during the implementation and evaluation phases. The Secretariat will provide regular update on the levels of funding to various thematic areas with a view to guiding a more balanced contribution by the ICPs.

4.1 Resource Acquisition, Planning and Management Strategy

In the context of the guiding principles, the following specific factors shall guide resource mobilisation and the relations between the SADC Secretariat and

its Partners. SADC Secretariat commits to exercise leadership in developing, implementing and monitoring the Common Agenda.



4.1.1 Resource Acquisition

- a) For the externally sourced funds the SADC Secretariat shall continue to abide by internationally agreed principles on aid effectiveness as outlined by the Paris Declaration and the Windhoek Declaration and expects the International Cooperating Partners to do the same in assisting SADC to attain the goals set in the Regional Indicative Strategic Development Plan (RISDP) and SIPO.
- b) Resources will only be acquired from external resources (ICPs) if they are based on the priorities outlined in the MTS and on available capacities

- within the SADC Secretariat.
- c) The SADC Secretariat shall continue to encourage its Partners to progressively move towards Contribution Agreements and Basket Funding.
 - d) The SADC SPME shall guide financing support from the ICP's.
 - e) The resources will be allocated only to approved projects.
 - f) Effective reporting systems shall be developed so that the SADC Secretariat is enabled to capture all inflows to the various units.
 - g) To ensure the availability of external resources when required, the timing of financial commitments shall be progressively aligned to the Secretariat's planning and budgeting cycle.
 - h) The SADC Secretariat shall work towards effective harmonisation of development assistance that comes through its system and ensure better capturing of information on all external assistance received.

4.1.2 Resource Planning and Management

The SADC Secretariat shall strengthen its planning, budgeting and financial management systems in a manner that will maximise the resource absorptive capacity and optimally utilise resources for its development programmes. The strategy for resource planning and management are as follows:

- a) The RISDP and SIPO, SADC MTS, technical Directorates' plans and their associated budgets shall define the areas where resources shall be required. The RISDP and SIPO shall continue to serve as key planning instruments.
- b) All resources acquired by the SADC Secretariat (both financial and human), shall be delivered, managed, monitored and reported through the official and approved SADC management system.
- c) The SADC Secretariat shall put in place, enhanced financial oversight and accountability systems and structures that would secure the confidence of all stakeholders.
- d) The SADC Secretariat will encourage cooperating partners to programme their financial support over multi-year timeframes as well as make multi-year funding commitments in a manner that would make it easier for the Secretariat to plan and make good projections in accordance with predictable funding.
- e) The SADC Secretariat will work towards improved reporting of external resource flows through a well-functioning Development Cooperation Information System (DCIS) developed as part of the SADC Integrated Management System (SIMS).
- f) The SADC Secretariat shall request timely information on cooperating partners' commitments and disbursement schedules so as to secure the required

predictability of external support and its effective integration into the planning system.

4.1.3 Monitoring and Reporting

The SADC Secretariat shall institute systems and capacity to provide quality information that is responsive, and comprehensive. This will be built into reporting and monitoring systems within the existing structures. The internal monitoring system shall be strengthened and will continue to aim at generating and disseminating quality information, which feeds back into the policy process for informed actions.

Processes and procedures will be simplified in order to harmonise and facilitate flexibility in the management of projects and programmes.

The SADC Secretariat shall strengthen the aid management information systems so as to secure the generation, integration and dissemination of accurate data for monitoring and execution. The development and maintenance of a Development Cooperation Information System (DCIS) as part of the SADC Integrated Management System remains key to the monitoring and reporting process.

Result Based Monitoring and Evaluation Framework and the reporting systems will be used. Cooperating partners will be encouraged to adopt a single monitoring framework that stipulates common formats, content and frequency for reporting. The RISDP and SIPO plans will remain the primary reference points for the reporting and monitoring systems.

The development and use of websites and ICT related products will help improve information sharing among all stakeholders, including cooperating partners. In the same manner, the monitoring and reporting communication infrastructure (both hardware and software) shall be strengthened.

