



Co-funded by the European Union



Implemented by:



**ALIGNMENT TOOL FOR THE REGIONAL AND NATIONAL PLANNING,
MONITORING & EVALUATION AND QUALITY CONTROL ON THE SADC
ANNUAL OPERATIONAL PLANS 2020/21
(Final Report)**

**Prepared by:
Marc Maleta
16th August 2020**

Disclaimer

This document was produced with the financial assistance of the European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ). The views expressed herein can in no way be taken to reflect the official opinions of the EU or BMZ.

Table of Contents

List of figures	i
List of tables	i
List of appendices	ii
List of Abbreviations	iii
Section 1	1
1.0 Introduction.....	1
1.1 Methodology.....	1
1.2 Purpose of this Report	2
1.3 Structure of the Report	2
Section 2	3
Defining Alignment	3
2.0 Definition of alignment of RISDP to MS NDPs	3
Section 3	5
Assessment of Alignment Between Selected NDPs with RISDP/SIPO	5
3.1 Zambia NDP	5
3.2 Malawi’s NDP.....	8
3.3 Botswana’s NDP.....	13
3.4 Mauritius’ NDP.....	15
3.5 Namibia’s NDP.....	16
Section 4	22
The Proposed Alignment Tool	22
4.1 Overview of the Alignment tool.....	22
4.2 Strategic Planning Alignment	25
4.3 Development programming accountability alignment	27
4.4 Monitoring and Evaluating the alignment of NDP to RISDP.....	31
4.6 Alignment of attribution, programming development reach, and spending.....	34
4.7 Data Sources, Comments and Tracking of Data Updates	35
Section Five	36
Conclusion	36
List of Persons Met/Consulted	0

List of figures

Figure 1: Alignment of RISDP, NDP Strategic objectives and programmes Fehler! Textmarke nicht definiert.

List of tables

Table 1: Zambia NDP outcome linkages to the RISDP Fehler! Textmarke nicht definiert.
Table 2: Malawi NDP alignment to the RISDP..... Fehler! Textmarke nicht definiert.
Table 3: Botswana NDP alignment to the RISDP Fehler! Textmarke nicht definiert.
Table 4: Mauritius NDP alignment to the RISDP Fehler! Textmarke nicht definiert.
Table 5: Alignment of key priorities of RISDP and high-level indicators.. Fehler! Textmarke nicht definiert.
Table 6: Alignment of NDP programmes to high level RISDP indicators Fehler! Textmarke nicht definiert.

Table 7: RISDP aggregate results template.....**Fehler! Textmarke nicht definiert.**
Table 8: Template for aligning NDP indicator targets to RISDP indicator targets **Fehler! Textmarke nicht definiert.**
Table 9: Template for NDP programme budget and spending**Fehler! Textmarke nicht definiert.**

List of appendices

Appendix 1: Alignment tool format at Member State level..... 37
Appendix 2: Terms of reference..... 39

List of Abbreviations

ECD	Education and Child Development
FTA	Free Trade Area
GDP	Gross Domestic Product
ICT	Infrastructure and Communication Technology
MGDS III	Malawi Growth and Development Strategy III

NDP	National Development Plan
RAP	SADC Regional Agricultural Policy
RIDMP	Regional Infrastructure Development Master Plan
RISDP	Regional Indicative Strategic Development Plan
SADC	Southern African Development Community
SIPO	Strategic Indicative Plan for the Organ
SME	Small and Medium Enterprises
SNC	SADC National Committees
TAZAMA	Tanzania-Zambia Mafuta
TAZARA	Tanzania - Zambia Railway
TFTA	Tripartite Free Trade Area

Section 1

1.0 Introduction

This ***Final Report*** is prepared for the Strengthening the National-Regional Linkages in SADC (SNRL) Project. The project is a partnership programme between the Southern African Development Community (SADC) and the German Federal Ministry for Economic Cooperation and Development (BMZ) with co-funding from the European Union as part of the Integrated Institutional Capacity-Building for the Secretariat and National Stakeholders (IICB) Programme.

The SNRL contracted the consultant to assist in developing a tool that ensures effective alignment of regional and national planning, monitoring and evaluation of SADC Member States to the regional integration agenda as indicated in the SADC Regional Indicative Strategic Development Plan (RISDP).

Key tasks for the consultant included the following:

- Review literature on meaning and practices of alignment within the context of socioeconomic development at national and continental level.
- Review existing national policies and strategies and identify gaps in relation to alignment with RISDP/SIPO.
- Come up with definition of alignment for SADC programmes in relation to national development plans against regional policies and programmes.
- Review at least 5 SNRL partner Member States to assess their alignment of national plans to regional plans.
- Assess options for strengthening alignment of regional and national planning, monitoring & evaluation and develop guidelines and for the alignment of national plans to the RISDP/SIPO, and
- Propose an alignment tool.

The assignment's full Terms of Reference (TOR) are appended in Appendix 2 to this Final Report.

1.1 Methodology

To prepare this report the consultant has mainly relied on desk research and limited stakeholder interviews. The desk research included literature review of the alignment tools in selected Member States, including Zambia, Malawi, Botswana, Namibia, and Mauritius. The member states were selected in consultation with the SNRL and the criteria included: levels of economic development i.e.

low income, middle income, and high income; the nature of the economy such as agricultural-based versus manufacturing-based versus and ocean economy, among others.

Key materials reviewed included:

- CAADP results framework (2015-2025),
- Agenda 2063: The Africa We Want: A Shared Strategic Framework for Inclusive Growth and Sustainable Development,
- Rapid Integrated Assessment of Zambia 7th National Development Plan (2017-21),
- Review of other alignment tools within the SADC region and elsewhere, among others.

Stakeholder consultations were also conducted. It was not possible to conduct detailed and individual face to face interviews with some stakeholders especially within the SADC Secretariat because of prior commitments of the concerned staff during the field visit phase of the assignment and subsequent travel and other restrictions due to the COVID – 19 pandemic. Virtual consultations were held though with the Industrial Development and Trade (IDT), Infrastructure, Finance, Investment and Customs (FIC) and Policy, Planning and Resource Mobilization (PPRM) Directorates after a draft report was issued. Their comments and feedback are incorporated in this final report.

1.2 Purpose of this Report

This report is produced for and submitted to the Project on Strengthening the National-Regional Linkages in SADC” (SNRL) and it recommends a tool that would improve effective alignment between regional and national levels within the context of planning and M&E, and support implementation of RBM in the preparation of the 2020/21 Annual Corporate Plan and Interim Medium-Term Strategy.

1.3 Structure of the Report

This report has four sections:

- **Section 2** reviews and defines alignment within the context of socioeconomic development at national and continental level.
- **Section 3** summarizes existing national policies and strategies and identify gaps in relation to alignment with RISDP/SIPO.
- **Section 4** assesses options for strengthening alignment of regional and national planning, monitoring & evaluation and develop guidelines for the alignment of national plans to the RISDP/SIPO; and propose an alignment tool
- **Section 5** contains some final concluding remarks and observations.

Section 2

Defining Alignment

2.0 Definition of alignment of RISDP to MS NDPs

The terms of reference for this assignment have, amongst others, requested for a review of literature on the meaning and practice of alignment within the context of socio-economic development at a continental level. Further, they specifically requested the consultant to come up with a definition of alignment for SADC programmes in relation to national development plans against regional policies and programmes.

In, “Alignment to Advance Climate Resilient Development – Getting Started on Alignment”, Cesar Henrique¹ argues that as countries make progress on defining how they will contribute to the Agenda for Sustainable Development, the Paris Agreement and the Sendai Framework for Disaster Risk Reduction, there are considerable opportunities to increase coherence, efficiency and effectiveness through alignment of policy processes. He contends that recognizing that a number of factors will influence how, when and to what degree alignment can be achieved in a particular country context, “a continuum of approaches to alignment, ranging from informal to systematic”, may be necessary.

In this context, he argues that to get started on alignment, it is helpful to first map out the relationships between the different global agendas and policy processes. Global agendas present current collective goals and/or targets that participating countries are expected to work toward. Several different policy processes in the countries are linked to these agendas and can be differentiated as:

- **National development visions**, which outline the overarching ambitions for country development processes, providing a foundation for all the other policy processes.
- **National commitments to international agendas**, which establish concrete targets for countries to achieve, in the context of their development vision, to contribute to international agendas. These include national Sustainable Development Goal (SDG) targets, Nationally Determined Contributions (NDCs) and national commitments to the Sendai Framework targets, among others
- **Operational vehicles**, which are plans or strategies that elaborate how national commitments will be achieved. These include overarching development plans, as well as plans developed for specific sectors or by sub-national authorities.

He recommends that operational vehicles need to be linked to the international agendas, via the national commitments, thus presenting opportunities for alignment of policy processes within an agenda. This involves ensuring that operational vehicles support the achievement of commitments to international agendas. Likewise, there ought to be linkages between the different policy processes at the same level, which present opportunities for alignment across the agendas. In this case, it is about ensuring that policy processes are mutually supportive and are not undertaken in isolation of one another. However, this is by no means a linear process; in reality, the various policy processes are unfolding concurrently, with different timelines, outputs and actors involved. In a particular country,

¹ **The 2030 Agenda for Sustainable Development, the Paris Agreement, and the Sendai Framework for Disaster Risk Reduction (DRR)- “Alignment to Advance Climate Resilient Development – Getting Started on Alignment”**

understanding the relationships between the different policy processes provides a basis for defining objectives and determining entry points for alignment. Lastly, institutional arrangements, capacity development and information sharing are key enablers for alignment.

The Guide for the Implementation of the Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa², (PFRS) defines alignment as the extent to which there is “consistency and coherence between national and regional policies and strategies with the PFRS”. The PFRS however acknowledges that it is not a panacea for every MS; rather it presents a blueprint for facilitating successful sectoral management and development. It acknowledges that realism, flexibility, and pragmatism must be key considerations in implementing reforms. Member States and regional institutions, based on relevant information and diagnosis, must develop, and implement relevant interventions in response to opportunities identified and constraints which need to be overcome.

An earlier study commissioned by SADC³, defines alignment of national development plans to regional plans as “encompassing a clear national agenda on regional integration that enables a member state to adopt appropriate strategies and programmes for contributing towards the achievement of the collective objectives, outputs and targets of the regional integration agenda”

For purposes of this report, alignment is defined as the extent to which the intentions, spirit, and principles of regional plans have been incorporated into NDPs and sector plans to support and contribute towards the achievement of the regional integration agenda. This helps elaborate how member states’ commitments to the regional agenda will be achieved. The tool developed to encourage alignment as thus defined must therefore meet some key criteria, including:

- High level engagement – alignment must take place at strategic objective level and guided by selected RIDSP 2020 – 2030 and country led development plans.
- Mutual accountability, and
- Results based.

