ANNUAL CORPORATE PLAN 2026/27

(CONSOLIDATED ANNUAL OPERATIONAL PLANS AND BUDGETS)

SADC Secretariat

December 2025

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1. INTRODUCTION

1.1 Basis for the Development of the Annual Corporate Plan

1.1.1 Each year, the Secretariat publishes an Annual Corporate Plan, which is a consolidation of the annual outputs to be achieved by the Secretariat in a specific Financial Year. The Annual Corporate Plan is approved by the SADC Council of Ministers in August to enable implementation of the set outputs in the following Financial Year of SADC, that is, 01 April to 31 March.

1.1.2 The development of the ACP is derived from Article 14 of the SADC Treaty, which mandates the Secretariat to, *inter alia*, play a lead role in strategic planning and management of SADC programmes. This legal foundation affirms the Secretariat's role in driving results-based planning, ensuring alignment with regional integration priorities.

1.1.3 Financial Regulation 27 – Annual Budget Process, states that the Accounting Officer shall prepare the Annual Corporate Plan (Annual Operational Plans and Budgets) and is responsible for ensuring that Directors and Heads of Units submit quality information in the required formats by the deadlines determined by the Accounting Officer*.*

1.1.4 Section 4.3.1 of the SADC Policy on Strategy Development, Planning, Monitoring, Evaluation and Report (SPMER) also states that the Secretariat shall develop Annual Corporate Plans with clear linkages to the Five-Year Medium-Term Strategy, the Ten-Year Strategy, as well as Summit, Council and Sectoral/Cluster Ministerial decisions. Annual Corporate Plans shall be prepared from Annual Sector Operational Plans and Budgets*.*

1.1.5 The Policy outlines a structured planning hierarchy aligned with Results-Based Management (RBM), comprising:

    (i)   SADC Vision 2050 (Long-Term)
    (ii)   RISDP 2020–2030 (Ten-Year Intermediate Strategy)
    (iii)   MTS 2025/26–2029/30 (Five-Year Medium-Term Strategy)
    (iv)   Annual Strategy Updates
    (v)   Annual Corporate Plans (ACP)

1.1.6 The implementation of the Annual Corporate Plan 2026/27 will focus on deliverables set against the RISDP Foundational Pillar of Peace, Security and Good Governance, and focusing on the three pillars of the RISDP 2020-2030, namely:

    (i)   Foundation: Peace, Security, and Good Governance
    (ii)   Pillar I: Industrial Development and Market Integration
    (iii)   Pillar II: Infrastructure Development for Regional Integration
    (iv)   Pillar III: Social and Human Capital Development

1.1.7 Cross-cutting Issues of Gender, Youth, Environment, Climate Change, and Disaster Risk Management, together with the Strategic Management of the RISDP, are also integral components of the RISDP. Their inclusion underscores the importance of mainstreaming these issues across all pillars and ensuring cohesive, results-driven implementation of regional priorities.

1.1.8   Further ACP outputs have been drawn from key sectoral strategies including SADC Regional Agriculture Policy (RAP) 2014; the SADC Regional Agricultural Investment Plan (RAIP) 2023-2030; SADC Regional Infrastructure Development Master Plan (RIDMP): 2012-2027; and SADC Industrialisation Strategy and Roadmap: 2015-2063. This ACP has also considered implementation of Council and Summit Decisions, the performance of the Secretariat in implementing the current Plan, as well as audit recommendations and risk management plans.

1.2   Prioritised Projects

1.2.1   The annual outputs identified in this ACP seek to implement the prioritised projects of the RISDP adopted by Council in March 2023. The prioritised projects will form the basis for the implementation of the RISDP through the Medium-Term Strategy 2025/26-2029/30, the Annual Strategy Updates and the Annual Corporate Plans. The projects are a response to the need to radically change the modus operandi for implementing the SADC Regional Integration Agenda, focusing only on actions that are most impactful and demonstrate results in the lives of the citizens of the Region.

1.3   Budgetary Framework

1.3.1   This ACP has considered the August 2025 Council approval to continue the moratorium on zero-percent annual increase on Member States' contributions for the 2026/27 Financial Year. Therefore, the Member States' contributions for the Financial Year 2026/27 will remain the same as the contributions for the Financial Year 2025/26. The Secretariat has streamlined the AOP budgets and will continue to cut costs by minimising face-to-face interaction, save for Summit and Council meetings. Some Ministerial and Technical meetings will be held in hybrid format. Funding from International Cooperating Partners (CPs) is based on valid Financing Agreements signed by the Executive Secretary and managed through the Secretariat's financial management system.   For International Cooperating Partners, the funding is based on valid Financing Agreements signed by the Executive Secretary and managed through the Secretariat's financial management system

1.4   Overview of Planned Annual Outputs and Resource Allocation

1.4.1   As indicated above, a total budget of **US$49,916,624** has been allocated to support programme activities under the ACP 2026/27, excluding emoluments amounting to **US$25,402,036**. Of the programme budget:

(i)   Member States (MS) will contribute **US$30,048,751**; and
(ii)   International Cooperating Partners (ICPs) will contribute **US$19,867,873**.

1.4.2   Table 1 outlines the number of annual outputs to be delivered and resource allocation per output from MS and ICP contributions.

1.4.3   Sectoral and programme details include Mandate and Strategic Objectives; Expected Outcomes and Prioritised Projects; Key Result Areas and Lessons Learned (2025/26); Main Focus for 2026/27; and Resource Allocation per sector and service area.

1.5   **Results Chain:** The full results chain linking inputs, activities, outputs, outcomes, and impact is detailed in Annex 1, ensuring alignment with RBM principles and strategic priorities.

Table 1: Planned Outputs and Associated Estimates of Direct Activities, April 2026 to March 2027

Directorate/Unit	Delivery Time of Annual Outputs					Responsibilities to Deliver on Annual Outputs		Expenditure Estimates (USD)[1]		
Directorate/Unit	Q1	Q2	Q3	Q4	Annual Outputs	Secretariat	Shared Responsibility with MS	MS	ICP	Total
ORGAN of Politics Defence and Security Affairs	5	12	14	21	52	23	29	8,489,912	3,021,290	11,511,202
RPTC	0	0	0	6	6	6	0	1,478,909	49,068	1,527,977
RCTC	1	1	0	2	4	2	2	319,736	57,787	377,523
Industrial Development and Trade	1	1	6	13	21	5	16	596,150	701,558	1,297,708
Finance Investment and Customs	5	1	3	9	18	0	18	282,590	5,216,470	5,499,060
Infrastructure	4	3	7	14	28	5	23	592,166	5,953,225	6,545,391
Social and Human Development	3	10	6	5	24	0	24	402,408	0	402,408
GSHD-HIV/AIDS	0	0	1	1	2	0	2	1,600,000	0	1,600,000
Gender Unit	1	2	2	5	10	10	0	81,084	27,034	108,118
Food Agriculture and Natural Resources	2	3	10	10	25	14	11	279,782	36,250	316,032
SADC Plant Genetic & Resource Centre	0	0	0	5	5	2	3	386,075	0	386,075
Policy Planning and Resource Mobilisation	4	4	5	9	22	11	11	476,420	3,198,616	3,675,036
Disaster Risk Reduction	0	1	0	6	7	1	6	87,219	1,606,575	1,693,794
Internal Audit and Risk Management	1	0	0	8	9	9	0	143,600	0	143,600
Legal Services	1	2	1	1	5	5	0	161,151	0	161,151
SADC Administrative Tribunal	0	2	1	3	6	6	0	91,970	0	91,970
Communication and Public Relations	1	1	1	1	4	4	0	171,535	0	171,535
AUC Liaison Office	0	2	0	4	6	6	0	128,150	0	128,150
Human Resources and Administration	2	1	1	**20**	**24**	**23**	1	5,957,199	0	5,957,199
Finance	1	2	0	3	6	6	0	689,502	0	689,502
Information and Communication Technologies	1	0	0	3	4	4	0	1,335,075	0	1,335,074
Procurement Unit	1	0	1	2	4	4	0	35,188	0	35,188
Procurement Ex-Ante Unit	1	1	2	0	4	4	0	20,400	0	20,400
Transfers to Special Accounts	0	0	0	0	0	0	0	6,242,532	0	6,242,532
TOTAL	35	49	61	151	296	150	146	30,048,752	19,867,873	49,916,624

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[1]   Expenditure Estimates exclude Personal Emoluments of **US$25,402,036.**

2. ORGAN ON POLITICS, DEFENCE AND SECURITY COOPERATION

2.1 Mandate

2.1.1 The mandate of the Organ is to promote peace and security in the Region. Article 2.2 of the Protocol on Politics, Defence and Security Co-operation (the Protocol) outlines 12 specific objectives of the Organ, which include the following:

(i) protect the people and safeguard the development of the Region against instability arising from the breakdown of law and order, intra-state conflict, inter-state conflict and aggression;

(ii) promote regional co-ordination on matters related to security and defence and establish appropriate mechanisms to this end; and

(iii) prevent, contain and resolve inter-state and intra-state conflicts by peaceful means.

2.2 Strategic Objective

2.2.1 The mandate of the Organ on Politics, Defence and Security is driven by three objectives derived from the RISDP 2020-2030:

(i) enhanced Conflict Prevention, Management and Resolution Systems, with Early Warning Systems that are Capable of Tracking and Monitoring Political, Security and Socio-Economic Threats;

(ii) strengthened Political Cooperation, Democracy, Good Governance, Rule of Law, Human Rights, and Human Security; and

(iii) enhanced Collective Defence and Security System that can safeguard the Territorial Integrity of the Region.

2.3 Outcomes

2.3.1 The Organ will implement the Strategic Objectives through the following nine (9) Outcomes:

(i) enhanced Early Warning Systems, leading to timely and targeted monitoring and response to political, security and socio-economic threats;

(ii) enhanced regional capacity for mediation, conflict prevention and preventative diplomacy;

(iii) high-level political cooperation among Member States;

(iv) consolidated democracy and inclusive governance in the Region;

(v) enhanced regional frameworks to address transnational organised crime;

(vi)   enhanced human security in Member States, particularly for the most vulnerable and marginalised populations;

(vii)   increased capacity of the SADC Standby Force to safeguard the territorial integrity of the region and conduct complex and multidimensional peace support and humanitarian operations;

(viii)   improved regional maritime security; and

(ix)   high level of engagement of women and young people in defence and peace support.

2.4   Prioritised Projects

2.4.1   The Organ has prioritised the following projects which will be implemented through Outputs and Priorities from the RISDP 2020-2030; Sectoral, Council and Ministerial Committee decisions, as well as the Security Threat Assessment (2020):

(i)   Early Warning System;
(ii)   Conflict Management and Post Conflict Reconstruction and Development (PCRD) Project;
(iii)   Democracy, Elections and Good Governance;
(iv)   Women and Youth in politics and decision making: Representation and Participation;
(v)   Management of Transnational Organised Crime;
(vi)   Management of Terrorism;
(vii)   SADC Migration Project;
(viii)   Strengthen the capacity of SADC Standby Force for Peace Support (PSO) and Humanitarian Operations;
(ix)   Women and Youth in Peace and Security; and
(x)   Review the SADC infrastructure for defence, peace and security cooperation.

2.5   Key Result Areas

2.5.1   The Organ implements the Annual Operational Plan through the following Key Result Areas:

(i)   Public Security
(ii)   Politics and Diplomacy
(iii)   Police
(iv)   Defence
(v)   State Security
(vi)   Planning Element
(vii)   Regional Counter-Terrorism Centre
(viii)   Regional Peace Training Centre

2.6   Main Focus for 2026/27

2.6.1   The major areas of focus in 2026/27 include the following:

(i) **Public Security**:

   (a) The KRA will focus on strengthening anti-corruption frameworks through strategic plan reviews, development of whistleblower protection guidelines, and corruption risk assessments in disaster management. Focus will also be placed on protecting vulnerable populations in humanitarian settings, implementing the Regional Migration Policy Framework, and advancing the UNIVISA initiative. Corrections and penitentiary services will be prioritised through strategic planning, intelligence guidelines, and health assessments. Strategic partnerships on peace and security will be enhanced at the global level.

(ii) **Politics and Diplomacy**:

   (b) The KRA will focus on enhancing conflict prevention, resolution, and post-conflict reconstruction. Key initiatives include implementing the transitional justice and PCRD framework, operationalising National Action Plans on Women, Peace and Security (WPS), and strengthening the capacity of youth-led organisations in peacebuilding. The regional network of women mediators will be activated, and the Panel of Elders and Mediation Reference Group will deploy missions to conflict-affected Member States. Electoral integrity will be promoted through sensitisation on the Revised Principles and Guidelines Governing Democratic Elections, implementation of the SEAC Strategy, and capacity-building for Electoral Management Bodies. Additional efforts include operationalising a regional framework on Centres of Excellence in governance and human rights, coordinating a SADC Foreign Policy Framework, and commemorating Southern Africa Liberation Day.

(iii) **Police**:

   (c) The Police KRA will intensify efforts to combat transnational organised crime (TOC) through implementation of the regional strategy and protocols on firearms and illicit drugs. SARPCCO joint operations will be enhanced, and Member States will receive support to build capacity for detection, investigation, and accountability. Progress reports will be submitted to statutory structures for review and adoption.

(iv) **Defence**:

   (d) The KRA will prioritise operationalising the Regional Integrated Maritime Security Strategy in at least ten Member States and developing an Overarching Regional Defence Doctrine. Engagements with the UN Peace and Security Council will be pursued to align regional and global security frameworks. These efforts aim to strengthen the SADC Standby Force's capacity to safeguard territorial integrity and conduct complex peace support operations.

(v) **State Security:**

   (e) State Security efforts will enhance early warning systems through the adoption of new technologies and infrastructure. The region will establish early response mechanisms and improve monitoring and reporting of political, security, and socio-economic threats. Member States and Non-

State Actors will receive capacity-building to track conflict indicators, while the ECESPA programme will be delivered on time and within budget.

(vi) **Planning Element**:

(f) The KRA will focus on strengthening the SADC Standby Force through development of strategic documents, deployment guidelines, and special forces exercises. Maritime preparedness and interoperability will be enhanced, and Member State pledges will be verified. Construction of the Regional Logistics Depot will continue, and gender-sensitive peacekeeping will be supported through baseline studies on female engagement teams and women mediators.

(vii) **Regional Counter Terrorism Centre**:

(g) The Regional Counter Terrorism Centre (RCTC) will coordinate Member State efforts to address radicalisation and violent extremism. Key activities include capacity-building on deradicalisation, monitoring and reporting of terrorism threats, and maintaining RCTC operational assets in line with SADC's asset replacement policy.