Effective development assistance reporting and monitoring systems shall be fully integrated into the other existing systems that monitor all resources for SADC programmes.

The SADC Secretariat shall continue to be accountable to the Member States in reporting, monitoring and dissemination procedures and processes concerning resource use.

4.2 Expenditure Management

All resources (externally and internally sourced), shall be managed using the SADC Secretariat's own management systems. The SADC Secretariat shall ensure that the procedures for Directorates and Units are synchronized with the RISDP and SIPO monitoring and annual reviews to allow progress at all levels to be fed into the overall RISDP and SIPO's performance assessment process.

4.3 Budgeting, Accounting and Procurement

- a) The SADC Secretariat shall facilitate an effective and credible budget preparation process consistent with the SADC MTS. The development of realistic budgets will remain a priority.
- b) The capacity for planning, monitoring, evaluating and managing the budget will be strengthened further to facilitate reliable and timely reports that clearly separate commitments, allocated budgets and actual expenditure.
- c) The SADC MTS review process shall be used as a vehicle for making strategic choices regarding the developmental aspirations and needs.
- d) The Secretariat will strengthen the implementation capacities to ensure that expenditures are in line with approved budgets and enhance the monitoring of budget execution to minimise the levels of discretion that could threaten the expenditure execution systems.
- e) The SADC Secretariat will implement reforms where necessary to strengthen and modernise its accounting systems.
- f) The SADC Secretariat shall develop clear guidelines to ensure that its procurement system is transparent, efficient (both administrative and transactional), cost-effective and a fair use of standard principles pertaining to procurement activities. Cooperating Partners will be encouraged to align their procurement with the SADC Secretariat principles and standardised procedures.
- g) The SADC Secretariat shall put in place supportive infrastructure, particularly an enhanced electronic database that would capture key procurement information as well as the use of ICT solutions to publish/share information on procurement opportunities and awards of contracts.

4.4 Technical Assistance

The SADC Secretariat shall identify the existing gaps in the technical capacities and Technical Assistance (TA). Procurement of TA shall be demand-driven and responsive to the Capacity Development Framework. The Secretariat shall develop guidelines on TA solicitation, recruitment, contracting/procurement, management, monitoring of performance and evaluation.

5 PILLAR 2: CAPACITY FOR RESOURCE MOBILISATION

The SADC Secretariat shall establish a Resource Mobilisation Committee (S-RMC) with a mandate to support the processes necessary to implement resource mobilization activities and oversee the Secretariat's efforts in obtaining resources from ICPs, in line with the SADC SPME.

SADC resource mobilisation framework and guidelines shall indicate how to strengthen efforts made by the Secretariat in coordinating and mobilising financial and technical resources from cooperating partners to support the implementation of priorities as defined in the RISDP and SIPO plans. Resource mobilisation plans synchronized with the planning cycle will constitute important work-plans that support the implementation of the SADC MTS and guide the negotiation and interaction with ICPs.



6 PILLAR 3: BROADENING THE RESOURCE CHANNELS

The SADC Region should intensify its resource mobilisation efforts particularly with a view to diversify sources of funding for regional integration. Various mutually non-exclusive solutions can be identified, including the utilisation of the domestic resources from savings, public revenues and other internally generated funds.

In view of the historical development of the Region, SADC needs a more selective and alternative approach to resource mobilisation and sustainable innovative resources and/or mechanisms which ensure consistency with its own development agenda.

In this context, SADC shall broaden the resource channels and explore sustainable alternative ways of mobilising resources for the implementation of RISDP and SIPO. Some proposals for consideration on broadening the resource channels are recommended below.

1.1 SADC Development Fund

The SADC Treaty in Article 26A provides for the establishment of a Regional Development Fund that would receive funding from Member States contributions and other stakeholders including the international community and the private sector.

The SADC Summit has mandated the SADC Ministers responsible for Finance and Investment to work towards the establishment of the Regional Development Fund. Preliminary studies on the feasibility of a Regional Development Fund have been undertaken in the past. The Region is currently working on the operationalisation of the SADC Development Fund.