² AFRICAN UNION: A Guide for The Implementation of the Policy Framework and Reform Strategy for Fisheries and Aquaculture in Africa (2015)

³ SADC-GIZ: Assessing The Alignment Between Regional and National/Sectoral Plans of Selected SADC Member States (A Background Paper for The 3rd Joint Meeting of The SADC NCPs and NPEs) (2018)

Section 3

Assessment of Alignment Between Selected NDPs with RISDP/SIPO

SADC envisions a peaceful, middle income industrialized region, where all citizens and member states enjoy sustainable economic well-being, justice, and freedom by 2050. The priorities, policies, and strategies for achieving SADC's long-term vision are articulated in the Regional Indicative Strategic Development Plan (RISDP) which is a key regional integration blueprint. At the time of executing this assignment, SADC was implementing the Revised RISDP 2015 – 2020 while developing a successor plan for the period 2020 – 2030. The Revised RISDP 2015 – 2020 has four priority areas, namely:

- Industrial development and market integration.
- Infrastructure in support to regional integration.
- Peace and security cooperation, and
- Special programmes and regional dimensions.

To assess high level of alignment of MS' NDP to the RISDP as requested by the terms of reference five NDPs were selected and assessed against the RISDP 2015 – 2020 which was the blueprint under implementation and its period covers almost similar periods of the NDPs under review. The results of the assessment are summarised in the case studies below. The assessment is based on the definition of alignment as presented below but also as understood by the various case studies reviewed in the previous section.

3.1 Zambia NDP

Zambia envisions itself as being a prosperous middle-income nation by year 2030. To operationalize 2030 Vision, three NDPs have been implemented so far, the latest of which, the 7th NDP, runs up to 2021. The 7th NDP is has five key priority areas:

- Economic diversification and job creation.
- Poverty and vulnerability reduction; reduced developmental inequalities.
- Enhanced human development; and
- Enhanced governance environment for a diversified and inclusive economy

In the economic diversification and job creation priority area, Zambia aspires to move away from its dependency on copper as main source of revenue and maize as staple food by diversifying to other agricultural products and service sectors. To achieve this, it wants to transform the agriculture sector and become export oriented. It also plans to exploit other minerals than copper, develop the tourism sector, improve energy production, improve transport systems and infrastructure, water resources, and ICT.

Amongst others, the poverty and vulnerability reduction, reduction of inequalities and Human development priority areas focuses on:

- achieving improvements in the overall wellbeing of the people,
- reduction of inequalities through programmes targeted at eradication of poverty and hunger,
- improvement in the quality of education, including access to education,
- improvement of the health care system, including access to health care, and
- implementation of livelihood empowerment programmes that will allow people to participate in opportunities for economic empowerment.

A summary of corresponding NDP outcomes and the linkage to RISDP is presented below.

Table 1: Zambia NDP outcome linkages to the RISDP

Area/Sector	NDP Outcomes	Alignment to RISDP
<p>Vision</p> <p>Macroeconomic</p>	<ul style="list-style-type: none"> • Create a diversified and resilient economy for sustained growth and socio-economic transformation • A prosperous middle-income country • The goal is to achieve real GDP growth rate of above 5 percent; Sustain single-digit inflation; raise domestic revenue collections to over 18 percent of GDP and contain borrowing and reduce budget deficit 	<ul style="list-style-type: none"> • Aligned to SADC’s vision to achieve a competitive, peaceful, innovative, inclusive middle-income, industrialized, climate resilient and environmentally sustainable region by 2030 • Aligned to SADC’s goals for macroeconomic aspirations and an average GDP of 7% and ensuring that at least a third of the outputs in the region are generated by national firms
Objectives/Pillars		
<p>Economic diversification and job creation</p>	<ul style="list-style-type: none"> • A diversified and export-oriented agriculture sector. • A diversified and export-oriented mining sector. • A diversified tourism sector. • Improved energy production and distribution for sustainable development. • Improved access to domestic, regional, and international markets. • Improved transport systems and infrastructure. • Improved water resources development and management. • Enhanced information and communication technology. • Enhanced decent job opportunities in the economy; and • Enhanced research and development. 	<p>Aligned to RIDMP and the three pillars of the RISDP key main outcomes within the priority intervention areas:</p> <ul style="list-style-type: none"> • Transport: - Enhanced progress for deepening regional integration • Agriculture: increased regional value chains and value addition for agricultural and non-agricultural products; and transformation of the agricultural sector and sustainable management of the environment and natural resources • Water - well developed, sustainable and integrated blue and green economies • Macroeconomic environment - enhanced macro-economic environment and enhanced progress for deepening regional integration
<p>Poverty and vulnerability reduction</p>	<ul style="list-style-type: none"> • Enhanced welfare and livelihoods of the poor and vulnerable 	<ul style="list-style-type: none"> • Aligned to SADC’s main objective poverty eradication through promotion sustainable and equitable economic growth
<p>Reducing developmental inequalities</p>	<ul style="list-style-type: none"> • Reduced inequalities 	<ul style="list-style-type: none"> • Aligned to SADC’s objective of poverty eradication and of promotion of sustainable and equitable economic growth.
<p>Enhancing human development</p>	<ul style="list-style-type: none"> • Improved health and health-related services • Improved education and skills development • Improved access to water supply and sanitation 	<ul style="list-style-type: none"> • Aligned to SADC’s intervention area that envisions proactive programming and monitoring measures to improve health systems and nutrition outcomes.
<p>Creating a conducive governance environment for a diversified and inclusive economy</p>	<ul style="list-style-type: none"> • Improved policy environment • Improved transparency and accountability • An inclusive democratic system of governance • Improved service delivery • Improved rule of law, human rights and constitutionalism • Enhanced national values, principles and ethics 	<ul style="list-style-type: none"> • Aligned to SADC’s vision of promoting peace in the region

Development Projects

Energy Infrastructure Development	Road, Rail	<ul style="list-style-type: none"> • Railway transport infrastructure development (TAZARA, Construction of Eastern Railway • Airport infrastructure development • Road infrastructure development • Tanzania-Zambia Mafuta (TAZAMA) Pipeline Limited - petroleum pipeline infrastructure to supply diesel and petroleum products, especially to southern Tanzania, Malawi, Zambia and Congo <p>Aligned to the RIDMP, the Infrastructure Development in Support of Industrialization and Regional Integration pillar. Specifically linked to:</p> <ol style="list-style-type: none"> i. Harmonized strategies, policies, and regulatory framework for development of quality cross-border infrastructure and services ii. Development of sustainable and interconnected energy infrastructure throughout the region iii. Increased access to and affordable of infrastructure and services. iv. Diversified regional infrastructure and services.
Forestry		<ul style="list-style-type: none"> • Furniture industry development • Forestry industry development <p>Aligned to RAIP and SADC Forest Strategy 2020 – 2030 that seeks to:</p> <ul style="list-style-type: none"> • control, conserve and protect forest resources. • sustainably manage and develop forest resources as the major source of energy in the region. • facilitate the development of trade in forest products.
Agriculture		<ul style="list-style-type: none"> • Coffee industry development • Tea processing industry development • Textile industry development • Cashew nut industry revival • Fruit processing industry development • Tobacco industry development • Construction industry development • Milling industry development <p>Aligned to Regional Agricultural Policy (RAP) and the Regional Agricultural Investment Plan (RAIP) and as contained within Industrial Development and Market Integration Plan and the agriculture sector strategy plans generally, especially with regards to market access for agricultural products (crops, livestock and natural resources)</p>

3.2 Malawi's NDP

Malawi aspires to become a 'productive, competitive and resilient nation through sustainable economic growth and energy, industrial and infrastructure development while at the same time addressing water, climate change and environmental management and population challenges by 2020.

Malawi's Growth and development Strategy (MGDS) III has five key priority areas:

- Agriculture, water development and climate change management.
- Education and skills development.
- Transport and ICT infrastructure.
- Energy, industry, and tourism development, and
- Health and population.

In agriculture, water development and climate change management priority area, Malawi would like to transform the agriculture sector and develop its water sector to be climate change resilient. It has identified various initiatives and interventions to support realisation of this objective and enable increased agricultural productivity, development of agricultural market and agro-processing, strengthening the policy environment, managing climate change and meteorological services, enhancing weather monitoring and integrated water resources management.

The education and skills development and health and population area focus on improving the quality of human capital through provision of skills and improving health of the population for sustainable socio-economic development. In the energy, industry, and tourism development area the focus is on implementing interventions and initiatives aimed at providing adequate and sustainable energy and promotion and development of a vibrant tourism sector. Realising that efficient transport systems and reliable ICT infrastructure are key catalysts and enablers of economic growth, various initiatives, projects, and programs have been identified. Additionally, initiatives to deal with and manage various cross cutting issues such as gender, youth, management of HIV and AIDS have also been identified.

A summary of the comparison of Malawi’s NDP outcomes and the linkages to RISDP is provided below.

Table 2: Malawi NDP alignment to the RISDP

Area/Sector	Outcomes	Alignment to RISDP
Vision Foundations	<ul style="list-style-type: none"> • A productive, competitive. and resilient nation • Peace and security 	<ul style="list-style-type: none"> • Aligns to SADC’s goal of a peaceful, stable, and secure region. • Aligns to SADC’s goal of promoting peace in the region
Objectives/Pillars	Agriculture	<ul style="list-style-type: none"> • Aligned to the Regional Agricultural Policy (RAP) and the Regional Agricultural Investment Plan (RAIP).
<ul style="list-style-type: none"> • To achieve sustainable agricultural transformation that is adaptive to Climate Change 	<ul style="list-style-type: none"> • Increased agricultural production and productivity • Increased land under irrigation. • Increased agricultural diversification • Improved nutrition and food security • Increased agriculture market development, agro -processing and value addition • Enhanced agricultural risk management • Increased empowerment of the youth, women, persons with disability and vulnerable groups in agriculture <p>Water</p> <ul style="list-style-type: none"> • Increased access to water resources • Enhanced integrated water resources management at all levels <p>Climate change management</p> <ul style="list-style-type: none"> • Improved weather and climate monitoring for early warning, preparedness, and response. • Strengthened policy operating environment for climate change and meteorological services • Enhanced community resilience to climate change impacts • Enhanced climate change research and technology development 	<p>Aligns to the aspirations and scope of the water sector and water sector infrastructure investment and development plans and programmes especially with regards to access to affordable and clean water</p> <p>Aligned to the priority intervention area on climate change resilience which seeks to mainstream climate change and disaster risks in programming and adopt responsive actions, with the strengthening of early warning and regional response mechanisms as a priority.</p>

- **Education and skills development**

Basic Education

- Improve quality and relevant education and skills for all
- Improved quality ECD services for children in Malawi
- Improved quality and relevance of primary education
- Improved access and equity in basic education
- Improved governance and management of basic education

Secondary Education

- Increased access to secondary education for both boys and girls and those with special needs
- Improved quality of secondary school education
- Improved governance and management of secondary education

Higher education

- Improved access and equity in higher education
- Improved quality of higher education
- Improved governance system of higher education

Adult literacy

- Reduced illiteracy levels among adults for effective participation in socio economic development

Skills development

- Improved access and equity in skills development training
- Improved productivity and quality of labour force
- Increased gainful and decent employment for all

Aligned to priority intervention area on Social, Human Development and Special Programmes whose focus is on improving the availability of educated, skilled, healthy, productive and efficient human resource for the promotion of equitable economic growth in SADC region and enhancement of its competitiveness in the global economy. Specifically aligns to following goals:

- To increase access to quality and appropriate education, training, welfare and social development, nutrition, health, cultural, sporting services and information, including science and technology and ICT
- To increase the supply and availability of qualified personnel in critical skills areas, including science and technology and ICT.