(viii) **Regional Peace Training Centre**:

(h) The RPTC will prioritise operational coordination, skills development in managing emerging peace and security threats, and partnerships with other Centres of Excellence. Governance systems will be aligned with SADC statutory decisions, and advisory support for peacekeeping interventions will be strengthened. Asset replacement will proceed in accordance with the SADC Asset Replacement Policy.

Table 2: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
ORGAN of Politics Defence and Security Affairs				
Politics and Diplomacy	Enhanced Conflict Prevention, Resolution and Management	SADC Conflict Management and Post Conflict Reconstruction and Development (PCRD)	Post conflict transitional justice, conflict reconstruction and development framework implemented	Post-conflict transitional justice, conflict reconstruction and development framework implemented
		N/A	N/A	National Action Plans on Women, Peace and Security (WPS) developed and operationalised by Member States
		N/A	N/A	Capacity of youth-led organisations to contribute meaningfully to conflict prevention, management and resolution at national and regional levels increased
		N/A	N/A	Regional and national network of women mediators operationalised in Member States
		N/A	N/A	Mechanism in honour of the SADC founders operationalised

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		N/A	N/A	Panel of Elders (PoE) and Mediation Reference Group (MRG) Mediation missions deployed to countries in conflict
		N/A	N/A	Member States holding elections sensitised on adherence to the Revised SADC Principles and Guidelines Governing Democratic Elections (2021)
		N/A	N/A	SEAC Strategy for the Prevention of Electoral Related Conflicts implemented in countries holding elections
		N/A	N/A	Capacity of Electoral Management Bodies in Member States increased to ensure electoral integrity
		N/A	N/A	Regional Framework on Centres of Excellence on Governance, Rule of Law and Human Rights Implemented
		N/A	N/A	SADC Foreign Policy Framework, defining common values to be upheld by all Member States and guiding adoption of common foreign policy positions Coordinated and Implemented
		N/A	N/A	Southern Africa Liberation Day Commemorated
		N/A	N/A	Mechanism in honour of the SADC founders operationalised
	Enhanced Politics and Diplomacy in the Region	N/A	N/A	Decisions of Ministerial Committee of the Organ (MCO) implemented and presented for adoption
Defence	Increased Capacity of the SADC Standby Force to Safeguard the Territorial Integrity of the Region and Conduct Complex and Multidimensional Peace Support and Humanitarian Operations	Support Member States in operationalisation of the Regional Integrated Maritime Security Strategy Action Plan.	Regional Integrated Maritime Security Strategy Action Plan operationalised in Member States.	Regional Integrated Maritime Security Strategy Action Plan operationalised in 10 Member States
		Coordinating and facilitating the development of the Overarching Regional Defence Doctrine.	N/A	Overarching Regional Defence Doctrine developed and submitted to Defence Subcommittee for consideration
		N/A	N/A	Engagement with UN PSC framework coordinated
State Security	Enhanced Early Warning Systems, Leading to timely and Targeted Monitoring and Response to political, security and socio-economic threats	N/A	N/A	New technologies promoted and adopted in the design of infrastructure and mechanisms for early warning and response centres in Member States

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		N/A	N/A	Regional Security Threats in the SADC Region and Africa monitored and reported to Statutory Structures, and responded to
		N/A	N/A	Early Response Mechanism to support initiatives for prevention and management of violent conflicts established
		N/A	N/A	Capacity of Non-State Actors (NSAs) in conflict tracking, early response and action enhanced
		N/A	Capacity of Member States to observe and monitor indicators of insecurity including structural factors, triggers and accelerators of conflict, disasters and pandemics increased	Capacity of Member States increased to effectively observe and monitor conflicts, pandemics, disasters and responses
		N/A	N/A	ECESPA Program deliverables for the 12-month period completed within budget on schedule and in line with the agreed workplan
Public Security	Consolidated Democracy and Inclusive Governance in the Region	N/A	N/A	Decisions and recommendations by the SACC are adopted
		N/A	N/A	Capacity of the heads of the Anti-Corruption in emerging corruption issues and trends enhanced
		N/A	N/A	Anti-Corruption Strategic Plan and Protocol reviewed and submitted to SACC and MCO for approval
		N/A	N/A	Model of Corruption Risk Assessment and Mitigation Plan for Disaster Risk Management Unit developed and submitted to SACC and MCO for approval
		N/A	N/A	Draft Whistleblower Model Law/Model Guidelines developed and submitted to SACC and MCO for approval
	Enhanced Human Security in Member States Particularly for the Most Vulnerable and Marginalised Populations	N/A	N/A	Capacity of Key Stakeholders in Humanitarian and Peace building settings to protect vulnerable populations strengthened
		Prioritised Projects 2024/25 from RISDP 2020-2030	Regional Migration Policy Framework implemented	Decisions on regional and strategic issues of Public Security implemented and progress presented and adopted by the Public Security Sub Committee (PSSC)
		Prioritised Projects 2024/25 from RISDP 2020-2030	N/A	International Migration Review Forum (IMRF) and Regional Migration Policy Framework (RMPF) Review Reports developed to track progress and submitted to the PSSC

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		N/A	N/A	Priority Countries for the UNIVISA finalized and submitted to the MCO for approval
		Management of Transnational Organised Crime	Corrections/Prisons/ Penitentiary Services Strategic Action Plan implemented	Decisions of Corrections/Prisons implemented and presented for adoption by the Corrections/Prisons Sub-Committee. (CPSC)
		Management of Transnational Organised Crime	N/A	Corrections/Prisons Strategic Plan reviewed and submitted to CPSC and MCO for approval
		N/A	N/A	Corrections/ Prisons Intelligence Gathering Guidelines developed and submitted to the CPSC
		N/A	Management of Transnational Organised Crime	Prisons/Corrections Health Assessment Data Collection Tool finalised and rolled out to Member States.
		N/A	N/A	Strategic Partnerships on peace and security enhanced at Global level
Police	Enhanced Regional Frameworks to Address Transnational Organised Crime	Management of Transnational Organised Crime (TOC)	N/A	Decisions on Regional Strategic and Policy Issues for the Police Sector reviewed and adopted by Chiefs of Police Sub-Committee
		Management of Transnational Organised Crime (TOC)	Strategy to Prevent and Combat Transnational Organized Crime implemented	Regional Strategy to Prevent and Combat Transnational Organized Crime implemented, and report submitted to the Statutory Structures
		Management of Transnational Organised Crime (TOC)	Protocol on the Control of Firearms, Ammunition and Other Related Materials reviewed and implemented	Implementation of the Protocol on Firearms, Ammunition and other related Materials) enhanced and report submitted to the Statutory Structures
		Management of Transnational Organised Crime (TOC)	SARPCCO Joint Operations enhanced	SARPCCO Cross-Border Joint Operations targeting Transnational Organized Crime syndicate enhanced
		Management of Transnational Organised Crime (TOC)	Regional and national human and technical capacity to prevent, detect, investigate and bring accountability for transnational organised crimes increased	Capacity of Member States to prevent, detect, investigate and bring accountability for Transnational Organized Crime increased.
		Management of Transnational Organised Crime (TOC)	N/A	Progress on the Implementation of the Protocol on Combating Illicit Drugs reviewed and report presented to MCO for approval
Planning Element	Increased Capacity of the SADC Standby Force to Safeguard the Territorial Integrity of the Region and Conduct Complex and Multidimensional Peace Support and	Strengthen the capacity of the Standby Force for Peace Support operations	Capacity building interventions in complex and multidimensional Peace Support and Humanitarian Operations conducted.	Police Deployment Guidelines for the SADC Standby Force developed and submitted to the Police Chiefs Meeting
		Strengthen the capacity of the Standby Force for	N/A	SADC Standby Force Strategic Documents reviewed and submitted to the Defence Chiefs Sub Committee

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
	Humanitarian Operations	Peace Support operations		
		Strengthen the capacity of the Standby Force for Peace Support operations	N/A	Special Forces Exercise convened to safeguard the region's safety and territorial integrity.
			N/A	Regional maritime preparedness and interoperability among SADC Member States enhanced.
			N/A	SADC's strategic interests and regional maritime security priorities articulated and integrated within the Continental Maritime Exercise framework.
			N/A	Pledges by the Member States for the Standby Force verified and submitted to the Defence Chiefs Sub Committee
			N/A	Baseline study on the Female Engagement Teams and Women Mediation Networks to peace support operations
			SADC Standby Force Regional Logistic Depot established and operationalised	Construction of the buildings of the SADC Standby Force Regional Logistics Depot and Supporting Infrastructure continued
RPTC				
Capacity building in Peace Support Operations	Increased Capacity of the SADC Standby Force to Safeguard the Territorial Integrity of the Region and Conduct Complex and Multidimensional Peace Support and Humanitarian Operations	N/A	N/A	RPTC operational functions managed and coordinated 2026/27
		N/A	Enhanced Collective Defence and Security System that is Capable of Safeguarding Territorial Integrity of the Region	2026/27 Member States skills and knowledge in managing emerging peace and security threats in the region developed
		N/A	N/A	2026/27 RPTC skills and knowledge enhanced through partnership with other Training Centres of excellence (TCE) and partners.
		N/A	N/A	2026/27 SADC Statutory and Secretariat Management decisions mainstreamed into the RPTC governance and management systems
		N/A	N/A	2026/27 Advisory support on peacekeeping interventions strengthened
Asset Acquisition and Replacement for RPTC	Improved provision of fixed assets to RPTC	N/A	N/A	2026/27 RPTC assets replaced and maintained in line with the SADC Asset Replacement Policy

2.6.2   The proposed resource allocation for the Directorate.

Table 3: Resource Allocation for The Organ for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
ORGAN of Politics Defence and Security Affairs			
Politics and Diplomacy	1,303,455	244,875	1,548,330
Defence	50,000	0	50,000
State Security	105,779	2,556,684	2,662,463
Public Security	232,848	83,707	316,555
Police	48,840	0	48,840
Planning Element	6,748,990	136,024	6,885,014
ORGAN Human Resource management	2,111,233	0	2,111,233
ORGAN of Politics Defence and Security Affairs	**10,601,145**	**3,021,290**	**13,622,435**
RPTC			
RPTC Human Resource management	578,568	0	578,568
Asset Acquisition and Replacement for RPTC	294,000	0	294,000
Capacity building in Peace Support Operations	1,184,909	49,068	1,233,977
RPTC	**2,057,477**	**49,068**	**2,106,545**
GRAND TOTAL	**12,658,623**	**3,070,358**	**15,728,981**

3.   REGIONAL COUNTER-TERRORISM CENTRE

3.1   Mandate

3.1.1   The mandate of the Regional Counter-Terrorism Centre is to coordinate regional efforts against terrorism and violent extremism, strengthen partnerships, and ensure timely response to emerging threats across the SADC region.

3.2   Strategic Objective

3.2.1   The mandate of the Regional Counter-Terrorism Centre is driven by the following objective:

(i)   Enhanced Conflict Prevention, Management, and Resolution Systems, with Early Warning Systems that are Capable of Tracking and Monitoring Political, Security and Socio-Economic Threats

3.3   Outcomes

3.3.1   RCTC will implement the Strategic Objective through the following Outcome:

(i)   Enhance Early Warning Systems, leading to timely and targeted monitoring and response to political, Security and Socio-Economic threats.

3.4   Prioritised Projects

3.4.1   RCTC will implement the following prioritised project in 2026/27:

(i)   Management of Terrorism

3.5   Key Result Areas

3.5.1   RCTC will implement the Annual Operational Plan 2026/27 through the following Key Result Area:

(i)   Regional Counter-Terrorism Centre.

3.6   Main Focus for 2026/27

3.6.1   The major areas of focus in 2026/27 include the following:

(i)   Building Member States' capacity on terrorism; and
(ii)   Monitoring and reporting of terrorism and violent extremism.

Table 4: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
RCTC				
Regional Counter Terrorism Centre	Enhance Early Warning Systems, leading to timely and targeted monitoring and response to political, Security and Socio-Economic threats	Management of Terrorism	Counter terrorism measures in Member States enhanced	Member States capacitated on Radicalisation and Deradicalisation
		Management of Terrorism	N/A	RCTC operational functions managed and coordinated
		Management of Terrorism	N/A	Terrorism and Violent Extremism Threat in the region monitored and reported to the Statutory structures
Asset Acquisition and Replacement for RCTC	Enhance Early Warning Systems, leading to timely and targeted monitoring and response to political, Security and Socio-Economic threats	Management of Terrorism	Counter terrorism measures in Member States enhanced	RCTC assets replaced and maintained in line with the SADC Asset Replacement Policy and Plan

3.6.2   The proposed resource allocation for the Centre:

Table 5: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
RCTC			
Regional Counter Terrorism Centre	225,536	57,787	283,323
RCTC Human Resource management	309,160	0	309,160
Asset Acquisition and Replacement for RCTC	94,200	0	94,200
RCTC	**628,896**	**57,787**	**686,683**
GRAND TOTAL	**628,896**	**57,787**	**686,683**

4. INDUSTRIAL DEVELOPMENT AND TRADE

4.1 Mandate

4.1.1 The mandate of the Industrial Development and Trade (IDT) Directorate is to facilitate trade liberalisation and integration; attainment of competitive and diversified industrial development and increased industrial investment and productivity that follows international best practice and complies with globally recognised standards. to the Directorate is responsible for coordinating regional initiatives relating to industrial policy and competitiveness; standards, quality, assessments and metrology, regional value chains development; science, technology, and innovation; and regional market integration.

4.2 Strategic Objective

4.2.1 The mandate of the Directorate of Industrial Development and Trade is driven by the following objectives derived from the RISDP 2020-2030:

(ii) An industrialised regional economy that is based on a competitive and facilitative environment, which includes infrastructure, and skills and sustainably exploits its natural resources by leveraging science, technology, and innovation; and

(iii) Deepened regional market integration which is connected into the continental and global markets.

4.3 Outcomes

4.3.1 IDT will implement the Strategic Objectives through the following Outcomes:

(i) Enhanced competitive and facilitative environment, which includes infrastructure, skills and innovation;

(ii) Enhanced Industrial and value chain development focusing on the sectors of agro-processing, mineral beneficiation and pharmaceuticals, leather, textile and clothing, tourism and services resulting in inclusive industrialisation;

(iii) Enhanced regional technological capability and capacity through Science Technology and Innovation;

(iv) Increased SADC-intra and SADC-extra regional trade in Goods and Services; and

(v) Increased Trade in Services in SADC.

4.4 Prioritised Projects

4.4.1 IDT will implement the following prioritised projects in 2026/27:

(ii) Enhance trade facilitation across SADC borders; and

(iii)   Strengthening Capacities in Technology Transfer and Intellectual Property.