The SADC Region has established a Project Preparatory Development Facility (PPDF) as a first window of a SADC Development Fund, and in line with the Protocol on Finance and Investment. To operationalise the PPDF, a Memorandum of Understanding for its creation was concluded in August 2008 between the SADC Secretariat and the Development Bank of Southern Africa (DBSA) for the management and provision of corporate services for the establishment of the Facility.

In addition to financing sizeable infrastructure projects prepared through the PPDF, the SADC Development Fund would also develop mechanisms and tools to assist SADC in its regional integration agenda.

In this context, the objective of the SADC RDF will be to support SADC Member States in:

- Promoting sustainable and equitable economic growth and socio-economic development in the SADC region through regional integration;
- Mobilizing resources from SADC Member States, cooperating partners, and the private sector to promote SADC's trade integration agenda;
- Implementing trade integration enhancing infrastructure investment in accordance with the SADC Regional Infrastructure Development Master Plan; and
- Improving aid effectiveness and coordination.

Establishing a Regional Development Fund opens new avenues to facilitate attraction of external resources like grants from International Cooperating Partners, concessional funds from multilateral institutions such the World Bank and the African Development Bank, and private sector. The Fund would serve as intermediary between international financing institutions and SADC institutions and/or Member States.

While the SADC Region has already made a decision to establish a Regional Development Fund, emphasis is placed on expediting this process.

6.2 Other Financing Mechanisms and Partnerships

Other financing mechanisms and partnerships with emerging economies can be explored for the SADC Region's development as they contribute to broadening the resource channels.

6.2.1 Public-Private Partnerships

The private sector can play a central role in mobilising resources (including domestic) creating wealth, income and jobs and advancing innovation for development. It is therefore important to develop innovative financial mechanisms to mobilise private finance for shared development goals.

Public-Private Partnerships (PPPs) are effective financing mechanisms for both national and regional development activities, especially infrastructure projects. In view of the high demand for public infrastructure in SADC countries, and the limited public resources available to meet the gap, it is necessary for SADC Member States to develop innovative mechanisms to mobilize private sector funding to support the development and management of infrastructure projects.

The appropriate design and packaging of infrastructure projects with private participation based on adequate public sector skills, an enabling policy and regulatory environment and a harmonized region-wide policy will ensure the availability of private sector funding to support such projects.

In this respect, the availability of development finance over the medium-term period is considered an important ingredient in ensuring:

- infrastructure delivery through PPP initiatives,
- a pipeline of bankable projects through effective financial structuring, preparation and packaging of projects;
- promotion of private participation in development projects by risk mitigation through PPP.

The RISDP outlines important targets for PPPs, such as institutional strengthening through the creation of PPP Units, capacity building, and the development of appropriate PPP policies, strategies and guidelines in Member States. In line with the regional integration goal, the ultimate objective is the harmonization of PPP regulatory frameworks at the regional level.

Although PPPs are mainly associated with economic infrastructure, particularly in the areas of roads, bridges, rail, energy and information and communications technology, the Region should also explore the possibility of extending the PPP approach to social sectors such as health and education, where the need for resources and management are equally high.

PPPs policies and strategies allow a full range of PPP options that can be carefully studied in the light of already existing work within the region. It is recommended that the Region explores the optimal choices in order to determine the way forward and to draw maximum benefits of PPPs arrangement.

In this respect, establishment of a SADC PPP Network would present a platform for information and experience sharing and for consensus building on key issues such as PPP models and policy and regulatory frameworks for adoption in line

with best practices and thus making harmonisation in these areas at regional level feasible.

6.2.2 Partnerships with Emerging Market Economies

In developing strategic partnerships, the Region takes cognizance of the evolving global development cooperation architecture as outlined in the Paris Declaration on Aid Effectiveness (2005); the Windhoek Declaration (2006), the Accra Agenda for Action (2008); and particularly the outcome of the Busan 4th High Level Forum on Aid Effectiveness (2011) that forms an integral part of a new and more inclusive development agenda, recognizing the inclusion of civil society, the private sector and other actors to participate on the basis of common goals, shared principles and differential commitments.