- **Energy, industry and tourism development - provide enough sustainable energy for industrial and socio-economic development.**

Energy

- Provide enough sustainable energy for industrial and socio-economic development
- Improved access to affordable alternative sources of energy.
- Enhanced use of renewable and clean energy in the underserved communities

Industrial development

- Improved environment for investment and private sector development
- Increased production and export of manufactured products
- Enhanced production and sound management of non-renewable resources

Aligned to objectives of the priority intervention area on energy whose objectives are to ensure the availability of enough, reliable and least cost energy supplies; specifically:

- Support access to affordable renewable energy
- Support delivery of cost effective and diversified energy

Partially linked to the objective that envisions an industrialized regional economy that sustainably exploits its natural resources leveraging on science, technology, and innovation

- **Transport and ICT infrastructure - Develop a safe, affordable, reliable, equitable and sustainable transport and ICT infrastructure.**

Tourism

- Improved investments in tourism support infrastructure
- Improved quality of tourism products and services
- Improved conservation and management of cultural heritage resources

Aligned to the regional tourism programme and the SADC TFCA programme which seek to use tourism as a vehicle for achieving sustainable socio-economic development, poverty alleviation and an incentive for the conservation and utilization of the region's natural resources

Transport

- Reduced travel time and costs for persons and goods
- Improved transport reliability, levels of service and efficiency
- Enhanced access to local and international markets
- Improved access to inclusive social and public services
- Reduced accidents and their derived human and economic costs
- Increased private sector investment in the operation and management of transport infrastructure

Aligned to the RIDMP and the Infrastructure Development in Support of Industrialization and Regional Integration pillar. Specifically, to the following objectives.

- Harmonized strategies, policies, and regulatory framework for development of quality cross-border infrastructure and services
- Develop sustainable and interconnected energy infrastructure throughout the region
- Increased access to and affordable of infrastructure and services
- Diversified regional infrastructure and services that are financially affordable and physically accessible to all citizens of and visitors to the region

ICT

- Increased access to information and communications services
- A well-developed ICT broadband infrastructure service provision
- Increased stock of ICT skilled and industry ready workforce in public and private sector institutions.
- Improved efficiency in postal services

Aligned to the overall goal of the ICT interventions which aim to:

- Move beyond the current emphasis on backbone infrastructure development towards addressing structural bottlenecks
- Human resources development and institutional capacity building for rapid and effective ICT diffusion and use; and
- Promoting ICT applications across all sectors and improving universal access to ICT tools to improve efficiency and productivity

- **Health and Population**

Health

- Effective health sector planning at all levels
- Improved access and equitable health service delivery
- Improved quality of health services, patient safety and people-centered services
- Improved domestic financing for health
- Increased retention of human resources for health
- Reduced incidence and prevalence of diseases
- Reduced morbidity and mortality due to malnutrition
- Improved hygienic and sanitation practices
- Population
- Slowed population growth
- Skilled and empowered youth population

Aligned to intervention area that envision proactive programming and monitoring measures to improve health systems and nutrition outcomes in the region

	<ul style="list-style-type: none"> • Increased maternal, neonatal, infant and child survival • Increased Policy and Legislative Measures focusing on population • Effective population and development planning at all levels • Increased awareness on population and development 	
<ul style="list-style-type: none"> • Financial services 	<ul style="list-style-type: none"> • Improved digital payments ecosystem in the financial service provision • Increased savings and investment opportunities • Increased access to credit targeting farmers and other MSMEs • Increased insurance penetration to mitigate risks • Enhanced consumer empowerment and effective financial education • Enhanced policy and regulatory framework for the financial sector 	<p>Aligned to the following objectives on financial integration.</p> <ul style="list-style-type: none"> • Monetary cooperation, investment and macroeconomic stability and convergence • Deepen financial integration and inclusion and monetary cooperation • Improve domestic intra-regional and foreign direct investment • Enhance macroeconomic stability and convergence
<ul style="list-style-type: none"> • Disaster risk management and social support 	<ul style="list-style-type: none"> • To reduce vulnerability and enhance the resilience of the population to disasters and socio-economic and shocks. 	<p>Aligns to objective to build resilient communities</p>
<ul style="list-style-type: none"> • Gender, Youth Development, Persons with Disability and Social Welfare 	<ul style="list-style-type: none"> • To build an equitable society where opportunity is not defined by sex, age, disability, and other vulnerabilities 	<p>Aligns to SADC's Gender, Equality, Empowerment and Youth Development policies and goals, particularly with regards to:</p> <ul style="list-style-type: none"> • Attaining a youth demographic that is skilled and empowered to fully benefit from, participate in, and drive socio-economic development, regional integration, and political discourse. • Facilitating the achievement of substantive equality between women and men through mainstreaming gender into all national and regional policies, programmes and activities, and the adoption of positive measures to accelerate progress in this regard
<ul style="list-style-type: none"> • Human settlement and physical planning - 	<ul style="list-style-type: none"> • An integrated and sustainable land use and human settlement 	<p>Partially aligns to interventions in the environment and sustainable development area.</p>
<ul style="list-style-type: none"> • Environmental sustainability 	<ul style="list-style-type: none"> • To promote sustainable management of the environment and natural resources. 	<p>Aligns to SADC's sector objective to mainstream environment and sustainable development issues into all sectoral policies, programmes and activities at national and regional level</p>
<ul style="list-style-type: none"> • HIV & AIDS management 	<ul style="list-style-type: none"> • To reduce new infections, HIV and AIDS-related deaths and stigma and discrimination 	<p>Aligns to the objective to combat HIV and AIDS Pandemic.</p>
<ul style="list-style-type: none"> • Nutrition 	<ul style="list-style-type: none"> • To improve nutrition and well-being of the population so that it can effectively contribute to economic growth and prosperity. 	<p>Aligns to the objective to improve the nutritional value of food and minimize food losses;</p>
<p>Peace and Security</p>	<ul style="list-style-type: none"> • To promote peace and protect the sovereignty, territorial integrity, and vital 	<p>Aligns to SADC's goal to promote peace in the region as expressed in the SIPO</p>

Integrated Rural Development	<ul style="list-style-type: none"> • interests of Malawi against both external and internal threats. • To improve local governance and participatory democracy to attain social economic development 	Partially aligned to peace and security pillar
-------------------------------------	--	--

3.3 Botswana's NDP

Botswana aspires to move from a medium income country to a high-income country by 2036. To operationalize this vision, the country is implementing its NDP 11, whose theme is 'Inclusive Growth for the Realisation of Sustainable Employment Creation and Poverty Eradication'. The current plan runs up to 2023. It has six priority areas:

- Developing Diversified Sources of Economic Growth.
- Human Capital Development.
- Social Development.
- Sustainable Use of Natural Resources.
- Consolidation of Good Governance and Strengthening of National Security, and
- Implementation of an Effective Monitoring and Evaluation System.

Table 3: Botswana NDP linkage to the RISDP

Area/Sector	Outcomes	Alignment to RISDP
Vision	Move from a medium income country to a high-income country by 2036	Aligns to SADC's vision to achieve a competitive, peaceful, innovative, inclusive middle-income, industrialized, climate resilient and environmentally sustainable region by 2050
Foundations	Good governance, peace, security	Aligns to SADC's vision to promote peace and security in the region
Objectives/Pillars		
<ul style="list-style-type: none"> • Developing Diversified Sources of Economic Growth 	<ul style="list-style-type: none"> • Beneficiation • Cluster development • Special economic zones • Implementing the new Industrial Development Policy (IDP), • Growing the SMMEs and the Informal Sector • Promoting Local Economic Development • Research, Innovation and Development • Sustainable Management of Natural and Cultural Resources • Climate Change Mitigation and Adaptation 	Partially aligned to interventions on trade and economic liberalization and development which seek to facilitate trade and financial liberalization, competitive and diversified industrial development and increased investment for deeper regional integration.
<ul style="list-style-type: none"> • Human Capital Development; 	<ul style="list-style-type: none"> • Production of quality and relevant training programmes. • Production of efficient and effective human resource. <ul style="list-style-type: none"> • Improving capacity of research and innovation. 	Aligned to social, human development and special programmes objectives which seeks to improve the availability of educated, skilled, healthy, productive, and efficient human resource for the promotion of equitable economic growth in the region.

	<ul style="list-style-type: none"> • Production of an entrepreneurial and prosperous society. • Attraction of both domestic investment and foreign direct investment (FDI). 	
<ul style="list-style-type: none"> • Social Development 	<p>Social development:</p> <ul style="list-style-type: none"> • Implementation of the Rural Development Policy, • Development and Support of Small Business, • Provision of social safety nets, • Eradication of absolute poverty, • Implementation of inclusive education policy, • Development of vocational and life skills, • Promotion of access to basic services • Harmonization of social protection programmes, <p>Health</p> <ul style="list-style-type: none"> • Strengthening prevention interventions. • Improvement of access to quality health care services for all. • Strengthening rehabilitation services. • Sustainable health and health care services for all. 	<p>Partially aligned to interventions in trade and economic liberalization and development whose objectives are to facilitate trade and financial liberalization, competitive and diversified industrial development and increased investment for deeper regional integration.</p> <p>Aligned to proactive programming and monitoring measures to improve health systems and nutrition outcomes in the region through modern, well-resourced health services and systems in the region that are capacitated and accessible, with the capability to respond to the burden of disease and emergencies faced by the region in an efficient and effective manner.</p>
<ul style="list-style-type: none"> • Sustainable use of natural resources. 	<ul style="list-style-type: none"> • Sustainable management of natural and cultural resources • Climate change adaptation and mitigation • Sustainable human settlements. 	<p>Aligned to RAP/RAIP, and interventions in the area of environment and sustainable development. Specifically, to the objective to ensure mainstreaming of environment and sustainable development issues into all sectoral policies, programmes and activities at national and regional level</p>
<ul style="list-style-type: none"> • Consolidation of Good Governance and Strengthening of National Security; 	<ul style="list-style-type: none"> • Improving participatory democracy transparency and accountability, • Strengthen measures to improve on the country's territorial integrity, and public safety and protection • Develop modern and effective ways of dispensing justice • Development and implementation of strategies for effective protection and promotion of human rights, • Promotion of gender equality 	<p>Aligned to the objective to promote peace and security in the region as well as SADC's agenda for gender equality and mainstreaming the same into programming</p>
<ul style="list-style-type: none"> • Implementation of an Effective Monitoring and Evaluation System 	<ul style="list-style-type: none"> • Development of a national monitoring and evaluation system and all its accompanying tools, strategies, and policies 	

3.4 Mauritius' NDP

Mauritius aspires to become an inclusive, high-income country by 2030. To support achievement of vision 2030, a rolling three-year National Strategic Plan that is updated annually is in place. For the 2018-2021 Strategic Plan, five key priorities have been identified:

- Innovation.
- Governance.
- Infrastructure development.
- Human capital investment, and
- Economic integration.