4.5   Key Result Areas

4.5.1   IDT will implement the Annual Operational Plan 2026/27 through the following Key Result Areas:

(ii)   Enhanced intra and extra-SADC trade through market integration, trade facilitation and customs cooperation, and conclusion and implementation of international trade agreements;

(iii)   Enhancement of quality competitiveness of goods and services through regional quality infrastructure frameworks for trade, industry and investment for consumer and environmental protection;

(iv)   Diversification and expansion of competitive productive sectors in the region;

(v)   Regional Value Chain Development; and

(vi)   Science, Technology and Innovation.

4.6   Main Focus for 2026/27

4.6.1   The major areas of focus in 2026/27 include the following:

(iii)   Science, Technology and Innovation

(a)   Implement the Intellectual Property Framework
(b)   Implement and monitor the Cyberinfrastructure framework
(c)   Develop the indigenous knowledge systems strategy

(iv)   **Industrial Competitiveness**: Support to Member States on the ratification of the Protocol on Industry; Finalisation the study review of the SADC Industrialisation Strategy and Roadmap 2015-2063. Forum to raise Member State stakeholders' awareness of SADC industrialisation strategies and programmes organised. Public and Private Sector dialogue on industrial development matters organised. Popularising the SADC SME Strategy and Designing the Public–Private Dialogue Framework

(v)   **SQAM and SPS**: Strengthen the regional SQAM and SPS institutional framework through review of SPS and TBT Annexes to the SADC Protocol on trade; improve TBT/SPS information sharing and coordination at national and regional levels, build capacity of Member States' SQAM institutions to improve quality of goods and services in line with international standards; monitor implementation of SQAM and SPS programs across the region; and promote Quality culture among private sector through organising annual SADC Quality Awards competition.

(vi)   **Regional Value Chains Development**: Support Member States in domesticating and implementing the Regional Leather Model Policy through Public-private dialogues and support to the regional manufacturing in leather and pharmaceuticals value chains through business-to-business engagements. In

respect of Minerals beneficiation, special attention will be on finalising the revision of the SADC Protocol on Mining of 2000.

(vii) **_Trade in Goods and Services:_** Accession of the remaining Member States to SADC Free Trade Area; Review of Annex VII on sugar , capacity building on the implementation of the Annex on Non-Tariff Barriers to monitor and resolve NTBs, Support negotiations and implementation of the Tripartite FTA Agreement, support the implementation of the AfCFTA Agreement; and Support Member States on the implementation of the SADC Protocol on Trade in Services; Support to Member States in Negotiating Phase II Issues of the SADC Protocol on Trade in Services and Sector Negotiations.

Table 6: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Industrial Development and Trade				
Enhancement of quality and competitiveness of goods and service through regional regulatory support frameworks for trade, industry and investment and for consumer and environment protection	Consolidated SADC FTA	N/A	The quality of goods and services traded by SADC Member States recognised and accepted in the region and internationally.	SADC Framework on SPS reviewed in line with regional, continental and international Priorities
		N/A	N/A	The dissemination of Conformity Assessment information improved
		N/A	Increased influence of private sector stakeholders in the work of the SADC TBT Structures in the interest of SADC Industrialisation and Trade.	The implementation of TBT and SPS Annexes monitored
Enhancement of intra and extra SADC trade through market integration, trade facilitation and customs cooperation, and conclusion and implementation of international trade agreements	Increased SADC-intra and SADC-extra regional trade in Goods and Services	Enhance Trade Facilitation across SADC Borders	Tarriff phasedown on Schedule to consolidate the FTA prepared	Skills and knowledge on Tariff phase down schedule to consolidate SADC FTA with Member States increased
		Enhance Trade Facilitation across SADC Borders	Annex VII on Sugar on the SADC Protocol on Trade Revised	Annex VII on sugar to the SADC Protocol on Trade reviewed and presented to TNF for consideration
		Enhance Trade Facilitation across SADC Borders	Mechanism for monitoring and resolving NTBs developed and disseminated in SADC Member States	Mechanism for monitoring and resolving NTBs disseminated in Member States
		Enhance Trade Facilitation across SADC Borders	N/A	DRC and Zambia border challenges resolved
		Enhance Trade Facilitation across SADC Borders	N/A	COMESA-EAC-SADC TFTA Agreement implemented by Member States

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		Enhance Trade Facilitation across SADC Borders	N/A	AfCFTA Agreement implemented by SADC Member States
	Increased Trade in Services in the SADC:	Enhance Trade Facilitation across SADC Borders	SADC Trade in Services Protocol implementation plan developed	Services sectors negotiations under phase II initiated
Diversification and expansion of competitive productive sectors in the region	Enhanced competitive and facilitative environment, which includes infrastructure, skills and innovation	N/A	Protocol on Industry in force and implemented	A comprehensive protocol on Industry ratification and implementation strategy and roadmap that captures all benefits of the protocol for use in the ratification process developed.
		N/A	SADC Industrialisation Strategy and Road Map implementation process enhanced	Roadmap for the convening of MTF and IDF on industrialisation developed
		N/A	N/A	A consolidated implementation report on Industrialisation produced, including report on the commemoration of the 9th SADC Industrialisation Week
		N/A	Competitiveness and export development potential of SMEs enhanced	At least one regional strategy to enhance the Competitiveness of SMEs developed
Science, Technology and Innovation	Enhanced regional technological capability and capacity through Science Technology and Innovation	N/A	N/A	Capacity Building Programme on Intellectual Property Rights implemented
		N/A	N/A	Cyberinfrastructure framework implemented and monitored
		N/A	N/A	Skills and Knowledge of Member States on conducting innovation and Research and Development Surveys improved
		N/A	N/A	Indigenous Knowledge System Strategy Developed
Regional Value chains development	Enhanced Industrial development and value chains focusing on the sectors of agro-processing, mineral beneficiation and pharmaceuticals, textile and clothing, leather goods, and the services sector.	N/A	Regulatory and policy environment that acts as bottlenecks to regional value chain development minimised	Domestication of the Regional Leather Model Policy supported
		N/A	Strategic plans and regional value chain programmes to facilitate manufacturing of medicines and health commodities for communicable and non-communicable diseases produced and implemented	Organise a regional B2B in the pharmaceutical value chain
		N/A	Protocol on Mining reviewed to strengthen and support implementation of the SADC Mining Vision	SADC Mining Protocol revision completed and submitted to Ministerial Taskforce on Regional Integration

4.6.2   The proposed resource allocation for the Directorate.

Table 7: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Industrial Development and Trade			
Diversification and expansion of competitive productive sectors in the region1	150,000	0	150,000
Human Resources -Industrial Development	1,581,448	0	1,581,448
Enhancement of intra and extra SADC trade through market integration, trade facilitation and customs cooperation, and conclusion and implementation of international trade agreements1	196,150	701,558	897,708
Regional Value chains development	50,000	0	50,000
Enhancement of quality and competitiveness of goods and service through regional regulatory support frameworks for trade, industry and investment and for consumer and environment protection1	100,000	0	100,000
Science, Technology and Innovation	100,000	0	100,000
Industrial Development and Trade	**2,177,598**	**701,558**	**2,879,156**
GRAND TOTAL	**2,177,598**	**701,558**	**2,879,156**

5. FINANCE, INVESTMENT AND CUSTOMS

5.1 Mandate

5.1.1 The mandate of the Finance, Investment and Customs (FIC) Directorate is to facilitate trade and financial liberalisation; and create an enabling environment for investment, contributing to deeper regional economic integration, inclusive growth and poverty eradication.

5.2 Strategic Objective

5.2.1 The mandate of the Directorate of Finance, Investment and Customs is driven by the following objectives derived from the RISDP 2020-2030:

(i)   Deepened regional market integration which is connected to the continental and global markets;

(ii)   Deepened financial market integration, monetary cooperation, and investment;

(iii)   Enhanced macroeconomic stability and convergence; and

(iv)   Sustainable financing of the regional integration agenda.

5.3 Outcomes

5.3.1 FIC will implement the Strategic Objectives through the following Outcomes:

(i)   Increased intra-SADC and SADC-extra regional trade and global trade in Goods and Services;

(ii)   Deepened financial integration, broadened financial inclusion and increased monetary cooperation;

(iii)   Increased domestic, intra-regional and foreign direct investment;

(iv)   Macroeconomic convergence attained; and

(v)   Increased potential innovative funding avenues.

5.4 Prioritised Projects

5.4.1 FIC will implement the following prioritised projects in 2026/27:

(i)   Enhance trade facilitation across SADC borders [Ongoing];

(ii)   Develop the capital market in the SADC region [On-going];

(iii)   Implement the Resource Mobilisation Framework to finance regional programmes and projects focussing on the operationalisation of the SADC Regional Development Fund;

(iv)   Support to improving the business and investment; reducing impediments and constraints to investment and Foreign Domestic Investment in support of industrial development [On-going];

(v)   Enhance tax regimes in the region to facilitate economic growth through cooperation in taxation and related matters [ongoing];

(vi)   Strengthening of Macroeconomic peer review and surveillance Mechanism [On-going]; and

(vii)   Implement the Macroeconomic convergence Programme [On-going].

5.5   Key Result Areas

5.5.1   FIC will implement the Annual Operational Plan 2026/27 through the following Key Result Areas:

(i)   Enhancing intra and extra SADC trade through market integration, trade facilitation and customs cooperation, and conclusion of international trade agreements;

(ii)   Enhancement of regional financial and monetary cooperation and mobilisation of regional development finance;

(iii)   Achievement and sustenance of macroeconomic stability and convergence; and

(iv)   Promotion of a conducive intra-SADC and foreign direct investment environment covering tax coordination and related matters.

5.6   Main Focus for 2026/27

5.6.1   The major areas of focus in 2026/27 include the following:

(i)   ***Enhancement of Customs border operations*** through implementing SADC Co-ordinated Border Management National strategies, deployment of the SADC e-Certificate of Origin (eCoO) Framework to at least 2 Member States and the implementation of the regional customs to business Framework;

(ii)   ***Integrate and automate Customs systems and processes to speed up clearing process of goods and reduce transaction costs***. The development of customs interface and connectivity framework will facilitate implementation of the SADC e-Certificate of Origin (eCoO) framework, the SADC Regional Customs Transit Guarantee (RCTG) Regulations, and other customs instruments;

(iii)   ***Harmonise Customs instruments and implementing them to facilitate intra and extra SADC trade***. Undertake Capacity building and awareness to Customs officials and other stakeholders on Customs instruments. These instruments include SADC Regional Customs Transit Guarantee (RCTG), Regional Framework for Authorised Economic Operators (AEOs), Regional Framework for Customs to Business Cooperation and other International and agreed Regional Customs and Trade Facilitation Instruments.

(iv) ***Effective monitoring of Member States in the implementation of stability oriented macro-economic policies as well as enhancement of capacity in macroeconomic management and convergence strategies***. FIC will continue to work closely with the Macroeconomic Surveillance Unit in the Directorate of Policy Planning and Resource Mobilisation (PPRM) to ensure the full and effective functioning of the Peer Review Process by reviewing economic developments and assessing performance against targets in Member States; and determining if the programme as implemented satisfies the common guidelines and objectives and advice on possible changes as Member States continued to implement stability oriented policies and measures aimed at recovering from and building resilience against the negative global externalities and adverse effects of climate change to stay on course to meeting the Macroeconomic Convergence Targets.

(v) ***Strengthening regional financial integration*** through the operationalisation of the interconnectivity project to link the 14 stock exchanges in the region. This action focuses on the harmonisation of market infrastructure, regulatory, and supervisory frameworks that support portfolio investment, cross-border investment mobilisation, and domestic resource mobilization. Implementation of the actioned decisions leading to the full operationalisation of the SADC Regional Development Fund. Implementation of the Five-Year SADC Strategy on Financial Inclusion and SMEs Access to Finance. Review SADC compliance with FATF recommendations and the effectiveness of AML/CFT systems.

(vi) ***A conducive intra-SADC and foreign direct investment environment promoted*** through the review of Annex 1 of the Protocol on Finance and Investment against the provisions of the AfCFTA Protocol on Investment. Develop an Implementation Action Plan to guide Member States in domesticating the AfCFTA Protocol on Investment. Develop the SADC Investment Climate Scorecard (2022 - 2023) with Institutional, Monitoring and Evaluation (M&E) components.

Table 8: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Finance Investment and Customs				
Enhancement of regional financial and monetary cooperation and facilitation of regional development finance mobilisation	Deepened financial integration, broadened financial inclusion and increased monetary cooperation	Develop the capital market in the SADC region	SADC-RTGS multicurrency platform and SADC-Real Time Gross Settlement System (SADC-RTGS) cross-border low-value credit transfers implemented. Financial and Capital mobilisation enhanced.	Progress on implementation of the Strategic Focus Areas reviewed and a report submitted to CCBG

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		Implement the Resource Mobilisation Framework to finance regional programmes and projects focusing on the operationalisation of the SADC Regional Development Fund Develop the capital market in the SADC region	The Revised Roadmap for the operationalisation of the SADC Regional Development Fund (RDF) implemented Model Regulatory and legal framework for DFIs based on Prudential Standards, Guidelines and Rating System (PSGRS) implemented Financial and Capital mobilisation enhanced. Anti-Money Laundering/Countering Financing of Terrorism (AML-CFT) laws and regulations at regional and national level complied with the Financial Action Task Force (FATF) framework	Progress on implementation of the Protocol on Finance and Investment reviewed and a report submitted to Ministers of Finance and Investment
		Implement the Resource Mobilisation Framework to finance regional programmes and projects focusing on the operationalisation of the SADC Regional Development Fund Develop the capital market in the SADC region	Financial and Capital mobilisation enhanced.	SADC Financial Markets reviewed, and a report submitted to the Committee of Central Bank Governors (CCBG)
		Develop the capital market in the SADC region.	N/A	The Smart Order Router framework developed
Achievement and sustenance of macroeconomic stability and convergence	Macroeconomic Convergence Attained	Implement the Macroeconomic convergence Programme	Member States performance against Macroeconomic Convergence (MEC) set targets reviewed	Member States performance against Macroeconomic Convergence (MEC) programme set targets for 2025 reviewed and report submitted to Peer Review Panel (PRP)
		Strengthening of Macroeconomic peer review and surveillance Mechanism	N/A	Three Member States peer reviewed in the 2026/27 cycle against the macroeconomic convergence (MEC) targets and reports submitted to Peer Review Panel (PRP)
		Strengthening of Macroeconomic peer review and surveillance Mechanism	N/A	Macroeconomic Stability and Financial Integration (MSFI) Project effectively implemented and Annual Report submitted to the Steering Committee