Over the past years the global economy and the development landscape changed substantially with the emergence of a broader set of development actors and new approaches impacting on the traditional architecture of international aid.

New actors such as emerging market economies have come to the fore and promote new principles, approaches and values in the aid relationship that deviate from the “traditional” model. The new principles promote mutual interest and mutual development. The funding and methods of BRICs help balance the aid recipient’s voice with traditional donors and provides chances for wider reforms in the aid architecture and new opportunities for resource mobilisation in the context of South-South cooperation.

SADC should explore these innovative partnerships and financial mechanisms and put them in perspective with new challenges created for better harmonisation and alignment. However risks associated with insufficient harmonisation between traditional partners and non-traditional partners may exist. Such risks can be mitigated by greater coordination effort led by SADC through implementation of the partnership principles enshrined in the Windhoek Declaration.

New financing mechanisms and non-traditional partnerships should be explored for the SADC Region’s development as they can contribute to broaden the resource channels.

SADC also stands to benefit from its participation in regional and Pan-African multi-country funding strategies. The Region is well placed to mobilise resources by participating actively in the implementation of programmes and projects with

the other Regional Economic Communities, especially through the COMESA-EAC-SADC Tripartite processes.



7 PILLAR 4: FRAMEWORK OF DIALOGUE WITH INTERNATIONAL COOPERATING PARTNERS

7.1 Structure of dialogue

The structure of dialogue with stakeholders for development cooperation will be as outlined in the Windhoek Declaration. The structure of dialogue will also be guided by outcome of the periodic reviews of the Windhoek Declaration, as agreed between SADC and ICPs.

The Secretariat will ensure efficient and effective coordination of the dialogue structures. Institutional Capacity will be developed within the Secretariat to effectively service these structures. This will be done in the context of the SADC Secretariat Capacity Development Framework.

7.2 Thematic Coordination

Thematic groups will be established in a flexible manner. The Secretariat will explore the possibility of harmonising partners' interventions for a better alignment to RISDP and SIPO.

Thematic Coordination in the SADC clusters as outlined above provides a platform to give attention to specific priority areas by SADC and ICPs interested in a particular area and gives an opportunity for pooling resources together and implementing specific programmes in areas of common interest.

The Secretariat shall appoint a Thematic Area Coordinator for each thematic group to coordinate all activities of the group and to help define and identify the essential ICP contributions.

In order to promote harmonization of efforts of the various ICPs, a lead ICP shall be appointed for each thematic group. The lead ICP of a thematic group will assist SADC in facilitating coordination of ICPs involved in or interested in a thematic area, and to strategically advise the Secretariat and other SADC structures on ICP comparative advantages, and individual ICP priorities of support as well as to draw synergies.

8 IMPLEMENTATION OF THE RESOURCE MOBILISATION STRATEGY

The Resource Mobilisation Strategy presents the SADC approach to optimally utilise resources, through improvements in resource management. A number of considerations shall guide the SADC Secretariat's actions as it proceeds with the implementation of its Resource Mobilisation Strategy.

8.1 Framework for Resource Management

The SADC Secretariat will implement the following framework to facilitate the implementation of the Resource Mobilisation Strategy:

- a) Strengthen the planning, monitoring and evaluation function in a manner that maximises the resource absorptive capacity and optimally utilize resources for RISDP and SIPO programmes.
- b) Enhance a project appraisal system and project monitoring process by introducing a programme/ project management cycle with clear guidelines and criteria.
- c) Strengthen the coordination and mobilisation of financial and technical resources systematic resource mobilisation framework and guidelines.
- d) Broaden the resource channels by exploring the alternative sources of funding.
- e) Establish a Resource Mobilisation Committee with a mandate to support procedures and processes necessary to implement resource mobilization activities at SADC and to coordinate and oversee the Secretariat's efforts in obtaining resources from ICPs.
- f) Enhance commitment to dialogue, coordination and information sharing with the International Cooperating Partners to provide increased support while maintaining the leadership and ownership of the process.