Table 4: Mauritius NDP alignment to the RISDP

Area/Sector	Outcomes	Alignment to RISDP
• Agriculture	• To achieve the four-fold objective of increasing productivity of agricultural land, export revenue, local production of healthy foods by environmentally sustainable practices, and enhancing eco-tourism through preservation of the country's unique biodiversity	• Aligned to SADC's ambition and objective to transform the agricultural sector and sustainable management of the environment and natural resources as well as objectives of the industrial development and market integration
• Financial Services	• To transform the country into an international financial centre of substance.	• Aligned to regional integration and financial services improvement agenda
• ICT	• To export Mauritius' existing expertise to the rest of Africa.	• Aligned to the priority area of science and technology that seeks to develop national systems of innovation in the region in order to drive sustained socio-economic development and the overall integration.
• Manufacturing and SME	• Spur production and exports by ensuring that export-oriented enterprises and domestic oriented enterprises adopt new technologies and can enter new market segments through product diversification and process re-engineering.	Aligned to SADC's Industrial Development and Market Integration Pillar. Specifically, to the following priority intervention areas: <ul style="list-style-type: none"> • Enhancing the competitiveness of the manufacturing sector • Promoting value addition especially in agriculture and mining; encourage creation of new industries including services. • Expanding manufacturing for export market and export of services. • Promoting non-traditional exports.
• Tourism	• Diversify the tourism base through economic diplomacy by establishing more flight routes and increase the country's connectivity. Expand the range of offerings to complement existing natural assets.	• Aligned to the tourism sector master plan whose objectives, amongst others, seek to use tourism as a vehicle for achieving sustainable socio-economic development, poverty alleviation and as a key incentive for the conservation and utilization of the region's natural resources.
• Ocean Economy	• Form strategic partnerships and attract foreign investment to acquire knowledge and technology to develop higher value-added products from marine resources to exploit the potential for the ocean economy to generate higher levels of development	• Aligned to strategies for the blue and green economies and industrial development and market Integration

3.5 Namibia's NDP

Namibia aspires to be a high income, developed country by 2030. Namibia is implementing its NDP5 which has pillars:

- Economic progression.
- Social transformation.
- Environmental sustainability, and
- Good governance.
-

In the economic progression pillar, the overarching objective is to achieve inclusive, sustainable, and equitable growth for its citizens and move from input-dependent economy into a knowledge-based economy. The social transformation pillar's overall goal is to build capable and healthy human resource realizing that quality human capital is crucial to optimizing productivity and associated socioeconomic benefits to citizens. In the environmental sustainability pillar, the objective is ensuring the maintenance of sustainable environment to ensure that both the current and future generation enjoy the benefits of the country's natural resources sustainably. Finally, in the good governance pillar, government commits to promoting good governance through effective institutions that will create conducive environment for development and adherence to the rule of law.

Area/Sector	Outcomes	Alignment to RISDP
Vision	Become a high income, developed country by 2030	Aligned to SADC's vision of SADC to become a competitive, peaceful, innovative, inclusive middle-income, industrialized, climate resilient and environmentally sustainable region by 2050
Pillars 1: Economic progression - To accelerate inclusive and equitable growth; four mutually supportive initiatives will be pursued		
Structural Transformation through Value Added Industrialization	<p>Enterprise Development</p> <ul style="list-style-type: none"> • Create a conducive business environment • Optimizing and Securing enough and available Policy tools • Accelerate SME Development • Enhance collaboration • Market access of local goods • Improve access to financing for entrepreneurs <p>Rural Economic Development</p> <ul style="list-style-type: none"> • Improve rural development through sustainable infrastructure • Develop and promote community based and social enterprise • Strengthen planning structures to foster sustainable rural economic development • Train rural communities in the sustainable use of natural resources 	<p>Aligned to Industrial Development and Market Integration Pillar. Specifically, to the following goals:</p> <ul style="list-style-type: none"> • develop a regional industrial development policy and strategy framework. • enhancing the competitiveness of the manufacturing sector. • promote value addition especially in agriculture and mining. • encourage creation of new industries including services. <p>Partially aligned to the priority intervention areas in trade and economic liberalization and development that seek to facilitate trade and financial liberalization, competitive and diversified industrial development and increased investment for deeper regional integration.</p>

Expansion and modernization of physical infrastructure

Blue Economy

- Develop and implement the blue economy policy and regulatory framework by 2019
- Identify the ecologically or biologically significant marine areas (EBSAs)
- Institutionalize marine spatial planning

Fishery

- Sustainable Fisheries Management
- Enhance market access to lucrative export destination
- Increase value addition and investments in onshore processes
- Incentivize fish import for sustainable value addition
- Promote investment in Mariculture.
- Develop retail ready products in the Hake and other white fisheries such as monk

Mining

- Intensify value addition to make the sector more profitable and resilient
- Establish mining value chain activities
- Promote industries that will produce mining inputs and service

Tourism

- Awareness, marketing and promotion of Tourism
- Facilitate investment in infrastructure and superstructure
- Diversify tourism products

Research and Innovation

- Creating an enabling environment for Science, Technology and Innovation
- Development of National Research and Innovation Infrastructure
- Building Research and Technical Competencies
- Building strategic partnership

Manufacturing Sector

- Increase manufacturing and value addition
- Creating Value Chains of production
- Improve labour productivity
- Import Substitution for agro-processed goods
- Develop a Comprehensive Economic Incentives Framework

Energy

- Expand bulk transmission and distribution infrastructure to avoid overreliance on imports
- Harness indigenous resources for generating energy
- Transform the current power market structure
- Promote the entrance of Independent Power Producers

Water

- Upgrade existing water infrastructure

Aligned to goals to realise the opportunities of well developed, sustainable, and integrated blue and green economies.

Aligned to the goals of SADC's fisheries sector which seeks to promote responsible and sustainable use of the living aquatic resources and aquatic ecosystems to enhance food security and human health.

Partially aligned to the focus of the development of a regional mining sector that is economically, socially, and environmentally sustainable.

Aligned to SADC's objectives in tourism that seeks to use sector as vehicle for achieving sustainable socio-economic development, poverty alleviation and as a key incentive for the conservation and utilization of the regions natural resources. Partially aligned to priority intervention area on science and technology that seeks to develop national systems of innovation in the region to drive sustained socio-economic development.

Aligned to Industrial Development and Market Integration Pillar. Specifically, to:

- enhancing the competitiveness of the manufacturing sector
- promoting value addition especially in agriculture and mining; encourage creation of new industries including services.
- achieving macro-economic convergence and deep monetary cooperation

Aligned to interventions in the area of energy that seek to ensure the availability of adequate, integrated, efficient and cost-effective infrastructure system that can support and sustain regional economic development, trade and investment for poverty alleviation.

Aligned to interventions in Infrastructure Support for Regional Integration and

- Construct new water supply infrastructure
- Improve management of existing water sources
- Enhance transboundary water cooperation

Logistics

- Implement the Transport and Logistic Master Plan
- Expand the capacity of the Walvis Bay port
- Upgrade road, rail, port and aviation infrastructure to world-class standards

ICT

- Upgrade ICT infrastructure across the country
- Expand modern broadcasting services to all communities
- Promote e-services and innovation by integrating ICT in all sectors
- Build a geo-ICT Infrastructure
- Standardize customs procedures with regional neighbors to facilitate trade
- Leverage Namibia's membership within SACU and SADC
- Collaborate with regional neighbors
- Increase export potential by focusing on greater industrialization
- Integrate and upgrade financial services with the increasing demands of industrialization
- Create an enabling regulatory environment for the financial and service sector
- Initiate financial literacy programs especially in rural areas and at the school level
- Prioritize the development of products and programmes
- Establish a National Risk Facility
- Enhance the National Payment System infrastructure, safety, security, and cost-effectiveness

Poverty Eradication. Specifically, to the following objectives:

- promote the sustainable, equitable and reasonable utilisation of shared watercourses through regional cooperation in water resources
- strengthen water institutions for effective water resources development and management
- development of strategic regional water infrastructure projects

Aligned to the RIDMP and to transport sector priority areas. Specifically linked to the following objectives:

- to develop missing transport and communications links
- to provide appropriate levels of accessibility
- to promote integrated transport systems
- to promote integrated regional investment in transport and communications infrastructure
- to maintain transport infrastructure
- to rehabilitate infrastructure

Aligned to priority intervention area in science and technology which seeks to develop national systems of innovation in the region to drive sustained socio-economic development and the achievement of the goals of the SADC common agenda

Aligned to the main goal of SADC to deepen regional integration

Aligned to the priority intervention areas in trade and economic liberalization and development which seek to facilitate trade and financial liberalization, competitive and diversified industrial development and increased investment for deeper regional integration.

Strengthened export capacity and greater regional integration

Supportive financial infrastructure for greater inclusion

Pillar 2: Social transformation - Build capable and healthy human resources

Social Protection

- Strengthen Social Safety Nets

Aligned to priority intervention areas on Social, Human Development and Special

Human Capital Development

- Expand the legal framework for poverty eradication and inequality reduction
- Improve the coordination of sectoral initiatives
- Enhance disaster risk governance

Early Childhood Development

- Enhance the quality of teaching at pre-primary level
- Improving the provision of appropriate educational facilities, teaching-learning resources and increasing child health and nutrition
- Increase access to quality integrated early childhood development
- Upgrade the curriculum for children under four years and implement the same

Basic Education

- Develop and maintain education infrastructure
- Develop a strong framework to enhance core skills of literacy and numeracy
- Develop comprehensive planning and administration systems
- Improve learners' transition to higher education
- Develop a national strategy on education for peace, conflict prevention and resolution
- Improve education and training of the marginalized

TVET

- Create a pool of competent and skilled workers
- Offer TVET courses that improve the employment prospects of learners Make TVET more accessible
- Raise TVET's brand identity and profile

Higher Education

- Widen access to university education through equity and inclusion
- Improve quality of teaching and learning
- Strengthen research capacity at HEIs

Health and Nutrition

- Accelerate health infrastructure development and resource management (equipment, physical building, maintenance, pharmaceutical and finance)
- Ensure the wellbeing of Namibian people
- Effective governance (legal and policy framework)
- Improve communication and stakeholder engagement (research, health promotion and stakeholder round table)
- Improve talent management through human resource development, recruitment, and retention

Gender Equality

- Increase financial and human capacity of service providers
- Strengthen implementation of gender responsive budgeting and planning
- Mainstream informal businesses led by women

Social development

Programmes that seeks to improve the availability of educated, skilled, healthy, productive, and efficient human resource for the promotion of equitable economic growth, sustainable socio-economic development of the SADC region. Specifically,

- to increase access to quality and appropriate education, training, welfare and social development, nutrition, health, cultural, sporting services and information, including science and technology and ICT
- to increase the supply and availability of qualified personnel in critical skills areas, including science and technology and ICT.