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Promotion of a conducive intra-SADC and foreign direct investment environment covering tax coordination and related matters	Increased domestic, intra-regional and foreign direct investment	N/A	Cooperation in taxation and related matters enhanced	Implementation of the SADC VAT Guidelines, Tax Incentives Guidelines and Excise Tax Guidelines reviewed, and a report submitted to the Tax Subcommittee
			The SADC Investment Policy Framework (IPF) implemented	SADC Investment Climate Scorecard (2022 - 2023) with Institutional, Monitoring and Evaluation (M&E) components Developed.
			N/A	SADC Investment Portal launched
			N/A	SADC Regional Investment Instruments in Annex 1 of FIP Protocol reviewed to align with AfCFTA Protocol on Investment.
Enhancement of intra- and extra-SADC trade through market integration, trade facilitation and customs cooperation, and conclusion and implementation of international trade agreements	Increased SADC-intra and SADC-extra regional trade in Goods and Services	N/A	N/A	Customs related Annexes of the Protocol on Trade reviewed and aligned to WCO Revised Kyoto Convention and WTO Agreement on Trade Facilitation.
				SADC Coordinated Border Management (CBM) concept implemented in the region.
				SADC framework on Interconnectivity of Customs system developed.
				Interface between Corridor Trip Monitoring System and Customs Management System Developed
				SADC Customs Compliance system Framework developed
				Project Management and Administration Costs Covered
				Monitoring and Evaluation established

5.6.2   The proposed resource allocation for the Directorate.

Table 9: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Finance Investment and Customs			
Enhancement of intra- and extra-SADC trade through market integration, trade facilitation and customs cooperation, and conclusion and implementation of international trade agreements	38,378	1,888,276	1,926,654
Enhancement of regional financial and monetary cooperation and facilitation of regional development finance mobilisation	105,525	2,116,859	2,222,384

KEY RESULT AREA	MS	ICP	TOTAL
Promotion of a conducive intra-SADC and foreign direct investment environment covering tax coordination and related matters	76,640	0	76,640
Achievement and sustenance of macroeconomic stability and convergence	62,047	843,309	905,356
FIC Human Resource management	1,198,383	0	1,198,383
Finance Investment and Customs	**1,480,973**	**4,848,444**	**6,329,417**
GRAND TOTAL	**1,480,973**	**4,848,444**	**6,329,417**

6.   INFRASTRUCTURE

6.1 Mandate

6.1.1   The mandate of the Directorate of Infrastructure is to achieve unified, efficient, seamless, integrated, cost-effective and quality trans-national infrastructure networks and services that will further deepen socioeconomic development resulting in poverty alleviation and prosperity of SADC citizens. The overall objective of Infrastructure in support of Regional Integration interventions is to ensure the availability and universal access to sufficient, integrated, efficient, and cost-effective infrastructure systems, as well as provision of sustainable services. Infrastructure focuses on Energy, ICT, Transport, Water and Meteorology.

6.1.2   Cross-cutting linkages for synergies, as espoused in the RISDP 2020-2030, will be achieved through collaboration in the areas of Industrial Development and Trade; Food production and Security; Gender and Youth Development; Science, Technology and Innovation (STI); Health, Environment and Climate Change and Disaster Risk Management (provide inputs).

6.2   Strategic Objective

6.2.1   The Strategic Objectives of Infrastructure Directorate are to achieve:

   (i)   Quality, interconnected, integrated and seamless infrastructure and networks;
   (ii)   Improved capacity for conceptualizing, design construction, maintenance and operation of regional infrastructure and services; and
   (iii)   Increased access to affordable infrastructure and services.

6.3   Outcomes

6.3.1   The Outcomes under Infrastructure are:

   (i)   Quality Integrated and interconnected regional infrastructure and networks that facilitate the movement of people, goods, services and knowledge;
   (ii)   Broadened Competitive Regional Markets that are Diverse and Responsive to the Needs of the SADC Region;
   (iii)   Enhanced capacity to develop, operate and maintain the requisite regional infrastructure and services to ensure progressive sustainability; and
   (iv)   Diversified regional infrastructure and services that are financially affordable and physically accessible to all

6.4   Prioritised Projects

6.4.1   Below are some of the priority high impact infrastructure projects to be implemented in the Financial Year 2026/27:

   (i)   Coordination of implementation of the RIDMP Phase II Short-Term Action Plan (STAP II) Projects for the Energy, ICT, Meteorology, Transport and Water Sectors;
   (ii)   Implementation of the SMART Economic Corridors Programme;

(iii) Implementation of the SADC Universal Connectivity – Inclusive ICT for All – SADC DTS;
(iv) Establishment of the SADC Regional Computer Incident Response Team (SR-CIRT) Host;
(v) Operationalisation of the Framework for the SADC Shared Satellite Programme;
(vi) Revision and modernisation of the SADC Harmonised Framework for Cyber Security;
(vii) Support the implementation of the SADC Regional Carrier-Neutral Data Centre initiative;
(viii) Support the implementation of the SADC Roaming Project and SADC Postal Strategy;
(ix) Support preparations of the Grand Inga Hydropower Project and its components;
(x) Support implementation of the Regional Energy Transmission, Trade and Decarbonization (RETRADE) initiative;
(xi) Implementation of the SADC Trade and Transit Facilitation Programme (STTFP)
(xii) Coordination and Implementation of the successor programme to the Tripartite Transport and Transit Facilitation Programme (TTTFP);
(xiii) Coordination of implementation of Lomahasha/Namaacha Cross-Border Water Supply Project (between Eswatini and Mozambique) through the SADC Water Fund support;
(xiv) Mobilising resources for the Congo Water Transfer Project;
(xv) Implementation of the Fifth Water Regional Strategic Action Plan (RSAP V); and
(xvi) Intra-ACP Climate Services and Related Application Programme.
(xvii) Develop a comprehensive pipeline of infrastructure projects with complete feasibility studies.

6.5 Key Result Areas

6.5.1 The Key Result Areas (KRAs) under Infrastructure are:

(i) Supply of Adequate Energy in the Region;
(ii) Promoting Provision of Adequate, Integrated and Efficient transport infrastructure and Services;
(iii) Liberalisation and harmonisation of road transport markets
(iv) Decarbonisation of transport
(v) Universal access to affordable Information Communications Technology (ICT);
(vi) Promoting efficient and effective management of shared watercourses and improved development of strategic water infrastructure;
(vii) Provision of timely and credible meteorological and climate information;
(viii) Promoting investment in regional infrastructure development;
(ix) Infrastructure Human Resource management; and
(x) SADC Climate Services Centre.

6.6 Main Focus for 2026/27

6.6.1 The major areas of focus under Infrastructure in 2026/27 include:

(i)   Policy, Legal, and Institutional Reform
(a)   Harmonise regional frameworks in Energy, ICT, Transport, Water, and Meteorology;
(b)   Provide policy guidance aligned with the SADC Protocol on Energy and Subsidiarity Principle;
(c)   Enhance the SADC Harmonised Framework for Cybersecurity with a new SADC Cybersecurity Model Law and SADC Regional Data Strategy and Action Plan;
(d)   Coordinate the Review of the Regional Protocol on Shared Watercourses (2000) to respond to new sectoral demands and emerging global challenges; and
(e)   Coordinate the Capacity and knowledge base for MS and RBOs to deliver the regional Water, Sanitation and Hygiene (WASH) programme strengthened
(f)   Coordinate the review of the Protocol for Transport, Communication and Meteorology.

(ii)   Regional Infrastructure Development
(a)   Advance RIDMP implementation through construction, rehabilitation, and maintenance of regional networks;
(b)   Support strategic energy projects aimed to strengthen regional integration and security of energy supply such as Angola-Namibia (ANNA), Tanzania- Zambia (TAZA), and three components of the Zimbabwe-Zambia-Botswana-Namibia (ZIZABONA), Mozambique Transmission Backbone, Madagascar Transmission Backbone, and Grand Inga and Inga 3 Transmission Lines, Batoka Hydropower and Mpanda Nkuwa Hydropower;
(c)   Promote gas infrastructure projects clustered in six (6) Corridors in the SADC Regional Gas Master Plan (2023–2038);
(d)   Develop SMART corridors, regional railways, and maritime strategies (e.g. Short Sea Shipping Study);
(e)   Update and finalise the Concept Note and Roadmap for Congo Water;
(f)   Coordinate the delivery of Regional Infrastructure Development Master Plan (STAP II) water projects implemented through the SADC Water Fund;
(g)   Coordinate implementation of climate resilience water projects funded through the World Bank Project; and
(h)   **Undertake the assessment of the** implementation Regional Infrastructure Development Master Plan (RIDMP) 2012 to 2027.

(iii)   Promotion of Renewable Energy and Energy Sector Regulation
(a)   Develop Framework on Just Energy Transition for SADC region;
(b)   Initiate studies on Clean Coal Technologies and Nuclear energy to enhance security of energy supply and diversification in the regional energy mix;
(c)   Coordinate harmonisation of text on cleaner fuels standards and promote their domestication at national level;
(d)   Institutionalise and strengthen RERA to undertake some regional energy sector regulatory functions;
(e)   Facilitate implementation of the study on Regional Harmonization of Regulatory Frameworks and Tools for Improved Energy sector Regulation and Development of a Cost Reflectivity Assessment Framework Tool (CRAFT) for the SADC Region;
(f)   adoption of the and low carbon technologies;

(g) Strengthen energy sector regulation and investment climate; disseminate the SADC Grid Code;

(h) Monitor REEESAP and REASAP implementation through mid-term reviews and biennial reporting; and

(i) Develop an innovative water harvesting infrastructure investment plan and promote it for funding support.

(iv) ICT and Digital Transformation

(a) Implement the SADC Digital Transformation Strategy (DTS) and SADC Model NETP;

(b) Operationalise the Framework for the SADC Shared Satellite Programme, SADC ICT Observatory, and SR-CIRT Host;

(c) Develop the SADC regional common for the WRC-27;

(d) Promote cost-based roaming tariffs and postal strategy; and

(e) Facilitate digitisation of cross-border trade and transport (e.g. CTMS integration with customs).

(v) Water and Climate Resilience

(a) Strengthening capacity of SADC River Basin Organisations (RBOs) to coordinate transboundary water cooperation programmes;

(b) Implement SADC Regional Strategic Action Plan for the water sector (RSAP V) and extended to 2030 to continue the implementation and mobilise resources for water projects;

(c) Facilitate knowledge exchanges among RBOs in water cooperation projects implementation;

(d) Implement the SADC Groundwater Management Institute (SADC-GMI) in the regional groundwater programme; and

(e) Operationalise CSIS and develop the Hydrological Cycle Observation System.

(vi) Transport

(a) Facilitate the domestication of VLMA and MCBRTA

(b) Establish the North – South Corridor Management Institution;

(c) Facilitate the signing of MoUs for Beira and Maputo Corridors;

(d) Develop the regional railway masterplan and investment program; and

(e) Conduct a maritime shipping and transit management study.

(vii) Meteorology and Climate Services

(a) Regional Climate Centre Designation and Service Delivery

- Complete the formal application and assessment for WMO designation of the SADC Climate Services Centre (CSC) as a Regional Climate Centre (RCC);

- Sustain production and dissemination of regional climate outlooks, advisories, and bulletins, and convene the Climate Experts Meeting (CEM) and SARCOF for consensus forecasts; and

- Develop a sustainability framework and MoUs to maintain regional climate services, data exchange, and integration of climate information into socio-economic sectors.

(b) Capacity Building, Coordination and Data Management

- Strengthen NMHS technical capacity through targeted training; and

- Establish Technical Working Groups (TWGs) to coordinate regional meteorological standards and upgrade the CSC data platform and connectivity for secure, continuous climate data sharing.

(c) Programme Closure and Sustainability
- Finalise financial and administrative closure of the Intra-ACP ClimSA programme and ensure clean audit compliance.

(d) Project Delivery and Financing
- Complete annual deliverables on time and within budget; and
- Operationalise the RTIFF in Mauritius and implement the PPDF Sustainability and Business Plan.

Table 10: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Infrastructure				
Supply of adequate energy in the Region	Quality Integrated and interconnected regional infrastructure and networks that facilitate the movement of people, goods, services and knowledge	Operationalize the Regional Transmission Infrastructure Finance Facility	Sustainable Financing Mechanism for Electricity Generation and Transmission Expansion Developed, Approved and Operationalised	Priority regional energy projects implemented and considered by Ministers responsible for Energy
		Implement the RIDMP STAP II Energy Sector plan and Develop and implement Infrastructure-related access Frameworks	Model Energy Policy Guidelines for Integrated Energy Plans and Integrated Resource Plans developed	Framework on Just Energy Transition for SADC region developed and presented to the Committee of Ministers responsible for Energy
		Implement the SADC Regional Gas Master Plan	N/A	Regional gas infrastructure projects in the Regional Gas Master Plan 2023-2038 along the along the East Coast to South Africa Corridor (covering Mozambique, Eswatini and South Africa) presented to the Project Preparation Facilities
	Enhanced capacity to develop, operate and maintain the requisite regional infrastructure and services to ensure progressive sustainability	Strengthening of Centres of Excellence, Centres of Specialisation and sub-regional organisations in Infrastructure	Regional subsidiary organisations for the ICT, Energy, Meteorology, Transport and Water Sectors established and capacitated and strengthened.	Regulatory Tools for Improved Energy Sector Regulation in the SADC region developed
	Diversified regional infrastructure and services that are financially affordable and physically accessible to all	Implement the RIDMP STAP II Energy Sector plan and Develop and implement Infrastructure-related access Frameworks	Model Energy Policy Guidelines for Integrated Energy Plans and Integrated Resource Plans developed	Decisions and Recommendations on Common regional strategies documented and presented for approval by Ministers responsible for Energy.
Promoting Provision of Adequate, Integrated and Efficient Transport	Quality Integrated and interconnected regional infrastructure and networks that facilitate the	i. Implement SMART Corridors Program; ii. Implement Transport section of STAP II of RIDMP;	Regional Railways Revitalisation Plan reviewed and approved	Regional Railway Master Plan and Investment Program developed and presented for approval

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Infrastructure and Services	movement of people, goods, services and knowledge	i. Implement SMART Corridors Program; ii. Implement Transport section of STAP II of RIDMP;	Policies, strategies and initiatives in support of cross-border transport infrastructure and services harmonized	Protocol on Transport, Communications and Meteorology revised and presented to Ministers responsible for Transport for approval
		i. Implement SMART Corridors Program; ii. Implement Transport section of STAP II of RIDMP;	Transport and Trade Facilitation Strategic Frameworks developed, approved and implemented on SADC Corridors	Recommendations of the Maritime Shipping and transit management study considered by the Committee of Senior Officials responsible for transport
		N/A	N/A	Regional SMART transport development corridors governance instruments, institutions, and action plans developed/revised and submitted for approval
		N/A	ICAO's Standards and Recommended Practices (SARPs) adopted and implemented	Capacity of SADC Permanent Mission at ICAO increased to lobby for common SADC position on ICAO standards and recommended practices in the areas of Air Navigation, Aviation Safety and Security, Environment, Aviation and Air Transport Policies
		i. Implement SMART Corridors Program; ii. Implement Transport section of STAP II of RIDMP; iii. Implement Single African Air Transport Market (SAATM) Program"	Policies, strategies and initiatives in support of cross-border transport infrastructure and services harmonized	Common SADC Transport Policies, Regulatory and Strategic Frameworks and Programmes in aviation, road, railways & maritime sectors developed and submitted to SADC Ministers responsible for Transport for approval
Universal access to affordable Information Communications Technologies (ICT)	Quality Integrated and interconnected regional infrastructure and networks that facilitate the movement of people, goods, services and knowledge	SADC Universal Connectivity – Inclusive ICT for all SADC Regional Computer Incident Response Team (SR-CIRT) SADC Harmonised Framework for Cybersecurity	SADC Model National Emergency Telecommunications Plan (NETP) developed and approved	SADC Model National Emergency Telecommunications Plan (NETP) domesticated and operationalised.
		SADC Universal Connectivity – Inclusive ICT for all SADC Regional Computer Incident Response Team (SR-CIRT) SADC Harmonised Framework for Cybersecurity	SADC Digital Inclusion for All Framework (SADC Universal Connectivity) developed SADC Regional Computer Incident Response Team (CIRT) framework operationalised	Priority ICT Projects of the SADC Digital Transformation Strategy (SADC DTS) 2023-2030 implemented.

