



REMARKS

BY

**Mr Farai Manhanga
Programme Officer Value Chains in the
Directorate of Industrial Development and
Trade at the SADC Secretariat**

**ON THE OCCASION OF THE
The Mozambique Validation Workshop for the
Development of the Mozambique National
Strategic Work Plan for the Leather Value Chain
Domestication of the SADC Regional Leather Model Policy
Framework**

05 February 2026

Greetings and Good Morning to:

Honourable State Secretary of the Ministry of Economy – **Dra. Custódia Paunde**;

Head of Cooperation at the Embassy of the Federal Republic of Germany in Mozambique– **Dra Christine de Barros Said**;

Distinguished representatives from Ministries and public institutions;

Leaders from the private sector, including the Confederation of Business Associations (CTA), livestock producers, traders, tanneries, manufacturers and retailers;

Development partners including GIZ, civil society, and other stakeholders;

Ladies and Gentlemen,

Before I proceed, allow me to express the SADC Secretariat's solidarity with the Government and families affected by the recent floods here in Mozambique. We convey our heartfelt condolences to the affected families and communities, and we commend the Government of Mozambique and all responders for their continued efforts. In solidarity, the Secretariat, together with other SADC Member States, has provided support to those affected, and we remain committed to working with Mozambique as recovery and resilience measures are advanced.

On behalf of the SADC Secretariat, I have the honour to welcome you to this National Stakeholders Workshop for the development

of Mozambique's National Strategic Work Plan for the leather sector, taking place here in Maputo over two days, 05–06 February 2026.

We meet at an important moment for our region's industrialisation agenda. SADC has consistently recognised Regional Value Chains as a practical route to move our economies up the value ladder, expand productive capacity, and deepen cross-border trade and investment in a way that creates jobs and builds resilient industries. The leather value chain is one of those high-potential value chains, because it links agriculture and livestock systems to manufacturing, services, and trade across multiple Member States.

This workshop is part of a deliberate regional process. The SADC Secretariat has a mandate to coordinate the development of regional value chains as outlined in the SADC Industrialisation Strategy and Roadmap (2015-2063) and Regional Indicative Strategic Development Plan (RISDP) 2020-2030. Under the Support to Industrialisation and Productive Sectors Programme, SADC commissioned a regulatory and policy review that identified bottlenecks holding back the leather regional value chain and, based on that evidence, developed the SADC Model Policy Framework for the Regional Leather Value Chain. That Model Policy Framework received formal approval by the SADC Council of Ministers, in Luanda, Angola, in August 2023. The Framework provides the political mandate for Member States to use it as a guide, and to adapt it to national realities through domestication.

Domestication, as we all know, is where the real work starts. A regional policy only becomes meaningful when it is translated into national reforms, institutional coordination, investment priorities, and implementation plans that respond to local constraints and opportunities to create jobs and contribute to socio-economic development. That is precisely why we are here to validate

evidence, agree on priorities, and leave with a realistic and implementable National Strategic Work Plan for Mozambique's leather sector.

Allow me to highlight the specific purpose of this workshop, guiding our discussions. Over these two days, stakeholders will:

- (i) diagnose policy and regulatory gaps affecting the leather value chain;
- (ii) map good practices at national and regional levels;
- (iii) develop a Strategic Work Plan that is realistic and feasible; and
- (iv) validate that plan collectively.

This sequence matters. If we skip diagnosis, we will prescribe the wrong solutions. If we skip validation, implementation will fail at the first hurdle.

The agenda is also designed to keep us anchored in evidence and outcomes. This morning, the Consultant will present findings on policy and regulatory constraints affecting the leather sector and trade, followed by open discussion. Then we will move into thematic group work to shape the action plan for the Strategic Work Plan, and tomorrow we will return in plenary to consolidate agreed actions.

Our thematic discussions are structured around the eight policy objectives of the SADC Model Policy Framework, which cover the full value chain and the enabling environment:

- (i) governance and coordination (OP1);
- (ii) livestock management and quality of hides and skins (OP2);
- (iii) slaughter, collection, storage and market information systems (OP3);

- (iv) market openness and efficient trade supported by finance (OP4);
- (v) cleaner tanning and environmental compliance (OP5); standards and quality infrastructure (OP6);
- (vi) regulation for manufacturing and trading with strong MSME participation (OP7);
- (vii) and government procurement that can anchor demand and supplier development (OP8).

These are not abstract policy objectives. They respond to real constraints identified across the region: weak coordination arrangements; challenges in livestock and slaughter systems that undermine hide quality; incoherent trade measures; uneven enforcement of tanning standards and environmental safeguards; fragmented standards systems; and gaps that prevent local manufacturers, especially micro, small and medium enterprises, from competing fairly and scaling.

I also wish to acknowledge the roles and responsibilities that is making process possible and credible. The Ministry of Economy is leading nationally by convening stakeholders and facilitating the approval processes; the Consultant is supporting with technical analysis and drafting; the SADC Secretariat is providing overall coordination in line with the regional mandate; and the Germany Government together with GIZ is providing the necessary technical, logistical and financial support. This is what partnership looks like when it is serious: each actor does the work that only they can do.

Ladies and Gentlemen, the SADC Secretariat's message today is simple: **Let us use this workshop to agree on a small number of high-impact reforms and investments that Mozambique can implement, and that also strengthen regional trade and cooperation.** If the Strategic Work Plan is too broad, it will become a wish list. If it is focused, time-bound, and owned by institutions

and the private sector, it will become an implementation tool that unlocks jobs, value addition and competitiveness.

In closing, I thank the Government of Mozambique for hosting this important process, and I thank the Government of the Federal Republic of Germany and GIZ for their continued support under CESARE III to extend technical assistance for domestication to Member States, including Mozambique. I also thank all participants for bringing your expertise from across the value chain. Your inputs today and tomorrow will determine how we can build a leather sector that competes through quality, value addition, and regional markets.

I wish you productive deliberations and concrete outcomes over the next two days. Thank you.

Muito Obrigado!
Merci beaucoup!
Asante Sana!

05 February 2026