Aligned to priority intervention areas of food security and nutrition that seek achieve lasting access to safe and adequate food by all people in SADC for an active and health life and improve food availability through increased production, productivity and profitability of crops, livestock and fisheries

Aligned to the gender equality and empowerment policies which aspire for a region in which women and men are optimally engaged and lead in the drive for its development and advancement towards a positive future through being empowered to actively and fully participate in all aspects of society, with full access to socio-economic opportunities and human rights

Housing and Land

- Accelerate housing delivery through stakeholder involvement and development of alternative housing construction models
- Develop public-private partnerships to provide land servicing
- Monitor national progress in housing provision
- Ensure coordinated urban and regional development

Sanitation

- Strengthen advocacy and create strategic partnership to tackle sanitation challenges
- Coordinate stakeholders across national, regional and local levels
- Promote self-build approaches by providing relevant technical guidance and market linkages
- Promote coordinated investment on sanitation infrastructure (new and maintenance of existing infrastructure)

Youth Empowerment

- Strengthen enterprise development
- Youth skills development
- Promote youth health and wellbeing

Aligned to the youth empowerment and participation goal that envisions youth demographic in the SADC region that is skilled and empowered to fully benefit from, participate in, and drive socio-economic development, regional integration, and political discourse.

Empowering People and Communities through Sports

- Improve sports infrastructure at all levels
- Establish a research strategy for monitoring and evaluating the impact of sports
- Create public awareness campaigns to encourage participation in sports
- Learn from successful sports for development programmes used in developing countries that boast a strong track record and research basis

Arts and Culture

- Broaden arts and culture education and training

Integrate marginalized communities into mainstream economy

- Improve education and training of marginalized communities
- Ensure sustainable livelihood for marginalized communities
- Provide Financial & Resource Management training

Aligned to priority interventions area in the area of social, human development and special programmes which seek to improve the availability of educated, skilled, healthy, productive and efficient human resource for the promotion of equitable economic growth, sustainable socio-economic development of the SADC region and enhancement of its competitiveness in the global economy.

Pillar 3: Environmental Sustainability - Ensure sustainable environment and enhance resilience

Conservation and Sustainable use of natural resources	<ul style="list-style-type: none"> • Strengthen sustainable land management • Sustained environmental awareness campaigns • Enhance value addition and the sustainable utilization of biodiversity 	<p>Aligned to environment and sustainable development area which seeks to accelerate economic growth of the poor majority; and to ensure equitable and sustainable use of the environment and natural resources for the benefit of the present and future generations.</p>
Environmental management and climate change	<ul style="list-style-type: none"> • Safeguard ecosystems, species and genetic diversity • Strengthen environmental protection • Promote environmentally-sound investments and production systems 	

Pillar 4: Good governance - Promote good governance through effective institutions

Peace, security and the rule of law	<ul style="list-style-type: none"> • Improve crime prevention • Strengthen national security and territorial integrity • Promote multi-focused rehabilitation services • Improve justice administration efficiency • Integrated immigration management and civil registration systems 	<p>Aligned to the peace and security priority area.</p>
Accountability & transparency	<ul style="list-style-type: none"> • Strengthen anti-corruption measures • Strengthen public sector auditing • Strengthen corporate governance for Public Enterprises (PEs) 	
Public performance	<ul style="list-style-type: none"> • Strengthen the monitoring and evaluation System • Encourage a “service mentality” in the public service sector • Reduce overlapping roles in the public sector by streamlining it for organizational efficiency • Ensure that key information about public services are available online • Annual customer satisfaction survey by business community • Empower and build capacity in regional and local authorities • Design and implement a decentralization implementation plan 	
Statistical development	<ul style="list-style-type: none"> • Creating dedicated statistics units • Develop national infrastructure for statistics and spatial data • Enhance statistical capacity • Improve planning, production and reporting of statistics 	<p>Aligned to interventions in the Statistics area which seeks to make available relevant, timely, accurate and harmonized statistical information for SADC planning, formulation, implementation, monitoring and evaluation of SADC activities.</p>

Section 4

The Proposed Alignment Tool

This section proposes an alignment tool that would help MS integrate their NDPs into RISDP high level pillars from both and assessment against progress and planning perspectives. Further, the proposed tool identifies high level indicators that both aspirations of MS and SADC as stated in the RISDP will contribute to. For illustrative purposes, RISDP 2020 – 2030, which is the region’s proposed new blue print, has been used to populate the tool.

In addition, the section also provides a detailed architecture of the tool, covering the alignment of the RISDP and Members States Strategic Objectives, NDP alignment/integration of the RISDP Strategic Objectives, and NDP targets as they inform extent of projected performance in the RISDP. It traces attribution, geographical reach and spending in programme areas as they relate to the RISDP and the quality of data sources for authenticating extent of alignment in SADC.

4.1 Overview of the Alignment tool

The RISDP 2020 - 2030 has five key pillars:

- **Peace, Security and Good Governance:** This pillar seeks to enhance conflict prevention, management, and resolution systems, with early warning systems that are capable of tracking and monitoring political, security and socio- economic threats. It also aims at strengthened political cooperation, democracy, good governance, rule of law, human rights, and human security. Further, the pillar seeks to enhance collective defence and security systems in the region in order to safeguard the region’s territorial integrity.
 - **Industrial Development and Market Integration:** The pillar wants a regional economy that leverages on science and technology in exploration of natural resources, development of a competitive economy (blue, green and circular), and interconnected financial and integrated markets, both at a regional and inter-continental levels.
 - **Infrastructure Development in Support of Industrialization and Regional Integration:** This pillar seeks to improve access to quality infrastructure in order to facilitate regional integration and networks.
 - **Social and Human Capital Development:** This pillar seeks to improve harmonized regional health services, better access to nutritious food and accessible quality education and skills for SADC citizens.
- Cross-Cutting Issues: Gender, Youth, Environment and Climate Change and Disaster Risk Management:** This pillar seeks to improve SADC’s response to equitable gender empowerment, better management of HIV and AIDS, and results accountability structures.

The pillars described above are intended to lead to a well-coordinated regional effort that will result in the improvement of the quality of life of the citizens of the SADC member states. At the regional level, RISDP implementation is tracked to assess extent to which SADC member states are investing on development programmes that integrate aspirations of the RISDP and use regional integration

tools to achieve their own aspirations. The indicators in Table 5 below monitor direction of progress on the implementation of regional integration. The indicators are set at a high level to ensure that member states programmes reflect contribution to the indicators, regardless of individual programmes or activities. It also provides information for member states and SADC Secretariat to learn and adapt development programming, especially for flexible programme designs at SADC regional level and/ or member state level.

Table 5: Alignment of Key Priorities of RISDP and High-Level Indicators

RISDP Pillars	Development indicator (s)
Peace, Security and Good Governance	<ul style="list-style-type: none"> — Organized crime rate — Incidence of cross-border money laundering — Intra and inter country conflicts
Industrial Development and Market Integration	<ul style="list-style-type: none"> — % share of manufactured goods in total exports — % growth in manufacturing value added — % growth of employment in manufacturing — % growth in credit to the manufacturing sector — Number of registered intellectual property rights — Rate of growth in intra-SADC trade — % SADC share of total global trade — % growth in cross border capital flows
Infrastructure Development in Support of Regional Integration	<ul style="list-style-type: none"> — Rate of decrease in transport costs — Number of inhabitants with access to potable water — Number of tele - subscriptions per hundred inhabitants (tele-density) — Capacity of new supply to meet regional electricity demand — % of SADC share of world market tourism
Social and Human Capital Development	<ul style="list-style-type: none"> — Life expectancy at birth — GINI/HDI — Adult and youth literacy
Crosscutting issues: Gender, Youth, Environment and Climate Change and Disaster Risk Management	<ul style="list-style-type: none"> — Level of participation of youth in development by gender — Gender parity index in economic activities — Employment/unemployment rates among youth and women — Resilience Index

It is worth noting that levels of alignment and responsiveness by SADC Member States to regional priorities vary greatly based on the characteristics and size of the national economy of a member state, level of external financing available and capacity to implement such programmes. It is also subject to political objectives in the member states as it relates to member states administrations' responsiveness to the citizenry needs that may not fully well-align with the RISDP aspirations. It may also be influenced by the level of development of the member state. Much advanced member states may wish to go beyond the regional aspirations. For instance, Mauritius is seeking to become a high-income country in 2030 while the regional ambition is to become middle income economy by 2050 and while mechanization is a key goal for the agriculture sector plan, it may not apply to say South Africa whose agriculture sector is already highly mechanized. Nonetheless, the proposed tool provides a base to show integration/alignment, primarily much in the same way as member states assess themselves against progress against SDGs and use the results to inform their planning for alignment. The

monitoring and evaluation perspective included in the tool offers a platform for member states to indicate contribution to the region's global achievements as indicated in the higher-level indicators.

The alignment tool does not, in any way, require member states to redefine their strategic developmental objectives and monitoring systems to show fuller alignment. Rather it provides SADC Secretariat with a capability to track the extent to which SADC's regional integration efforts are reflected in the member states' NDPs strategic objectives. It further offers an opportunity for both SADC Secretariat and member states to track progress on the agreed RISDP priority areas and simplifies level of effort on progress reporting from member states by focusing on higher level indicators responding to the implementation of RISDP as well as member states NDPs, where appropriate and applicable.

The alignment tool further targets alignment of programmes from member states NDPs to RISDP indicative indicators where a contribution is appropriate. The high-level RISDP indicators are broad enough to capture alignment at the member state level. This is deliberately opted for to show that member states do implement the RISDP through the implementation of the NDPs in general, rather through specific programmes flagged as 'SADC programmes' and/or have member states development agenda be driven by the need to show regional integration even in instances where such a need is not justifiable.