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
	Diversified regional infrastructure and services that are financially affordable and physically accessible to all	SADC Shared Satellite Communications Network	SADC Regional Geo-Stationary Orbit (GSO) satellite communications network developed and operationalised	Framework for the SADC Shared Satellite Programme operationalised.
		Implement Regional Infrastructure Development Master Plan (RIDMP) 2023-2027 Short Term Action Plan (STAP) II - ICT Sector Plan - Digital SADC 2027	Model policies, strategies, regulations and initiatives for Digital SADC 2027 developed	Regional policies, strategies and regulations on digital transformation, programmes and SADC Common Positions/Priorities on ICT developed and presented to Ministers of ICT for approval.
Promoting efficient and effective management of shared watercourses and improved development of strategic water infrastructure	Quality Integrated and interconnected regional infrastructure and networks that facilitate the movement of people, goods, services and knowledge	Implement the Water Sector Plan of the RIDMP Phase II Short-Term Action Plan (STAP II)	Transboundary Water Supply and Sanitation Infrastructure for increased climate resilient developed and implemented	Congo Water Transfer Project conceptualised and designed with consultation of key stakeholders and Member States
		Implement the Water Sector Plan of the RIDMP Phase II Short-Term Action Plan (STAP II)	N/A	Integrated Water Harvesting Infrastructure Programme developed and implemented
	Enhanced capacity to develop, operate and maintain the requisite regional infrastructure and services to ensure progressive sustainability	Strengthening of Centres of Excellence, Centres of Specialisation and Sub- regional Organisations in Infrastructure	Regional Subsidiary Organisation for ICT, Energy, Meteorology, Transport and Water sectors established and capacitated and strengthened	Groundwater livelihoods grant scheme projects completed and handed over to Member States
			N/A	Regional Protocol on Shared Watercourses (2000) reviewed to respond to new sectoral demands and emerging global challenges
			N/A	Capacity of SADC River Basin Organisations (RBOs) to coordinate transboundary water cooperation programmes strengthened
			N/A	Capacity and knowledge base for MS and RBOs to deliver the regional Water, Sanitation and Hygiene (WASH) programme strengthened
	Diversified regional infrastructure and services that are financially affordable and physically accessible to all	Implement Fifth Water Regional Strategic Action Plan (RSAP)	RISDP Outputs Regional Strategy for Water Supply and Sanitation (WASH) monitoring and reporting developed and implemented	SADC Regional Strategic Action Plan for the water sector (RSAP V) reviewed and extended to 2030
Provision of timely and credible meteorological and climate information	Quality Integrated and interconnected regional infrastructure and networks that facilitate the movement of people, goods, services and knowledge	Project 1: SADC-Climate Service Centre to become WMO-Designated Regional Climate Centre	SADC Climate Services Centre (CSC) designated as a World Meteorological Organisation Regional Climate Centre (RCC)	SADC Climate Services Centre (CSC) designated as a World Meteorological Organization (WMO) Regional Climate Centre (RCC) and delivering sustained Mandatory and Highly Recommended RCC functions in support of SADC Member States, in line with WMO standards
		Establishment of Technical Working Groups post (Meteorological Association of	Climate-informed decision making and climate services mainstreamed into socio-economic	Regional meteorology programme developed to align services in line with WMO standards

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		Southern Africa) MASA-dissolution	sectors and policy processes	
		SADC Intra-ACP Climate Services and related Application (ClimSA)	N/A	Project formally closed; salaries of Finance Officer and Programme Coordinator covered; administrative expenses settled; financial closure report submitted in accordance with EU and internal SADC requirements.
Promoting investment in regional infrastructure development	Quality Integrated and interconnected regional infrastructure and networks that facilitate the movement of people, goods, services and knowledge	Enhance the SADC Project Preparation and Development Facility	A comprehensive pipeline of infrastructure projects with complete feasibility studies developed	Pipeline of projects with complete feasibility studies developed for implementation by SADC Member States
		SADC Project Preparation and Development Facility (PPDF) Sustainability	N/A	SADC Project Preparation and Development Facility (PPDF) governance instruments and operational guidelines revised and submitted to the Ministers of Finance and Investments for approval
		Assessment of the Regional Infrastructure Development Master Plan (RIDMP) Short Term Action Plan II undertaken		RIDMP assessed, and review report submitted to Ministers responsible for Infrastructure for approval

6.6.2   The proposed resource allocation for the Directorate.

Table 11: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Infrastructure			
Universal access to affordable Information Communications Technologies (ICT)	80,518	0	80,518
Supply of adequate energy in the Region	80,518	0	80,518
Promoting Provision of Adequate, Integrated and Efficient Transport Infrastructure and Services	151,320	5,478,506	5,629,826
Promoting efficient and effective management of shared watercourses and improved development of strategic water infrastructure	65,660	348,000	413,660
Provision of timely and credible meteorological and climate information	44,575	126,719	171,294
Promoting investment in regional infrastructure development	169,575	0	169,575
Infrastructure Human Resource management	1,312,835	0	1,312,835
Infrastructure	**1,905,001**	**5,953,225**	**7,858,226**
GRAND TOTAL	**1,905,001**	**5,953,225**	**7,858,226**

7. SOCIAL AND HUMAN CAPITAL DEVELOPMENT

7.1 Mandate

7.1.1 The mandate of Social and Human Development is to enhance human capabilities, utilisation and reduce vulnerability, eradicate human poverty and to attain the well-being of SADC citizens. The Directorate ensures the availability of an educated, skilled, healthy, and productive workforce required for promoting investment, efficiency and competitiveness of the region in the global economy, as well as improving the quality of lives for the region's population.

7.2 Strategic Objective

7.2.1 The mandate of the Directorate of Social and Human Development is driven by the following objectives derived from the RISDP 2020-2030:

(i)   Strengthened and harmonised regional health systems for the provision of standardised and accessible health services to all citizens and addressing threats caused by health pandemics;

(ii)   (ii) Increased access to quality HIV and AIDS services for the realisation of an AIDS-free generation in the region;

(iii)   (iii) Increased access to quality and relevant education and skills development, including in science and technology, for SADC citizens;

(iv)   (iv) Increased job creation with decent work opportunities for full and productive employment in the region; and

(v)   Improved youth empowerment and participation of young people and people with disabilities in all aspects of social and economic development, and enhanced welfare of senior citizens.

7.3 Outcomes

7.3.1 SHD will implement the Strategic Objectives through the following Outcomes:

(i)   Health and Nutrition: Improved, accessible, and responsive regional health systems; and enhanced investments in nutrition to address all forms of malnutrition;

(ii)   (ii) Education and Skills Development: Enhanced equitable access to quality and relevant education; and Enhanced skills development for regional industrialisation;

(iii)   (iii) HIV and AIDS: Improved quality of life of people living with HIV and AIDS
(iv)   (iv) Employment and Labour: Increased job creation and access to decent work opportunities; and

(v)   (v) Youth Development and Empowerment: Skilled youth participating in, and driving, socioeconomic development.

7.4 Prioritised Projects

7.4.1 SHD will implement the following prioritised projects in 2026/27:

(i) **SADC Care and Support for Teaching and Learning Research Hub**: A Project Proposal is under preparation and will be submitted in collaboration with MIET Africa and OBREAL Global to a call from the EU in February 2026. Countries involved are South Africa, Malawi and Zimbabwe;

(ii) **Establish and operationalise the SADC Virtual University of Transformation**: Secretariat is working with the African Development Bank and will engage three member states namely Eswatini, Namibia and Botswana to participate in a regional call for proposal and the submission will be geared towards the establishment of Centres of Excellence in the SADC Priority Areas and Entrepreneurship;

(iii) **Support for Youth Employment and Skills Development in SADC**: A joint SADC-ILO Project proposal focusing on Employment Impact Assessments has been submitted to the European Union to enhance the capacities of Member States to mainstream employment in infrastructure projects;

(iv) **SADC Labour Market Observatory:** The LMO is an ongoing project and is a regional mechanism to facilitate the regular production and harmonisation of labour market statistics by Member States in line with international standards. The LMO includes the establishment of a Labour Market Information Portal at the SADC Secretariat to promote evidence-based policymaking;

(v) **SADC Pooled Procurement Services (SPPS):** Specifically, to establish SPPS as a special purpose vehicle (SPV), finalise the draft charter on SPPS and undertake a joint procurement under the group model;

(vi) **SADC Integrated Nutrition Programme:** In this ongoing project SADC will continue working closely with ICPs, including UNICEF, WHO, WFP, FAO and the AfDB to further strengthen Member States efforts in addressing malnutrition in all its forms. This project prioritises development of regional approaches to tackle the triple burden of Malnutrition utilising both nutrition sensitive and nutrition specific interventions in a multisectoral approach. Harmonisation of food standards will be undertaken for large scale food fortification and development of SADC standards for Commercially produced complementary foods will be key priorities including the rollout of the SADC Strategy and implementation plan on the prevention of overweight and obesity;

(vii) **Establishment of the Regional Centre of Excellence for Nutrition:** An initial proposal of the model of establishment of the SADC Centre of excellence for Nutrition has been developed in 2025/26. In 2026/27 the Secretariat will develop a financial sustainability plan as well as engaging with Member States to develop a more sustainable model ensuring high operational efficiency. This model will include resource mobilisation by the Centre working closely with ICPs and creating a regional network which will utilise existing infrastructure such as academic institutions involved in research and innovation for nutrition in the region;

(viii) **Projects under HIV/AIDS Special Fund:** In 2026/27, Round 4 of the HIV Special Fund will be implemented. This will involve the disbursement of small grants to Implementing Partners under the oversight of National AIDS Councils,

in the Member States. It is expected that these catalytic grants will be scalable for greater impact through funding by Member States and or other donors, beyond the life cycle of the current funding under the 4th Round of the Fund; and

(ix) **Enhancing Sexual and Reproductive Health (SRH) for the Demographic Dividend (DD) in the SADC Region:** This initiative is a short-term intervention that seeks to promote investments in youth and SRHR for the realisation of the socio-economic growth in the economy. It also advances a multisectoral approach towards growth (including health, education, and overall human capital development) as a contributor in advancing nations' economic growth.

7.5   Key Result Areas

7.5.1   SHD will implement the Annual Operational Plan 2026/27 through the following Key Result Areas:

(i)   Health and Nutrition: The immediate outcome of this KRA is improved, accessible, and responsive regional health systems; and enhanced investment in nutrition to address all forms of malnutrition and realise improvements in the quality of life;

(ii)   Education and Skills Development: The immediate outcome of this KRA is enhanced equitable access to quality and relevant education; and enhanced skills development for regional industrialisation;

(iii)   HIV and AIDS: The immediate outcome of this KRA is increased access to quality HIV and AIDS services for the realisation of an AIDS-free generation in the region;

(iv)   Employment and Labour: The immediate outcome of this KRA is increased job creation and access to decent work opportunities; and

(v)   Youth Development and Empowerment: The immediate outcome of this KRA is achieved through skilled youth participating in, and driving, socio-economic development.

7.6   Main Focus for 2026/27

7.6.1   The major areas of focus in 2026/27 include the following:

(i)   Education and Skills Development:

(a)   Revision of the SADC Qualifications Framework, the Development of the Recognition of Prior Learning Handbook for Practitioners and the development of Micro-credential Guidelines for the Region;
(b)   Development of the SADC Higher Education Strategic Framework Implementation Plan;
(c)   Development of the Revised SADC TVET Strategic Framework Implementation Plan;
(d)   Revision of the SADC EMIS Norms and Standards; and
(e)   Undertaking a scoping study to inform the development of a national precursor skills assessment in preparation for reporting on SDG 4.1.1a

(ii) **Health and Nutrition**

    (f)   Development of the SADC Food and Nutrition Strategy 2026-2035.

    (g)   Development of the financial sustainability plan and new model for establishing the SADC Nutrition Centre of excellence leveraging on academic institutions and ICPs.

    (h)   Development of the harmonised Standards for commercially produced complementary foods.

    (i)   Provision of support to Member States to adopt and rollout of the regional nutrition guidelines and strategies including the SADC Strategy and implementation plan on the prevention of overweight and obesity, the SADC public financing of nutrition tracking tool, the SADC School health and nutrition toolkit.

    (j)   Establishment of the SPPS with the key priorities of the finalisation of the Draft Charter on SPPS and initiating processes towards the first joint purchase of health commodities

    (k)   Mobilisation of resources and Partners to develop a Regional Framework on Public Health Emergencies to institutionalise health emergency response in SADC

    (l)   Implementation of the SADC HIV and AIDS Special Fund by launch the implementation of the projects of the SADC HIV and AIDS Special Fund

    (m)   Institutionalisation of the SADC Medicines Regulatory Forum (MRF) to strengthen coordination and provision of capacity for increased scope and mandate of SADC MRF

    (n)   Support implementation of the SADC Framework of Action for sustainable Financing in Health and HIV and the ALM

    (o)   Accelerate implementation of the SADC SRHR Strategy 2019-2030

    (p)   Development of the integrated SRH/HIV/GBV data and strategic information systems at SADC Secretariat

(iii) **Employment and Labour**

    (a)   Operationalise the SADC Labour Market Observatory (regional labour market information system)

    (b)   Enhance compliance with International Labour Standards and reduce the number of Member States listed for alleged violation of labour standards

    (c)   Strengthen regional cooperation on labour dispute resolution mechanisms to enhance labour market efficiency

    (d)   Develop the SADC Decent Work Programme (2026-2030)

(iv) **Youth Development and Empowerment**

    (a)   Development of the SADC Regional Youth Employment Strategy

    (b)   Mobilisation of resources for the establishment of the SADC Youth Desk to enhance youth participation in regional integration.