8.2 Follow-up

The SADC Secretariat shall put in place an effective resources management framework that would best manage resources.

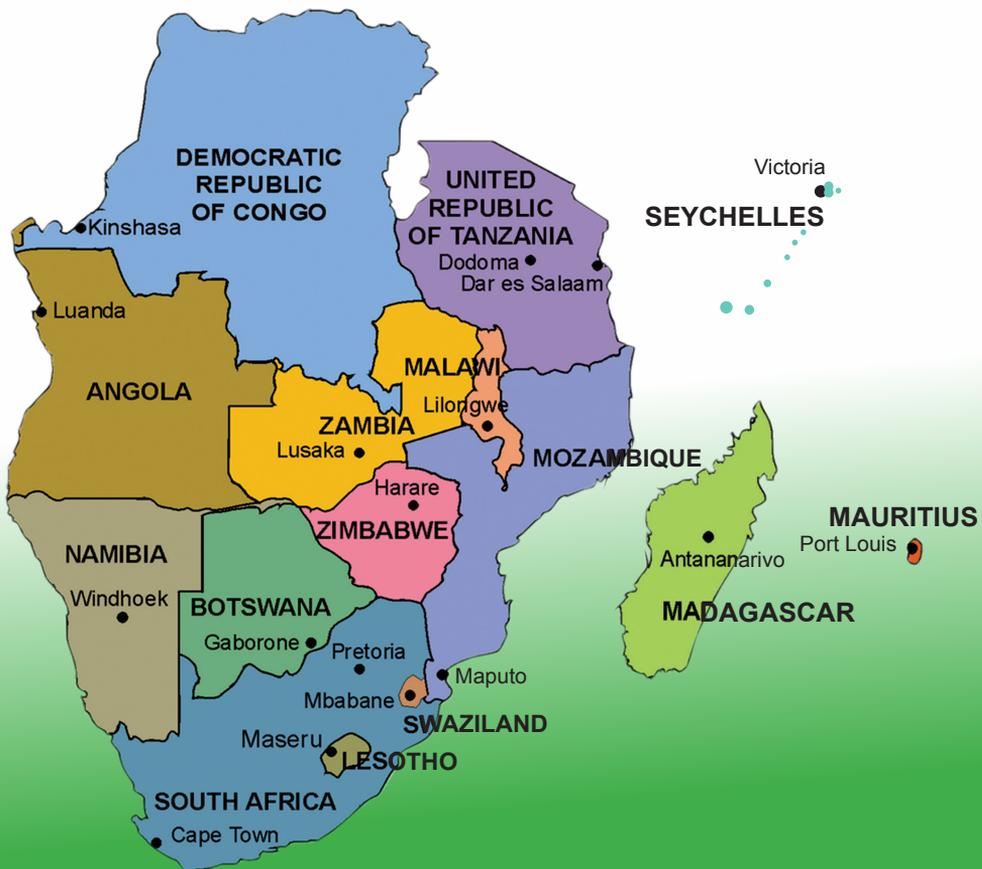
The SADC Secretariat shall strengthen its technical leadership for resource management, focusing on the enhancement of its institutional structure to enable it to effectively backstop the multitude of planning and operational demands. In this

regard and in the spirit of the Windhoek Declaration, the SADC Secretariat shall facilitate and strengthen policy dialogue; establishing closer internal collaboration; guiding the ICPs' input into the RISDP and SIPO formulation and implementation processes; and harmonization of procedures.

The SADC Secretariat will also develop appropriate action plans for implementing the resource mobilisation strategy. These plans shall be cognisant of the capacity requirements for achieving the objectives of the strategy.







SADC SECRETARIAT
P / BAG 0095, GABORONE, BOTSWANA
TEL: (267) 395 1863
FAX: (267) 397 2848
Email: registry@sadc.int
Website: www.sadc.int