The alignment tool also provides for templates through which member states will show their contribution to the RISDP goals by providing an indication of forecast and achieved values on national level for each regional high-level indicator. The values will be disaggregated at appropriate level, as is expected of good practice. Furthermore, member states will have an opportunity to indicate geographical reach to facilitate mapping of resources and development impact area.

Often alignment at strategic level is done without a view on financing levels. Emphasis is placed on indicators to monitor and evaluate progress on achieving the strategic goals in development programming. In this alignment tool, a deliberate attempt is made to capture budgets on identified programmes from member states NDPs and trace the actual spending in the reporting period. The spending data thus captured offers a great opportunity to attach levels of financing to results posted from the aligned NDP programmes. It also helps with the analysis of financing gaps to inform financial mobilization strategies that SADC needs to put in place to help member states solicit financing from the private sector, regional financing platforms and international development alliances based on mutual interest and bankable investment plans on programmes that align well with the RISDP and SADC's Regional Resource Mobilisation Framework.

The tool further allows SADC Secretariat and member states to indicate data sources for every information used in highlighting NDP alignment to RISDP. This will be essential for both SADC and member states to trace the sources of data and ensure that data captured is of good quality and meets minimum international standards. The utility of the alignment tool in addition to its sole alignment scope is to have it globally accessible, used in negotiating support on RISDP and member states NDP planning, financing and implementation, as well as developing partnerships and/ or development alliances that improve the quality of life of the SADC citizens. This can only be made possible when the data quality raises confidence of the users and generates evidence for programming investment decisions.

Finally, the tool allows the SADC Secretariat and member states to assess performance on the high-level indicators within the region and amongst member states' ranking, where necessary. The tool is meant to allow member states to explain variations above ± 10 on forecasts and actuals for both budget and indicator values. The narrative in the alignment tool will not be used to justify variance, rather explain causes of the variance. It is not the aim of the alignment tool to develop judgmental values nor rate performance of member states. It rather helps member states achieve their NDP strategic objectives, which in turn leads to the achievement of the RISDP objectives. This is of mutual interest for both SADC Secretariat and the member states and motivates use and implementation of the tool by both parties.

4.2 Strategic Planning Alignment

Figure 1 below shows alignment that the tool envisages. The tool envisages full alignment as defined in Section 2 above. Member states will identify strategic outcomes from their NDPs that respond to RISDP Strategic Outcomes. Emphasis will be placed on **identification** of such national strategic outcomes as they exist. Member States are not obliged to develop or revise NDPs to fully align to the RISDP as there are varying levels of development and it is justifiable to digress from the RISDP based on individual member state needs. However, member states are encouraged to conduct an assessment that identifies objectives that integrate RISDP strategic objectives and are being implemented or will be implemented. This alignment should not necessitate development of new systems nor data systems for tracing implementation progress and reporting systems. As would be seen at monitoring and evaluation level, member states should be able to use their customized reporting systems to indicate integration as the indicators are pitched at high level.

Alignment at strategic planning level traces key regional strategic priorities in RISDP mirrored with the NDP strategic outcomes for each member state, where applicable. Once the aligned national strategic objectives are identified, member states can identify programmes in their NDP portfolio that directly implement these objectives. This will offer alignment at top strategic level as shown in Figure 1 below.

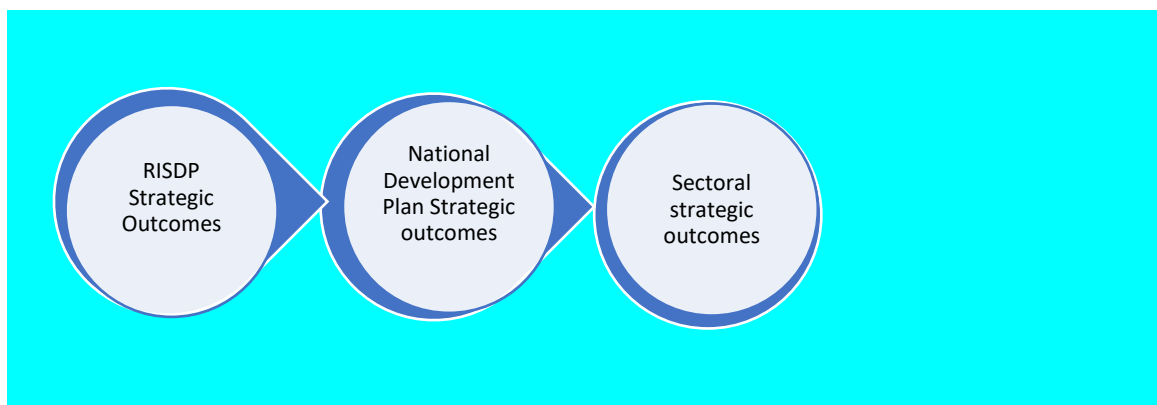


Figure 1: Alignment of NDP, RISDP, Strategic outcomes and programmes

Implementation of the national programmes that are well aligned to the RISDP and NDP strategic outcomes offers both SADC and member states an opportunity to account for RISDP results from each member state. The relationship among RISDP and NDP should not be always linear, however. It should be complimentary and in two directions as RISDP should not be seen to overarching and dictating national planning processes. These respective national results will be aggregated to show progress on the implementation of the RISDP strategic outcomes. This alignment will also help to dissipate the current perception in member states that looks at the RISDP as an independent programme that requires implementation through projects with funding identified by the SADC Secretariat. Alignment at this level will result in an understanding that the RISDP is indicative of SADC aspirations and implementable through NDPs, aside discrete programme financing from SADC when financing and implementation capacity is identified.

Once the alignment is defined at strategic and programming level, member states existing accountability systems will require aligning with high-level RISDP indicators to ease any alignment and reporting burden. Notably, RISDP's indicators identified in Table 1 above are at a level that allows each SADC member state to show contribution to the indicators using on-going programmes derived from the implementation of their NDPs. The following section provides guidance on aligning accountability arrangements of RISDP to existing member states' NDP accountability and reporting arrangements.

For purposes of planning alignment, member states will use the following standard template to show alignment as defined in earlier stages.

Table 6: Strategic Planning Alignment Tool

National Development Plan Strategic Outcomes linked to RISDP outcomes (A)	Linkage to RISDP Strategic Outcomes (B)	National Programmes Implementing NDP (C)	Regional and International Protocols linked to the National Programmes (D)

Notes:

Column A: Input National Development Plans Strategic Outcomes. This should be done regardless existing linkages to the RISDP or lack of the linkages.

Column B: Select RISDP strategic outcomes that relate to the National Development Plan Strategic Outcomes, where applicable. Indicate 'none' where linkage does not exist

Column C: Indicate Programmes that MS is implementing and related to the NDP strategic objectives with clear linkages to the RISDP Strategic Objectives

Column D: Indicate regional integration protocols that are in use on the programme implementation, where applicable. If there are specific protocols that Member States ascribe to, they could be pre-populated for selection where applicable.

Each MS will fill in the strategic planning alignment template. This will aid mapping of alignment and integration across SADC MS

4.3 Development programming accountability alignment

This section describes alignment of NDP programmes to the RISDP strategic objectives through mutual accountability of national programme indicators to the high-level indicators in RISDP. SADC Member States can list strategic interventions that directly contribute to high-level indicators indicated in Table 6 and report on these indicators on calendar-year basis. This will overcome challenges on synchronizing reporting calendars that are largely aligned to financial calendars and are not fully aligned among the SADC Member States. The alignment tool will allow Member States to list more than one national programme, where applicable.

Table 7: Alignment of NDP Strategic Interventions to high level RISDP indicators

Country:			
RISDP Strategic Outcomes	Linkage to National Development Plan Strategic Outcome	Contributing Strategic Interventions	Indicator Type
Pillar 1: Peace, Security and Good Governance			
Indicator 1: Organized crime rate			
Indicator 2: Incidence of cross-border money laundering			
Indicator 3: Intra and inter country conflicts			
Pillar 2: Industrial Development and Market Integration			
RISDP High Level Indicators			
Indicator 1: % share of manufactured goods in total exports			
Indicator 2: % growth in manufacturing value added			
Indicator 3: % growth of employment in manufacturing			
Indicator 4: % growth in credit to the manufacturing sector			
Indicator 5: Number of registered intellectual property rights			
Pillar 3: Infrastructure Development in Support of Regional Integration			
RISDP High Level Indicators			
Indicator 1: Rate of decrease in transport cost			
Indicator 2: Number of inhabitants with access to potable water			
Indicator 3: Number of subscriptions per hundred inhabitants (tele-density)			
Indicator 4: Capacity of new electricity supply to meet regional electricity demand			
Indicator 5: % of SADC share of world market tourism			
Pillar 4: Social and Human Capital Development			
RISDP High Level Indicators			
Indicator 1: Life expectation at birth			
Indicator 2: GINI/ Human Capital Index			
Indicator 3: Adult and youth literacy			
Pillar 5: Crosscutting Issues: Gender, Youth, Environment and Climate			

Change and Disaster Risk Management

Indicator 1: Level of participation of youth in development by gender			
Indicator 2: Gender parity index in economic activities			
Indicator 3: Employment/unemployment rates among youth and women			
Indicator 4: Resilience Index			

SADC will then be enabled to collate information on individual programme targets / forecast from each member state's NDP programme, and aggregate for national and regional level reporting on high-level RISDP indicators. Accountability at this level will be indicated as presented in Table 7 below. The results achieved on the indicators and targets is set at cumulative. The data will be aggregated and projected for an initial three years, with updates done annually using data provided by the Member States. The three-year reporting period will be adjusted for an on-ward year at the end of each reporting period.

Table 8: RISDP Aggregate Results Template

Alignment Results Accountability				
Pillar 1: Peace, Security and Good Governance		Achieved results to date	Planned	% Achieved
	Indicator 1: Organized crime rate			
	Indicator 2: Incidence of cross-border money laundering			
	Indicator 3: Intra and inter country conflicts			
Pillar 2: : Industrial Development and Market Integration		Achieved results to date	Planned	% Achieved
	Indicator 1: % share of manufactured goods in total exports			
	Indicator 2: % growth in manufacturing value added			
	Indicator 3: % growth of employment in manufacturing			
	Indicator 4: % growth in credit to the manufacturing sector			
	Indicator 5: Number of registered intellectual property rights			
Pillar 3: Infrastructure Development in Support of Regional Integration		Achieved results to date	Planned	% Achieved
	Indicator 1: Rate of decrease in transport cost			
	Indicator 2: Number of inhabitants with access to potable water			
	Indicator 3: Number of subscriptions per hundred inhabitants (tele-density)			
	Indicator 4: Capacity of new electricity supply to meet regional electricity demand			
	Indicator 5: % of SADC share of world market tourism			
Pillar 4: Social and Human Capital Development		Achieved results to date	Planned	% Achieved
	Indicator 1: Life expectation at birth			
	Indicator 2: GINI/ Human Capital Index			
	Indicator 3: Adult and youth literacy			
Pillar 5: Crosscutting Issues: Gender, Youth, Environment and Climate		Achieved results to date	Planned	% Achieved
	Indicator 1: Level of participation of youth in development by gender			

Change and Disaster Risk Management	Indicator 2: Gender parity index in economic activities			
	Indicator 3: Employment/unemployment rates among youth and women			
	Indicator 4: Resilience Index			

4.4 Monitoring and Evaluating the alignment of NDP to RISDP

After aligning RISDP strategic planning with NDP strategic outcomes, NDP programmes and reporting indicators, it is paramount to also link and align the NDP programme indicator targets to the RISDP targets. Ideally, the RISDP targets should be informed by NDP indicator targets to achieve full alignment. It is critical that what member states identify through own programming targets should inform aspirations in the RISDP indicator targets. Otherwise, misalignment will consistently be notable on what the RISDP can achieve.