Table 12: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Social and Human Development				
HIV and AIDS	Improved quality of life of people living with HIV and AIDS	N/A	N/A	Implementation of the Revised SADC Regional Strategy for HIV Prevention, Treatment and Care and Sexual and Reproductive Health and Rights among Key Populations monitored
		N/A	N/A	Implementation of The SADC Guide on HIV Prevention for Adolescent Girls, Young Women (AGYW) and their sexual partner monitored
		N/A	N/A	Implementation of Regional, Continental and Global commitments and instruments on health and HIV and AIDS monitored
		N/A	N/A	The SADC HIV Regional Strategy is implemented and monitored
		N/A	N/A	The SADC Framework of Action for Sustainable Financing in HIV and Health and its roadmap implemented
Education and Skills Development	Enhanced equitable access to quality and relevant education	SADC Migration Project	SADC Qualifications Framework implemented	National qualification frameworks referenced against the SADCQF Framework
		N/A	N/A	Draft Scoping study to inform the development of a national precursor skills assessment produced
		SADC CSTL Research Hub	SADC Policy Framework on Care and Support for Teaching and Learning (CSTL) implemented	Implementation of SADC Care and Support for Teaching and Learning Framework monitored
	Enhanced Skills Development for Regional Industrialisation	Establish and operationalise SADC Virtual University of Transformation	SADC Virtual University of Transformation established and operationalised	SADC Virtual University of Transformation operationalised
		N/A	Regional Education Management Information System established	Higher Education Data in SADC Member States Report Produced and validated
		N/A	Revised SADC TVET Strategic Framework Implementation Plan Developed	Revised TVET Strategic Framework Implementation Plan developed and validated by the SADC TVET Technical Committee
Employment and Labour	Increased job creation and access to decent work opportunities	Support for Youth Employment and Skills Development in SADC	SADC Employment and Labour Policy Framework approved, implemented	Decisions on regional strategic and policy issues for the implementation of the SADC Employment and Labour Policy Framework reviewed
				SADC Decent Work Programme revised and implemented
		SADC Labour Market Observatory	SADC Labour Market Database developed	SADC Employment Trends Analysis Report produced

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		N/A	SADC Protocol on Employment and Labour and key global commitments on labour protection and decent work for all ratified	Report on implementation of labour standards in SADC produced
Youth Development and Empowerment	Skilled Youth Participating in and Driving Socioeconomic Development	Support for Youth Employment and Skills Development in SADC	SADC Youth Empowerment Programme developed, implemented and monitored	SADC Youth Employment Strategy developed and adopted
Health and Nutrition	Improved, Accessible and Responsive Regional Health Systems	N/A	Implementation of regional elimination of Malaria and Tuberculosis regional initiatives.	Annual Regional Malaria Progress Report developed and validated submitted to the Ministerial Committee on Health for endorsement
		N/A	Implementation of elimination of Malaria and End Tuberculosis regional initiatives	Annual regional progress report on Tuberculosis developed and validated.
		N/A	Promote the generation and dissemination of knowledge, guidance and tools for specific technical areas including strengthening health service delivery and monitoring health systems performance	SADC Charter of the SADC Pooled Procurement Services developed
		N/A	Prioritise mainstreaming and implementation of regional tools and best practices and ensure accountability at country and regional levels	The SADC Annual Health Report 2023 developed and submitted to the ministerial committee on health for endorsement and guidance on setting regional priorities.
		N/A	Nutrition interventions, including micronutrient supplementation and dietary diversity, targeting vulnerable women of reproductive age, young children, adolescents, and the population at large implemented.	Member States' skills and knowledge and skills in public financing, overweight and obesity prevention programming increased
		N/A		Maternal Nutrition Action Framework and the Food fortification minimum standards rolled out in Member State.
		N/A		Implementation of Nutrition priorities monitored, report generated and submitted to Ministers of Health for endorsement.
		N/A		Sustainability plan for the Centre of Excellence on nutrition developed
GSHD-HIV/AIDS				
Special Fund HIV and AIDS	Increased availability and access to quality health and HIV and AIDS services and	N/A	N/A	Implementation of The Round 4 of the SADC HIV and AIDS Special Fund implemented and monitored

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
	commodities for the prevention and control of diseases of public health concerns	N/A	N/A	Visibility of The SADC HIV and AIDS Special Fund improved

7.6.2   The proposed resource allocation for the Directorate.

Table 13: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Social and Human Development			
Health and Nutrition	91,499	0	91,499
Education and Skills Development	101,041	0	101,041
Employment and Labour	103,210	0	103,210
HIV and AIDS	70,657	0	70,657
Youth Development and Empowerment	36,000	0	36,000
Social and Human Resource management	902,808	0	902,808
Social and Human Development	**1,305,215**	**0**	**1,305,215**
GSHD-HIV/AIDS			
Special Fund HIV and AIDS	1,600,000	0	1,600,000
GSHD-HIV/AIDS	**1,600,000**	**0**	**1,600,000**
GRAND TOTAL	**2,905,215**	**0**	**2,905,215**

8.   GENDER AND DEVELOPMENT

8.1   Mandate

8.1.1   The mandate of the SADC Gender Unit is to facilitate, coordinate, monitor and evaluate the implementation of the Revised SADC Protocol on Gender and Development, regional sectoral strategies on gender, the RISDP as well as other regional, continental and global gender instruments that SADC Member States are party to.

8.1.2   The Gender Unit spearheads the mainstreaming of gender in all regional initiatives to ensure that a gender perspective permeates the entire SADC Regional Integration Agenda. This involves supporting SADC structures and institutions to mainstream gender in their policies, programmes and activities and building the capacity for gender mainstreaming and analysis to facilitate gender-sensitive planning for programmes and projects.

8.1.3   The Gender Unit also monitors, evaluates and ensures reporting on progress made and the achievement of gender targets that Member States have committed to at both the regional and international levels.

8.2   Strategic Objective

8.2.1   Enhanced gender equality, women empowerment and development and elimination of gender-based violence.

8.3   Outcomes

8.3.1   The outcomes that the Gender Unit contributes to are as follows:

(i)   Enhanced access to and participation by women in development resources, services and opportunities for leadership at all levels, ensuring equal representation of men and women in political, economic and public life for the attainment of Gender Parity.

(ii)   Strengthened gender mainstreaming at both national and regional levels.

(iii)   Enhanced action to prevent and eliminate Gender Based Violence (GBV).

8.4   Prioritised Projects

8.4.1   The prioritised projects to be considered in 205/26 are as follows:

(i)   Strengthening of Women Economic Empowerment, including women's participation in regional value chains (***ongoing under different initiatives***).

(ii)   Promote implementation of the SADC Protocol on Gender and Development at national level (***ongoing***).

(iii)   Strengthen gender mainstreaming capacity at both regional and national levels (***new***).

(iv)   Promote implementation of the SADC Strategy and Framework of Action for Addressing Gender-based Violence (GBV), with a focus on prevention of GBV (***new and addressed under different initiatives***).

8.5   Key Result Areas

8.5.1   **KRA 1 – Gender Equality and Development:** This KRA focuses on enhancing access to and participation by women in development resources, services and opportunities for leadership at all levels. It promotes equal representation of men and women in political, economic and public life for the attainment of Gender Parity. It prioritises issues of mainstreaming of gender in all the sectors of regional integration, women in politics and decision making, women economic empowerment, information and experience sharing and the broader aspects of monitoring, evaluating and reporting on the implementation of the Protocol on Gender and Development.

8.5.2   **KRA 2 - Gender-based Violence:** This KRA focuses mainly on addressing gender-based violence, with a particular emphasis on women and children as the most vulnerable groups. It focuses on supporting implementation of the SADC Strategy and Framework of Action on Addressing Gender Based Violence by Member States, with specific emphasis on prevention and response to all forms of GBV and strengthening coordination mechanisms at regional and national levels.

8.6   Main Focus for 2026/27

8.6.1   The key focus areas for the year 2026/2027 under each KRA are as follows:

KRA 1 – Gender Equality and Development

(i)   Finalize the SADC Framework on Gender Parity in Politics and Decision-making to guide Member States on implementation of Articles 5, 12 and 13 of the SADC Protocol on Gender.

(ii)   Build capacity on gender mainstreaming for SADC Member States and the SADC Secretariat staff (selected directorates).

(iii)   Promote implementation and reporting on UN Resolution 60/2 on Women, The Girl child and HIV & AIDS.

(iv)   Promote empowerment and capacity development of women entrepreneurs to actively participate in priority regional value chains, including through access to financial services.

(v)   Support Member States in development and roll-out of Women, Peace and Security national action plans.

(vi)   Promote the SADC Women Mediators Network at national and regional level.

(vii)   Strengthen the capacity of Member States to negotiate SADC Simplified Trade Regime (STR) process for women's participation in cross border trade.

KRA 2 – Gender-based Violence

 (i) Strengthen the capacity of Member States (Gender and Statistics institutions) to produce and use GBV statistics and other gender data.

 (ii) Building knowledge and capacity of Member States on implementing effective GBV prevention interventions, including strengthening of male engagement initiatives.

 (iii) Finalize evaluation of the implementation of the SADC Strategy on Addressing GBV.

 (iv) Develop an Acceleration Plan for implementation of the SADC Strategy on Addressing GBV (2025-2030).

Table 14: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Gender Unit				
Gender Based Violence (GBV)	Enhanced action to prevent and eliminate Gender Based Violence.	Promote implementation of the SADC Strategy and Framework of Action for Addressing Gender-based Violence (GBV), with a focus on prevention of GBV.	RISDP Output: Status, trends and emerging issues on Gender Based Violence established. RISDP Output: Regional Strategy and Framework of Action for addressing Gender Based Violence monitored, aligned with the SADC Monitoring and Evaluation system.	Capacity for data collection and reporting of GBV data for evidence-based programming and policymaking strengthened.
		Promote implementation of the SADC Strategy and Framework of Action for Addressing Gender-based Violence (GBV), with a focus on prevention of GBV.	Effective GBV prevention interventions strengthened. RISDP Output: Regional guidelines and tools to strengthen implementation of the Protocol on Gender introduced in Member States.	Member States knowledge and capacity on prevention of GBV strengthened.
		Promote implementation of the SADC Strategy and Framework of Action for Addressing Gender-based Violence (GBV), with a focus on prevention of GBV.	N/A	Implementation of the SADC Strategy for Addressing GBV and GBV Acceleration Plan promoted.
Gender Equality and Development	Enhanced access to and participation by women in development resources, services and opportunities for leadership at all levels, ensuring equal	Promote implementation of the SADC Protocol on Gender and Development at national level.	SADC Member States' capacity for ratification, domestication and implementation of SADC Protocol on Gender and Development developed.	Regional status on implementation of the SADC Protocol of Gender and Development monitored and status report approved by Ministers responsible for Gender.

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
	representation of men and women in political, economic and public life for the attainment of Gender Parity.		RISDP Output: Regional capacity for achieving gender parity in political and decision-making strengthened. RISDP Output: Regional guidelines and tools to strengthen implementation of the Protocol on Gender introduced in Member States. RISDP Output: Assessment of SADC status of women in politics and decision-making undertaken.	Member States capacity on strategies for achieving gender parity, in line with the new SADC Framework on Gender Parity in Politics and Decision-making, strengthened.
		Promote implementation of the SADC Protocol on Gender and Development at national level.	SADC Member States' capacity for ratification, domestication and implementation of SADC Protocol on Gender and Development developed.	SADC implementation of global gender policies, including the UN Commission on the Status of Women (CSW) resolutions, monitored.
		Strengthening of Women Economic Empowerment, including women's participation in regional value chains (industrialization)	Advocacy for women's economic empowerment strengthened. Gender-responsive and gender-sensitive legislation and policies on economic empowerment, trade and financial services developed and implemented.	Capacity for Member States to negotiate SADC Simplified Trade Regime (STR) process for women's participation in cross border trade strengthened.
		Strengthen gender mainstreaming capacity at both regional and national levels.	Gender mainstreaming into SADC's peace and security structures and processes implemented and monitored.	National Action Plans on Women, Peace and Security (WPS) developed in Member States and mediation network rolled out.
	Strengthened gender mainstreaming at both national and regional level	Strengthen gender mainstreaming capacity at both regional and national levels.	Capacity building on Gender mainstreaming for national focal points undertaken. Capacity building of gender focal points in SADC directorates/units on gender mainstreaming undertaken. Regional Gender Mainstreaming toolkit revised.	SADC Secretariat (selected Directorates) and Member States capacity to mainstream gender in the regional integration and national programmes strengthened.
			Gender equality seal (GES) tool for assessing gender mainstreaming practice within the Secretariat and Member States implemented.	Gender Equality Seal for Public Institutions implemented in the SADC Secretariat - Phase 1

8.6.2   The proposed resource allocation for the Unit.

Table 15: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Gender Unit			
Gender Equality and Development	62,432	27,034	89,466
Gender Human Resources	414,288	0	414,288
Gender Based Violence (GBV)	18,652	0	18,652
Gender Unit	**495,372**	**27,034**	**522,406**
GRAND TOTAL	**495,372**	**27,034**	**522,406**

9. FOOD, AGRICULTURE AND NATURAL RESOURCES

9.1 Mandate

9.1.1 The overall goal of the Food Agriculture and Natural Resources (FANR) Directorate is to promote agricultural production and productivity, and food security at household, national and regional levels; to promote efficient utilization and conservation of environment and natural resources, and to promote the region as a single tourism destination. The mandate of the FANR Directorate is derived from the Regional Agricultural Policy (RAP) and from the Regional Infrastructure Development Master Plan (RIDMP).

9.2 Strategic Objective

9.2.1 The Strategic Objectives of the Food, Agriculture and Natural Resources Directorate are:

(i) A transformed agricultural sector that practices sustainable management of the environment and its natural resources;

(ii) Interconnected, integrated, competitive blue, green, and circular economies that are sustainably developed for the benefit of all SADC citizens;

(iii) Deepened regional market integration which is connected to the continental and global markets;

(iv) Strengthened climate change adaptation and mitigation; and

(v) Sustainable utilisation and conservation of natural resources and effective management of the environment.

9.3 Outcomes

9.3.1 FANR will implement the Strategic Objectives through the following Outcomes:

(i) Enhanced agricultural productive sector;

(ii) Improved management of the environment and sustainable utilisation of natural resources;

(iii) Develop sustainable SADC's blue, green and circular economies;

(iv) Enhanced cooperation and regional coordination in matters relating to tourism;

(v) Enhanced sector-based approaches towards developing climate change resilience; and Improved management of the environment and sustainable utilisation of natural resources.

9.4 Prioritised Projects

9.4.1 FANR will implement the following prioritised projects in 2026/27:

(i) Operationalization of the SADC's Regional Agricultural Policy (particularly agro-processing component;

(ii) Supporting policy and regulatory harmonisation, standardisation and procedures for quality control and trade of agricultural products;
(iii) Promoting the use of indigenous knowledge to enhance climate resilience;
(iv) Developing and implementing Regional Agriculture Information System;
(v) Enhancing climate resilience of food systems;
(vi) Strengthening implementation of Regional Programmes on wildlife and wildlife-based economies;
(vii) Fast tracking implementation of Regional Forest Management programme;
(viii) Promoting and strengthening implementation of the Transfrontier Conservation Areas Programme, 2023-2033;
(ix) Supporting implementation of the Regional Fisheries Management Programme;
(x) Securing and strengthening effective private sector participation in the implementation of the SADC tourism programme;
(xi) Developing Culture and Heritage Tourism Around TFCAs Areas;
(xii) Morphogenetic characterization of stored plant genetic resources;
(xiii) Adopting and utilizing the SDIS in plant genetic resources data management by Member States;
(xiv) Operationalising the revised SADC Climate Change Strategy and Action Plan, approved in 2021;
(xv) Implementing the SADC Sub-Regional Action Programme to Combat Desertification including the SADC Great Green Wall Initiative, and reduction of carbon footprint in the SADC region;
(xvi) Implementing the Circular economy strategy focusing on frameworks for recycling/minimising urban and industrial waste including of ICT e-waste, batteries, energy systems, scrap metal, Waste to energy – development of concepts and products e.g. food industry.

9.5 Key Result Areas

9.5.1 FANR will implement the Annual Operational Plan 2026/27 through the following Key Result Areas:

(i) ***The production, productivity and competitiveness of crops, livestock, forestry, fisheries and wildlife to support trade, industry and food security in the region:*** The overall objective is to promote policies and programmes for overall improvement in food production, protection, processing, storage and utilisation of all crops, livestock, fisheries and wildlife.

(ii) ***Market access for agricultural products (crops, livestock and natural resources):*** This intervention area initiates and implements programmes aimed at promoting access to markets for agricultural products through the provision of marketing information and strengthening capacity of Member States to meet SPS standards.

(iii) ***Social and economic vulnerability in the context of food and nutrition security:*** The objective is to ensure reduced social vulnerability and improved regional disaster preparedness and awareness for food and nutrition security, given that the SADC region is frequently affected by natural and man-made disasters which not only lead to food insecurity and hunger but also loss of lives and livelihoods.

(iv) ***Sustainable management and conservation of wildlife and transboundary natural resources in the region:*** The objective is to facilitate the development and implementation of programmes that are supportive of sustainable

management and conservation of wildlife and transboundary natural resources. The natural resources include fish, forests, wildlife, as well as Trans-Frontier Conservation Areas (TFCAs) and ecosystems supporting these resources. These natural resources form the main pillars for biodiversity conservation and socio-economic development in the region.

(v) ***Promoting the region as a single tourism destination:*** The aim is marketing the SADC Region as a single-multifaceted tourism destination and therefore harmonize tourism laws within the region.

(vi) ***Sustainable management of environment for socio-economic development in the region:*** This aims to address environmental challenges within the SADC region, with a focus on land degradation, loss of biodiversity and capacity building and assessment of human impacts. The focus is on harmonisation of environmental policies, mainstreaming of environment in regional and national developments plans, monitoring and reporting on environmental conditions as well as coordinating negotiations of multilateral environmental agreements.

(vii) ***Strengthening Institutional Frameworks and Capacity Building:*** The objective is to promote the development of effective networks and dialogue among agricultural stakeholders in the region. The intervention area also involves continuous staff training and capacity building for effectively planning and implementation of programmes.

(viii) ***Conservation and utilization of plant and animal genetic resources to improve agricultural production and maintenance of species diversity for present and future generations:*** This aims to conserve the plant genetic resources of the region through a network of National Plant Genetic Resources Centres (NPGRCs). The thrust is to maintain a regional Plant Genetic Resource Centre and a network of national plant genetic resources (PGR) programmes to support plant research in the region, conserve indigenous plant genetic resources and crop genetic resources, and train plant genetic resources personnel.

9.6   Main Focus for 2026/27

9.6.1   The major areas of focus in 2026/27 include the following:

(i)   SADC Regional Agricultural Policy (RAP), through the Regional Agri-Food Systems Investment Plan 2023-2030, fully aligned with the Comprehensive Africa Agricultural Development Programme (CAADP) 2026-2035;
(ii)   SADC Crop Development Programme (focused mainly on agricultural inputs, but also on outputs, and the relevant regional crop value chains);
(iii)   SADC Livestock Development Programme, including feed and fodder, animal health and animal genetics);
(iv)   SADC Fisheries and Aquaculture Programmes;
(v)   SADC Agricultural Trade Facilitation through improved Sanitary and Phyto-Sanitary (SPS) Measures, Standards Implementation and Agricultural Information Management System (AIMS);
(vi)   SADC Natural Resources Management, through improved TFCA Programme implementation, Fisheries Management (Including Fisheries MCS; and Environmental Management for Sustainable Development; and
(vii)   SADC Tourism Programme.

Table 16: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Food Agriculture and Natural Resources				
Promoting the region as a single tourism destination	Enhanced Cooperation and Regional Coordination in Matters Relating to Tourism	Winding-Up of the Regional Tourism Organisation of Southern Africa (RETOSA)	Framework for coordination of sustainable Regional Tourism Development promoted	Adequate engagement of relevant regional stakeholders in implementing the Regional Tourism programme secured
		Development of Culture and Heritage Tourism Around TFCAs Areas	Progressed marketing and promotion of the region as a single tourism destination	Tourism in SADC TFCAs and regional cross border travel routes promoted
		N/A	Enhanced Cooperation and Regional Coordination in Matters Relating to Tourism	Promoting harmonisation of tourism facilities and services standards, and management guidelines
Social and economic vulnerability in the context of food and nutrition security	Reduced social and economic vulnerability in the context of Food and Nutrition Security	N/A	N/A	Regional Food and Nutrition Security Strategy (FNSS) Monitored
Sustainable management and conservation of wildlife and transboundary natural resources	Enhanced sustainable management of natural resources (fisheries, forestry and wildlife) in the region	Strengthen the implementation of Regional Programme on wildlife and wildlife-based economies [on going]	Natural Resources Harmonized and Regional Legal Framework Promoted	Wildlife programme facilitated and monitored
	Improved management of the environment and sustainable utilisation of natural resources	Support implementation of the Regional Fisheries Management Programme	Efforts to combat IUU fishing strengthened and better coordinated in the SADC region.	SADC Fisheries Monitoring Control and Surveillance Coordination Centre (MCSCC) operationalised
			Natural Resources Harmonized Regional Legal Framework Promoted	Advocacy and monitoring interventions for implementation of the Protocol on Fisheries developed and implemented.
			Transboundary Natural Resources sustainably managed and conserved	Implementation of SADC TFCA programme enhanced
			Natural Resources Harmonized and Regional Legal Framework Promoted	Implementation of SADC Forestry Strategy facilitated and monitored
Sustainable management of environment for socio-economic development in the region	Develop Sustainable SADC's Blue, Green and Circular economies	Develop a Circular economy strategy and implementation plan focusing on Frameworks for recycling/minimising urban and industrial waste including of ICT e-waste, batteries, energy systems, scrap metal, Waste to	Sustainable Production, Consumption and resource Efficiency promoted	Implementation of the SADC Regional Green, Blue and Circular Economy Strategies monitored

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KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		energy – development of concepts and products e.g. food industry		
	Enhanced sector-based approaches towards developing climate change resilience	Operationalise revised SADC Climate Change Strategy and Action Plan, approved in 2021	Revised Climate Change Strategy Implemented	Revised SADC Climate Change Adaptation and Mitigation Strategy operationalised and monitored
	Reduced Carbon Footprint in the Region	SADC Sub-Regional Action Programme to Combat Desertification including the SADC Great Green Wall Initiative, and reduction of carbon footprint in the SADC region	Desertification and land degradation combated; and the effects of drought mitigated to achieve Land Degradation Neutrality	SADC Great Green Wall Initiative implemented and monitored
	Improved management of the environment and sustainable utilisation of natural resources	Strengthen and accelerate the implementation of the programme to improve the management of Environment in SADC for sustainable development	Sustainable utilisation and management of environment and natural resources promoted	Protocol on Environmental Management for Sustainable Development domesticated by Member States
Sustainable production, productivity and competitiveness of crops, livestock, forestry, fisheries and wildlife to support trade, industry and food security in the region	Increased production, productivity and competitiveness of crops, livestock, forestry, fisheries and wildlife to support trade, industry and food security in the region	(On-going) Operationalize SADC Regional Agricultural Policy	Crop production and productivity in the region increased	Regional Plant Health Strategy implemented and monitored
		Policy and Regulatory harmonisation (On-going) Support Policy and regulatory harmonisation, standardisation and procedures for quality control and trade of agricultural products Seeds, fertilisers, Sanitary and Phyto-sanitary (SPS) measures, etc.	Crop production and productivity in the region increased. Increased Regional and International trade and access to markets to livestock products by 2026	SADC Regional Crop Development Programme Implemented
		Operationalise Regional Agriculture Policy	Livestock Production and Productivity in the Region increased	Livestock Development Plan 2023-2030 implemented
	Enhanced Agricultural Productive Sector	N/A	N/A	Rural Agriculture Production clusters developed and strengthened
		N/A	N/A	CAADP Kampala Declaration Indicators developed
		N/A	N/A	SADC Regional Crop Development Programme Implemented

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Market access for agricultural products (crops, livestock and natural resources)	Increased market access for agricultural products (crops, livestock and natural resources)	(On-going) Develop and Implement Regional Agriculture	N/A	Agricultural Information Management systems monitored (AIMS)
		N/A	N/A	Regional common position on sanitary and phytosanitary international standards developed
		N/A	N/A	Agricultural Information Management System (AIMS) Monitored
Strengthening Institutional Frameworks and Capacity Building	Enhanced Agricultural Productive Sector	N/A	N/A	Regional Actions between FANR and ICPs harmonised
		N/A	N/A	SADC Statutory and Management Decisions mainstreamed into Food, Agriculture, Natural Resources, Environment and Tourism Programmes
SADC Plant Genetic & Resource Centre				
Conservation and utilization of plant and animal genetic resources to improve agricultural production and maintenance of species diversity for present and future generations	Enhanced conservation and utilization of plant and animal genetic resources to improve agricultural production and maintenance of species diversity for present and future generations		Conservation of Regional Plant Genetic Resources and their use for securing Food and Nutrition Security Promoted	Capacity of Member States in Ex and In-Situ plant genetic resources conservation and sustainable utilization enhanced
		Adoption and utilization of the SDIS in plant genetic resources data management by Member States	N/A	Member States information and data on plant genetic resources conservation documented and published
		N/A	N/A	Harmonization of Plant Genetic Resource Policies in the SADC region monitored
		N/A	N/A	Administrative and operational support for SPGRC provided
Asset Acquisition and Replacement for SPGRC	Improved administrative and facilities support to SPGRC	N/A	N/A	SPGRC assets replaced and maintained in line with the SADC Assets acquisition and replacement plan

9.6.2   The proposed resource allocation for the Directorate.

Table 17: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Food Agriculture and Natural Resources			
Sustainable production, productivity and competitiveness of crops, livestock, forestry, fisheries and wildlife to support trade, industry and food security in the region	45,980	0	45,980

KEY RESULT AREA	MS	ICP	TOTAL
Food Agriculture and Natural Resources			
Market access for agricultural products (crops, livestock and natural resources)	11,010	0	11,010
Social and economic vulnerability in the context of food and nutrition security	16,500	0	16,500
Promoting the region as a single tourism destination	32,500	0	32,500
Sustainable management and conservation of wildlife and transboundary natural resources	50,765	3,250	54,015
Sustainable management of environment for socio-economic development in the region	43,000	0	43,000
Strengthening Institutional Frameworks and Capacity Building	80,027	33,000	113,027
FANR Human Resource management	1,188,718	0	1,188,718
Food Agriculture and Natural Resources	**1,468,500**	**36,250**	**1,504,750**
SADC Plant Genetic & Resource Centre			
SPGRC Human Resource management	930,495	0	930,495
Asset Acquisition and Replacement for SPGRC	60,400	0	60,400
Conservation and utilization of plant and animal genetic resources to improve agricultural production and maintenance of species diversity for present and future generations	325,675	0	325,675
SADC Plant Genetic & Resource Centre	**1,316,570**	**0**	**1,316,570**
GRAND TOTAL	**2,785,070**	**36,250**	**2,821,320**

10. POLICY, PLANNING AND RESOURCE MOBILISATION

10.1 Mandate

10.1.1 The mandate of the Policy, Planning and Resource Mobilisation (PPRM) Directorate is to serve as the SADC Secretariat lead structure on Strategy Development, Policy Analysis, Planning and Programming, Monitoring and Evaluation, and Strategic Partnerships. The Directorate also assists Executive Management in coordinating the implementation of the regional priorities at Member State level through the SADC National Committees (SNCs), and at the continental and Regional Economic Community level, through AU/NEPAD initiatives, other Regional Economic Communities (RECs) and other stakeholders.

10.2 Strategic Objective

10.2.1 The mandate of the Directorate of Policy, Planning and Resource Mobilisation is driven by the following objectives derived from the RISDP 2020-2030:

    (i)   Formulation of SADC policies and strategies, and ensuring alignment to continental and international development initiatives;

    (ii)   Formulation of SADC plans and budgets, ensuring improved overall performance, orientation to results and impact of the SADC Regional Programme;

    (iii)   Enhanced Monitoring, Evaluation and Reporting of the RISDP 2020-2030;

    (iv)   Promotion of effective and efficient management of projects and programmes; and

    (v)   Development and management of a robust and responsive regional statistical system to underpin regional integration processes, including measurement of progress and impact.