Since implementation of the RISDP is done through the implementation of the NDP programmes as well as SADC commissioned programmes, each member state is enabled to indicate targeted results on relevant RISDP high-level indicators, based on programmes resourced or planned for implementation in each individual Member State. The table below indicates parts of the alignment tool that Member States need to fill with such information.

The alignment tool as indicated in the table below has a column on indicator type. This is where each member state can state how they classify the indicators in their NDP as either output, outcome or impact level. This will help further alignment of the RISDP and inform the structure of the RISDP results framework. Indicator type intuitively indicate level of focus in building a narrative on overall results from an aligned strategic development programming.

Furthermore, member states can indicate results planned on each indicator, and later report on, during implementation period of the programmes. This will allow aggregation of forecasted results and those that are achieved in a reporting period. The information provided by the member states will show achieved results for overall RISDP implementation monitoring and evaluation processes.

The tool also provides for space to disaggregate reported data and values. At this level, the member states will indicate type of disaggregation e.g. sex, age, regional, national, province and/ district to allow for mapping of targeted results spatially (as applicable). The targeted and planned values will be aggregated at indicator level by individual member states and further aggregated at SADC level for inputs into results targets to show progress in implementation of the RISDP as indicated in the table below

Table 9: Monitoring and Evaluation Template For Aligning NDPs and RISDP

Member State:					
RISDP Strategic Outcomes	National Development Plan Strategic outcomes	Contributing Programmes	Indicator Type	Planned / Achieved	Reporting Years (to be updated each year as implementation move from 2021 - 2030)
					2020/21

					Data disaggregation level	Indicator Target Values	Total
Pillar 1 : Peace, Security and Good Governance							
<i>RISDP High Level Indicators</i>							
Indicator 1: Organized crime rate				Planned			
				Achieved			
Indicator 2: Incidence of cross-border money laundering				Planned			
				Achieved			
Indicator 3: Intra and inter country conflicts				Planned			
				Achieved			
Pillar 2: Industrial Development and Market Integration							
<i>RISDP High Level Indicators</i>							
Indicator 1: % share of manufactured goods in total exports				Planned			
				Achieved			
Indicator 2: % growth in manufacturing value added				Planned			
				Achieved			
Indicator 3: % growth of employment in manufacturing				Planned			
				Achieved			
Indicator 4: % growth in credit to the manufacturing sector				Planned			
				Achieved			
Indicator 5: Number of registered intellectual property rights				Planned			
				Achieved			
Pillar 3: Infrastructure Development in Support of Regional Integration							
<i>RISDP High Level Indicators</i>							
Indicator 1: Rate of decrease in transport cost				Planned			
				Achieved			
Indicator 2: Number of inhabitants with access to potable water				Planned			
				Achieved			
Indicator 3: Number of subscriptions per hundred inhabitants (tele-density)				Planned			
				Achieved			

				Planned			
Indicator 4: Capacity of new electricity supply to meet regional electricity demand				Achieved			
				Planned			
Indicator 5: % of SADC share of world market tourism				Achieved			
Pillar 4: Social and Human Capital Development							
<i>RISDP High Level Indicators</i>							
				Planned			
Indicator 1: Life expectation at birth				Achieved			
				Planned			
Indicator 2: GINI/ Human Capital Index				Achieved			
				Planned			
Indicator 3: Adult and youth literacy				Achieved			
Pillar 5: Crosscutting Issues: Gender, Youth, Environment and Climate Change and Disaster Risk Management							
<i>RISDP High Level Indicators</i>							
				Planned			
Indicator 1: Level of participation of youth in development by gender				Achieved			
				Planned			
Indicator 2: Gender parity index in economic activities				Achieved			
				Planned			
Indicator 3: Employment/unemployment rates among youth and women				Achieved			
				Planned			
Indicator 4: Resilience Index				Achieved			

4.6 Alignment of attribution, programming development reach, and spending

Apart from the alignment areas described above, Member States can also indicate whether the programmes in the NDP are SADC financed or financed from domestic resources. The tool also allows Member States to state the budget and actual spending during the reporting period. This will permit determination of the aligned RISDP financial gaps as may be required by SADC financing mobilization efforts.

This will indicate the scale of alignment on which areas have interventions that align to the RISDP. This will help map out visuals to show extent of alignment across Member States. These maps will be useful for further development programming, assessing impacts and adapting future programme. The geographical coverage will also and provide information that will help SADC to monitor integrated programming across the Member States on aligned programmes and respective financing – being a direct accountability tool on programmes in targeting specific locations and integration drive that the RISDP seeks to achieve. Table 9 below provides the template that captures alignment on attribution, reach and financing.

Table 10: Template for tracking NDP programme budget and spending

SADC Contribution or attribution	Geographical reach (National/ Regional)	Peak year or Cumulative	Budget	Data Source (eg surveys, Gov MI, Project MI etc), including assessment of quality (checks, comparability over time etc)	Comments	Date updated
			Budget			
			Spend			
			Budget			
			Spend			

4.7 Data Sources, Comments and Tracking of Data Updates

The alignment tool provides space for Member States to indicate data sources for validation and tracing of data quality. It also provides entries for commenting on programme-related data and relevant entries explaining extent of alignment. It also provides space to indicate recent dates of the entered data on the alignment tool. This will help the SADC Secretariat and the Member States themselves to track and keep data on the alignment tool updated.

Section Five

Conclusion

The alignment tool has been developed with a focus on high-level indicators to simplify reporting needs by Member States. The level of indicators identified from the RISDP are broad enough and reflects developmental efforts by all member states in the SADC region. Therefore, this tool fully aligns NDP efforts to the RISDP aspirations.

Data from this tool will show progress the SADC region is making in its development, regional integration and industrialization drives regardless of spending agents, source of financing and implementation agents. Member States are enabled to use the templates with close attention to what their NDPs and accountability frameworks identify from strategic alignment, accountability alignment, programme accountability alignment, attribution and geo-location, budget, sources of data and comments (explaining any $\pm 10\%$ valuation on forecast and actual data values).

Appendix 1: Alignment tool format at Member State level

RISDP Strategic Outcomes	Linkage to National Development Plan Strategic Outcomes	Contributing Programmes	Indicator or Type	Planned / Achieved Indicator Targets	Reporting Years (to be updated each year as implementation move from 2021 - 2030)			SADC Contribution or attribution	Geographical reach (National/Regional)	Peak year or Cumulative	Budget	Data Source (eg surveys, Gov MI, Project MI etc), including assessment of quality (checks, comparability over time etc)	Comments	Date updated
					2020/21									
					Data disaggregation level	Indicator Target Values	Total							
Pillar 1: Peace, Security and Good Governance														
				Planned							Budget			
Indicator 1: Organized crime rat				Achieved							Spend			
				Planned							Budget			
Indicator 2: Incidence of cross-border money laundering				Achieved							Spend			
Indicator 3: Intra and inter country conflicts				Planned							Budget			
Pillar 2: Industrial Development and Market Integration														
Indicator 1: % share of manufactured goods in total exports				Planned							Budget			
				Achieved							Spend			
Indicator 2: % growth in manufacturing value added				Planned							Budget			
				Achieved							Spend			
Indicator 3: % growth of employment in manufacturing				Planned							Budget			
				Achieved							Spend			
Indicator 4: % growth in credit to the manufacturing sector				Planned							Budget			
				Achieved							Spend			
Indicator 5: Number of registered intellectual property rights				Planned							Budget			
				Achieved							Spend			
Pillar 3: Infrastructure Development in Support of Regional Integration														
Indicator 1: Rate of decrease in transport cost				Planned							Budget			
				Achieved							Spend			
Indicator 2: Number of inhabitants with access to potable water				Planned							Budget			

				Achieved								Spend				
Indicator 3: Number of subscriptions per hundred inhabitants (tele-density)				Planned								Budget				
				Achieved								Spend				
Indicator 4: Capacity of new electricity supply to meet regional electricity demand				Planned								Budget				
				Achieved								Spend				
Indicator 5: % of SADC share of world market tourism				Planned								Budget				
				Achieved								Spend				
Pillar 4: Social and Human Capital Development in Support of Industrialization and Regional Integration																
RISDP High Level Indicators																
Indicator 1: Life expectation at birth				Planned								Budget				
				Achieved								Spend				
Indicator 2: GINI/ Human Capital Index				Planned								Budget				
				Achieved								Spend				
Indicator 3: Adult and youth literacy				Planned								Budget				
				Achieved								Spend				
Pillar 5 : Crosscutting Issues: Gender, Youth, Environment and Climate Change and Disaster Risk Management																
Indicator 1: Level of participation of youth in development by gender				Planned								Budget				
				Achieved								Spend				
Indicator 2: Gender parity index in economic activities				Planned								Budget				
				Achieved								Spend				
Indicator 3: Employment/unemployment rates among youth and women				Planned								Budget				
				Achieved								Spend				
Indicator 4: Resilience Index				Planned								Budget				
				Achieved								Spend				
				Achieved								Spend				

ALIGNING REGIONAL AND NATIONAL PLANNING, MONITORING & EVALUATION AND QUALITY CONTROL ON THE SADC ANNUAL OPERATIONAL PLANS 2020/21

Introduction

“Strengthening the National-Regional Linkages in SADC” (SNRL) is a partnership programme between the Southern African Development Community (SADC) and the German Federal Ministry for Economic Cooperation and Development (BMZ) with co-funding from the European Union as part of the Integrated Institutional Capacity-Building for the Secretariat and National Stakeholders (IICB) Programme. The German contribution to the programme is implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. Although SADC Member States have committed themselves to undertaking specific actions to achieve common development goals, a gap remains between regional commitments and implementation within the Member States. SNRL supports selected SADC Member States to increasingly integrate SADC protocols and policies into their national policy-making processes. SNRL strengthens national SADC coordination structures by capacitating government and non-state actors to actively shape regional integration at the national level. It builds the capacity of government and non-state actors to monitor progress in the implementation SADC agenda. And it enhances Member States’ capacities to mobilise resources for managing and implementing regional development strategies. The current phase of the programme runs from September 2018 to November 2021.

Background on the assignment

The Southern African Development Community (SADC) is a Regional Economic Community comprising 16 Member States, namely; Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Tanzania, Zambia and Zimbabwe. Established in 1992, SADC is committed to Regional Integration and poverty eradication within Southern Africa through economic development and ensuring peace and security. SADC aspires to build a region in which there will be a high degree of harmonization and rationalization, to enable the pooling of resources to achieve collective self-reliance in order to improve the living standards of the people of the region.

Article 14 of the SADC Treaty establishes the SADC Secretariat as the principal executive institution of SADC. The Secretariat performs its mandate and functions within the policy, strategic and program provisions outlined in the Regional Indicative Strategic Development Plan

(RISDP) and the Strategic Indicative Plan for the Organ (SIPO). The Regional Infrastructure Development Master Plan (RIDMP), the SADC Regional Agricultural Policy (RAP), the Industrialization Strategy and the Roadmap, among others, are complementary guiding frameworks for achieving the regional integration agenda. SADC has also developed various protocols for domestication and implementation by Member States. For many years, implementation of the SADC Programme of Action has been affected by capacity constraints at regional and national levels as a result, the Programme of Action has not sufficiently generated the benefits that SADC Member States are expected to derive from the Regional Integration Agenda.

The 2015 review of the RISDP revealed that implementation of the regional

programme at national level mainly depends on the capacity of the Secretariat to effectively play its role in coordinating planning, monitoring, evaluating and reporting on the performance and impact of the regional programme.

Assessment studies conducted to review the efficiency and effectiveness of the SNCs also revealed that, operationalization of the structures in the Member States remains a critical challenge, and this has resulted in Member States only partially achieving the underlying objectives of establishing the SNCs.

Factors contributing to implementation challenges at Member-State Level include:

- (i) general difficulty in integrating the regional programme and its implementation frameworks into national plans. As a result, the regional programme tends to be considered as separate and additional, to be carried out only if local capacities allow.
- (ii) lack of regionally agreed performance benchmarks that all Member States are to adhere to in relation to SNCs.
- (iii) SNCs appear not to have a framework for determining their role in the coordination and implementation of SADC programme interventions. Neither is their input visibly solicited and incorporated in the planning and development of RISDP and SIPO interventions by the SADC Secretariat.
- (iv) MS do not have the sufficient capacity to align National Plans with those at Regional Level partly due to absence of standardized tool and procedures for alignment during national planning processes. A consequence national planning process are completely removed from Regional instruments.

Factors contributing to implementation challenges at the Secretariat Level include weak collaboration between the SADC Secretariat, the SNCs, parliaments and other national Implementation structures. In many instances, the Secretariat has not been able to unpack Regional Integration agenda for Member States to incorporate it in their national plans. In addition, the Secretariat has not been able to consistently provide tools to aid Member States with Regional Integration Planning processes and to give feedback to the Secretariat on progress in implementing the regional programs at national level, as required by the treaty.

In response to the above challenges, the Secretariat needs to urgently develop tools/guidelines for supporting national planning processes more especially on alignment and mainstreaming of Regional Integration agenda in National Development Plans. It is envisaged that the tool will be become a standard framework that Member State will adapt and apply in their planning and budgeting processes. This tool alone will greatly contribute to the implementation of Regional Integration at Member States level.

Objective

The objective of the assignment is to ensure alignment between regional and national levels within the context of Planning and M&E, and support implementation of RBM in the preparation of the 2020/21 Annual Corporate Plan and interim Medium-Term Strategy.

Specific Objective

The specific objective of the assignment is to:

- (i) propose a tool to ensure effective alignment of regional and national planning, monitoring and evaluation

Scope

Development of a Tool to Align Regional and National Planning, Monitoring & Evaluation processes

In accordance with the Treaty, and in a bid to improve the alignment between regional and national development priorities between regional and national levels, the Secretariat will support national stakeholders in the development, implementation and monitoring of action plans for the establishment and/or improvement coordinating structures.

Regional institutionalized alignment tool will be developed, tested and approved to effectively support alignment of regional and national plans in the context of the RISDP and priority protocols and policies.

Tasks

Key tasks of the Expert are as follows:

- (i) Review literature on meaning and practices of alignment within the context of socioeconomic Development at and continental level;
- (ii) Review existing national policies and strategies and identify gaps in relation to alignment With RISDP/SIPO;
- (iii) Come up with definition of alignment for SADC programmes in relation to national development plans against regional policies and programmes;
- (iv) Consult with at least 5 SNRL partner Member States to assess their alignment of national Plans to regional plans
- (v) Assess options for strengthening alignment of regional and national planning, monitoring & evaluation and develop guidelines and for the alignment of national plans to the RISDP/SIPO;
- (vi) Propose tool/ guidelines for alignment of Regional programs into national plans

Deliverables

The following deliverables are agreed:

- (i) Tool for the alignment of regional and national planning, monitoring & evaluation

Proposed Activities to be undertaken

Duration Due by

- 1 Draft an inception report with the methodology for carrying out the assignment 10 days - 31 January 2020
- 2 Tool/guidelines on alignment of regional and national Planning and M&E 35 days 03 April 2020

All deliverables are to be submitted to the Programme Manager for SNRL programme Manager unless otherwise specified. All written deliverables are to be sent as drafts for feedback and comments to the above before final submission unless otherwise specified. All deliverables/outputs and all related documents in English language.

Operational arrangements

The duration of the assignment will be from 13 January 2020 to 03 April 2020.

Expert days and travel

This assignment is proposed to encompass up to encompass up to 45 expert days (35 days in contractor's home country and 10 days in Botswana).

For the inception report, the Expert shall work closely with the Director of Policy, Planning and Resource Mobilization under the overall guidance of the Deputy Executive Secretary (Regional Integration). The Directorate of Policy, Planning and Resource Mobilization (PPRM) and the SNRL Programme shall be responsible for the operational day-to-day management and coordination of the consultancy work.

The deliverables one

- (1) Will be conducted entirety at the SADC Secretariat in Gaborone, Botswana. The Expert will be accommodated at the SADC Secretariat offices in Gaborone, Botswana. Working space for the Expert with internet connectivity and printer shall be provided by the SADC Secretariat whenever he/she is based at the SADC Secretariat offices in Gaborone during the contract.

The Expert shall make all logistical arrangements (including for Air and local transport, accommodation, visas and permits, etc.) themselves. The proposed maximum costs for These shall be included in the quotation and will be reimbursed against evidence.

The Expert must be reasonably accessible by email and telephone (preferably mobile). The use of reliable, internet-based communication (Skype or equivalent) is required.

Visibility Requirements

The contractor will ensure to comply with Article 8 of the General Conditions for EU Delegated Cooperation Agreements, the latest version of the Communication and Visibility Manual for EU-financed External Actions, and SNRL's Communication and Visibility Plan. The responsible SNRL Program Officer can make these documents available upon request.

The contractor will ensure that any documents circulated beyond the SNRL team carry the SADC emblem, the EU flag (with the "Co-funded by the European Union" text immediately below the flag) and the Germany-SADC cooperation logo. A logo panel can be made available

by the responsible SNRL Program Officer upon request. Publications, reports and studies must carry this disclaimer:

“This document was produced with the financial assistance of the European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ). The Views expressed herein can in no way be taken to reflect the official opinions of the EU Or BMZ.”

Profile of Expert

Qualifications and Skills

- (i) Advanced university degree (Masters or PhD) in social sciences, public policy, policy, international development policy, development economics, business administration or other fields related to the scope of the assignment;
- (ii) Specialized training on RBM, programme and project management is an asset;
- (iii) At least 7 years of proven experience in RBM, programme and project management, Monitoring and evaluation;
- (iv) Sound technical expertise in policy, programming, monitoring and evaluation;
- (v) Excellent facilitation, networking and interpersonal skills and ability to work with a diverse group of stakeholders (verified through an interview);
- (vi) Minimum seven (7) years of experience in analysis, review or drafting of policy, especially pertaining to regional organizations. In case, a candidate’s educational background does not match the above categories, 5 years of additional relevant work experience can replace “relevant” educational background (verified by records of work experience and at least two (2) instances of previous assignment reports/submissions with at least one being in the area of Planning, Monitoring and Evaluation);
- (vii) Good analytical and training and report writing skills (verified by examination of evidence from previous assignment deliverables); and
- (viii) Excellent written and spoken communication and presentation skills in English. The RBM capacity development shall be conducted in English language; therefore, The Expert should be confident in using RBM Language in English.

PROFESSIONAL EXPERIENCE

- (i) At least seven (7) years’ experience in Results Based Management as well as training;
- (ii) Successful training conducted on Results Based Management at institutional level;

(iii) At least seven (7) years' experience working with policy issues in regional organisations, preferably, in the SADC Region; and

(iv) Successful completion reviews of at least two regional (2) policies and strategies.

COMPETENCIES

(i) Builds strong relationships with clients, focuses on impact and result for the client, openness to change and ability to receive/integrate feedback;

(ii) Ability to work with small multi-disciplinary, multi-national teams to deliver quality Products in high stress, short deadline situations;

(iii) Ability to handle effectively multiple tasks without compromising quality, team spirit and positive working relationships;

(iv) Ability to lead strategic planning, results-based management and reporting;

(v) Ability to provide sound advice in formulation, monitoring and evaluation of development Programs and projects;

(vi) Strong organizational and process management competencies;

(vii) Strong interpersonal skills, resourcefulness, initiative, maturity of judgment, tact, and negotiating skills, and the ability to cope with situations which may pose conflict;

(viii) Demonstrates strong analytical aptitude and effective interpersonal, communication and presentation skills; and

(ix) Consistently approaches work with energy and a positive, constructive attitude.

List of Persons Met/Consulted

Name	Organisation
Robson Chakwana	Programme Manager - Strengthening the National-Regional Linkages in SADC (SNRL) Planning, Budgeting & Resource Mobilisation
Dagmore Tawonezvi	Programme Officer, Planning, Budgeting & Resource Mobilisation Strengthening the National-Regional Linkages in SADC (SNRL)
Kefilwe Sebokolodi	Programme Associate: Monitoring & Evaluation, KM, Strengthening the National-Regional Linkages in SADC (SNRL)
Admiral Ncube	IICB Programme Coordinator, Directorate of Policy Planning and Resource Mobilization, SADC
Dr. Joseph Pitso	Head of Unit, Gender – SADC Secretariat
Duncan Samikwa	Senior Programme Officer – Food Security and Agriculture, FANR – SADC Secretariat