10.3 Outcomes

10.3.1 PPRM will implement the Strategic Objectives through the following Outcomes:

    (i)   support the policy and strategy formulation process;

    (ii)   coordinate and ensure alignment of SADC regional policies and strategies to continental and international development initiatives;

    (iii)   improve integrated planning and budgeting for the implementation of the RISDP 2020-2030;

    (iv)   increase alternative and innovative sources of mobilising resources;

    (v)   strengthen institutional monitoring and evaluation mechanisms;

    (vi)   institutionalize the SADC Project Management System;

(vii) develop the capacity of staff and stakeholders to effectively and efficiently initiate, design, execute and close projects and programmes; and

(viii) enhance Statistical infrastructure, systems and capacity across the region for production and effective use of harmonised regional statistics.

10.4 Prioritised Projects

10.4.1 PPRM will implement the following prioritised projects in 2026/27:

(i) Strengthening National-Regional Linkages;

(ii) Development of the Regional Impact level Score Card System; and

(iii) Design and implementation of ICT-enabled production and dissemination of regional statistics.

10.5 Key Result Areas

10.5.1 PPRM will implement the Annual Operational Plan 2026/27 through the following Key Result Areas:

(i) **Policy and Strategy Development:** The KRA supports the formulation of regional policies and strategies, in consultation with Member States. It coordinates engagement with Non-State Actors (NSAs) on policy issues of relevance to SADC's agenda. It also promotes the Secretariat's role of policy research and policy analysis on key regional integration issues, in collaboration with regional and international research networks. In addition, it coordinates and ensures alignment of SADC regional policies and strategies to continental and international development initiatives.

(ii) **Planning and Programming:** This KRA coordinates the development of short, medium, and long-term corporate plans within the SADC Secretariat, as well as provides advice regarding the alignment of Member States' plans and budgets to the RISDP and other strategic plans. It also oversees the development of policies, strategies and instruments to mobilise resources for the implementation of the SADC strategic priorities, as well as provides leadership in the conduct of partnership dialogue with International Cooperating Partners (ICPs).

(iii) **Monitoring, Evaluation and Reporting:** This KRA anchors the results-based management framework by operationalising monitoring, evaluation and reporting functions to track implementation of the RISDP 2020–2030. It uses defined indicators and outcome metrics to generate timely, evidence-based insights that inform decision-making, strengthen accountability, and enhance transparency in resource use and results delivery. By fostering adaptive management and institutional learning, this KRA ensures that regional policies and programmes remain responsive, performance-driven and aligned with the regional strategic development priorities.

(iv) **Project Management:** The role of this KRA is to develop and implement project management-related tools, systems and processes to enable project teams to better manage and execute projects throughout the project management

lifecycle. The Project Management Support Unit shall therefore provide technical support to projects and programmes on the following areas:

(a) Align project and programme interventions to SADC strategic priorities;

(b) Ensure effective start, design, execution, monitoring, evaluation, reporting and closure of projects and programmes;

(c) Support projects and programmes to identify, monitor and manage operational issues affecting them;

(d) Put in place Project Performance Measures and standards to track and report on their performance;

(e) Provide ongoing capacity building on Project Management areas; and

(f) Document and share lessons in managing projects and programmes strategically.

(v) **Research and Statistics:** Statistics supports the regional integration process as a central resource base for official regional data and provides relevant and accurate statistics related to economic and social issues. The programme includes the provision of technical advice and leadership in regional statistics databases, as well as harmonisation and capacity building.

10.6 Main Focus for 2026/27

10.6.1 The major areas of focus in 2026/27 include the following:

(i) Policy and Strategy Development

(a) Finalizing the Protocol establishing the SADC Parliament whereby in collaboration with SADC Parliamentary Forum (SADC-PF), the main activity will be to incorporate comments and inputs from Member States on the draft Protocol before it is presented to Council/Summit for approval. Thereafter, the signing and ratification process will commence as per the usual process for a protocol to come into effect.

(b) SADC strategic positions will continue to be advanced at the continental and global Level. SADC Secretariat will participate at the AU and UN meetings and support Member States's participation at these meeting so at to advance SADC's position.

(c) SADC National Coordination Structures in Member States will continue to be strengthened, particularly the SADC National Committees (SNCs). This will be achieved through targeted capacity building initiatives.

(d) SADC Non-State Actors (NSAs) Engagement Mechanism will be operationalized to systematically coordinate Non-State Actors contribution to regional integration to ensure SADC is embedded in the people of the region who constitute the community.

(ii) Planning and Programming

(a) Developing and facilitating approval of the Annual Corporate Plan 2027/28 in line with the RISDP 2020-2030 and guided by Result-Based Management principles;

(b) Producing the Annual Strategy Update (2027/2) to assess the implementation of the Medium-Term Strategy of the RISDP;

(c) Mobilising technical and financial Resources to support the implementation of RISDP 2020-2030 in accordance with the SADC Resource Mobilisation Framework; and

(d) Analysing the status of Resource mobilisation and report submitted for consideration by Executive management.

(iii) Monitoring, Evaluation and Reporting

(a) Strengthen the use of the SADC Online M&E System across all Member States and the Secretariat through capacity building, development of reporting guidelines and development of data collection protocols to strengthen evidence-based tracking of the RISDP 2020-2030 implementation progress.

(b) Operationalize the SADC Balanced Scorecard System through establishment of core outcome indicators, data collection guidelines, and annual performance reporting. Generating outcome-focused strategic reports with trend analysis and variance reporting to inform Member States of implementation successes, bottlenecks, and corrective measures required.

(c) Develop and validate the SADC Regional Integration Index utilizing composite indicators across the five regional integration dimensions namely trade integration, productive integration, infrastructure development, macroeconomic convergence, and peace and security. Establishing baseline measurements and benchmarking methodologies to produce the initial 2025/26 SADC Regional Integration Report with comparative analysis and integration trajectory forecasting.

(d) Implement systematic macroeconomic surveillance frameworks across the region, establishing peer review protocols, diagnostic tools, and assessment criteria to conduct macroeconomic peer reviews in four (4) Member States by 2026, focusing on fiscal sustainability, monetary policy effectiveness, and structural reform progress.

(e) Strengthen evidence-based reporting through implementation of data quality assurance mechanisms, monitoring dashboards, and adaptive management protocols at both Secretariat and Member State levels. Establish feedback loops and continuous improvement processes to enhance accountability, transparency, and responsive decision-making in support of RISDP 2020-2030 implementation and achievement of regional integration objectives.

(iv) Project Management

(a) Provide effective and efficient services to projects by developing and implementing the Annual Project Management Support Services Plan based on their project management lifecycles;

(b) Coordinate the design/ development of new projects and programmes in line with the recommended ICP proposal/ project structures;

(c) Build capacity of staff and stakeholders on SADC Project Management Methodology (standard operating procedures, guidelines, tools and templates);

(d) Quarterly and annually monitor and report on the implementation and performance of projects and programmes (operational issues and progress); and

(e) Plan and carry out internal project evaluations at Mid and End Terms to assess alignment, effectiveness, efficiency, relevance, sustainability and impact of interventions and recommend improvements where appropriate.

(v) Statistics

(a) Producing the progress on implementation of regional statistics programmes and facilitating the endorsement by the Statistics Committee;

(b) Producing regional Statistical databases and publications on macroeconomic, sectoral and social statistics and disseminating to all Member States;

(c) Development of harmonised methodological guidelines on Statistics pertaining to trade, proverty and prices;

(d) Developing modernised data dissemination platforms using ICT for regional statistics;

(e) Producing methodological soundness statistical review reports in real sector statistics for Member States; and

(f) Building and enhancing capacity of Member States on data collection and processing of statistics.

Table 18: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Policy Planning and Resource Mobilisation				
Planning and Programming	Improved integrated planning and budgeting for the implementation of RISDP	N/A	N/A	Annual Operational Plans and Budgets 2027/28 developed and submitted for approval by Council
		N/A	N/A	Annual Strategy Update (2027/28) to assess the implementation of the Medium-Term Strategy of the RISDP

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
				produced and submitted for approval by Council
	Increased potential innovative funding avenues	N/A	SADC Resource Mobilization Framework operationalised	Technical and financial Resources mobilised to support the implementation of Prioritised RISDP 2020-2030 Projects in accordance with the SADC Resource Mobilisation Framework.
		N/A	SADC Resource Mobilization Framework operationalized	Status of Resource mobilisation analysed, and report submitted for consideration by Executive management
Research and Statistics	Enhanced Statistical infrastructure, systems and capacity across the region for production and effective use of harmonised regional statistics	N/A	Policy and legal frameworks for coordination of regional statistics in the region developed and implemented	Statistical standard positions produced/reviewed and presented for approval by Statistics Committee
		N/A	ICT - enabled regional statistical data production and dissemination tools developed	Regional Statistical databases and publications on macroeconomic, sectoral and social statistics, produced and disseminated
		N/A	Data quality assessment frameworks for real sector statistics developed	Methodological soundness review reports in real sector statistics for Member States produced
		N/A	Statistical capacity building programmes for regional integration developed	Capacity building for collection, processing, analysis and use of statistics enhanced
Monitoring, Evaluation and Reporting	Improved institutional knowledge and accountability for SADC Regional Cooperation and Integration	N/A	RISDP 2020-2030 implementation monitored	SADC Online M&E System rolled out to Member States and the Secretariat Staff
		N/A	N/A	2025/26 Annual Highlights on the Implementation of RISDP 2020-30 produced
		Development of the Regional Impact level Score Card System	N/A	Regional Impact level Score Card System operationalised at SADC Secretariat and in Member States level
		N/A	N/A	2025/26 SADC Regional Integration Report produced
	Strengthened institutional monitoring and evaluation mechanisms	N/A	N/A	2026/27 Macroeconomic Performance Monitored
Project Management	Effective and efficient management of projects and programmes within SADC	N/A	N/A	Quarterly reports on the management and performance of Prioritized Projects produced
		N/A	N/A	Mid and end term project evaluations to ascertain alignment, relevance, effectiveness, efficiency, sustainability and impact conducted

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		N/A	N/A	Project Management Support Service Plan developed and implemented
		N/A	N/A	Skills and Knowledge on SADC Project Management Standard Operating Procedures and Guidelines increased
		N/A	N/A	Prioritized Project Documents developed and recommended for approval
Policy and Strategy	Strengthened legal, policy and institutional framework to facilitate implementation of SADC's regional integration agenda	N/A	N/A	Protocol establishing the SADC Parliament produced and submitted for approval by Council
		N/A	N/A	SADC strategic positions advanced at the continental and global level
		N/A	N/A	SADC National Coordination Structures in Member States strengthened
		N/A	N/A	SADC Non-State Actors (NSAs) Engagement Mechanism (IICB Phase II) implemented

10.6.2 The proposed resource allocation for the Directorate.

Table 19: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Policy Planning and Resource Mobilisation			
Policy and Strategy	66,400	492,000	558,400
Planning and Programming	93,570	147,121	240,691
Research and Statistics	114,000	2,526,270	2,640,270
Monitoring, Evaluation and Reporting	167,590	13,225	180,815
Project Management	34,860	20,000	54,860
PPRM Human Resource management	2,123,690	0	2,123,690
Policy Planning and Resource Mobilisation	**2,600,110**	**3,198,616**	**5,798,726**
GRAND TOTAL	**2,600,110**	**3,198,616**	**5,798,726**

11. DISASTER RISK REDUCTION

11.1 Mandate

11.1.1 The mandate of the SADC Secretariat Disaster Risk Reduction Unit (DRR Unit) is to facilitate the effective coordination, implementation, monitoring and evaluation of disaster risk management programmes and projects in the region. Guided by the Sendai Framework for Disaster Risk Reduction 2015-2030 (SFDRR), and the Regional Indicative Strategy and Development Plan 2020-2030, the DRR Unit translates the provisions of the global and regional frameworks towards DRM targets through undertaking key regional interventions, cemented on the aspirations of regional integration. The DRR Unit spearheads the establishment of sectoral linkages and further synergies through effective partnerships for a risk-proof regional development agenda and resilience building.

11.2 Strategic Objective

11.2.1 The Strategic Objective for the DRR Unit is to contribute to: Improved Disaster Risk Management to support regional resilience.

11.3 Outcomes

11.3.1 DRR will implement the Strategic Objectives through the following Outcomes:

(i) Coordinated and effective response and recovery efforts to address the impact of Climate Change and natural disasters, pandemics, and migratory pests;

(ii) Strengthened Disaster Risk Management and governance in the region;

(iii) Strengthened Planning for Disaster Risk Assessment and Preparedness;

(iv) Enhanced disaster risk management investments to facilitate climate adaptation and community resilience; and

(v) Strengthened regional and national disaster recovery interventions (building back better).

11.4 Prioritised Projects

11.4.1 DRR will implement the following prioritised projects in 2026/27:

(i) Strengthening Regional Vulnerability Analysis and Assessment Programme;

(ii) Enhanced Coordination, governance monitoring and Reporting on Disaster Risk Project;

(iii) Disaster Disk Management Strengthening in SADC (DRMSS) Project 2022-2026 supported under the 11th EDF with an amount of Euros 4.65 million; and

Regional Climate Resilience Program for Eastern and Southern Africa Project (RCRP), valued at USD 5M.

11.5 Key Result Areas

11.5.1 DRR will implement the Annual Operational Plan 2026/27 through the following Key Result Area:

(i) The Regional Disaster Risk Management.

11.6 Main Focus for 2026/27

11.6.1 The major areas of focus in 2026/27 include the following:

(i) Produce and present the 2026 Regional Vulnerability Assessment and Analysis Programme's Synthesis Report on the State of Food and Nutrition Security and Vulnerability in Southern Africa for decision making to the RVAA governance structures;

(ii) Conduct peer reviews on the implementation of the Disaster Risk Management agenda among Member States to facilitate lesson learning and experience sharing;

(iii) Promote the integration of shock responsive social protection in disaster risk management planning through the development of guidelines for mainstreaming Disaster Risk Management for the various sectors in the sectoral Social Protection Programmes across Member States;

(iv) Strengthen interoperable, integrated Multi-Hazard Early Warning System through, equipping national early warning systems and linking to the regional and continental Multi-Hazard Early Warning System; and

(v) Promote regional risk financing solutions through the development of the regional carbon markets framework and support of Member States to access climate financing through the development of bankable projects.

Table 20: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Disaster Risk Reduction				
Regional Disaster Risk Management	Strengthened Disaster Risk Management and governance in the region	N/A	Disaster risk reduction and risk governance in development sectors facilitated	Governance mechanisms for the DRM projects are established and maintained
		Regional Vulnerability Assessment and Analysis Programme	Mechanisms for identification, assessment and monitoring of disaster risks, including data and information management developed and implemented.	Regional Vulnerability Assessment and Analysis Synthesis produced to inform planning and decision making

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		Enhanced Coordination, Governance, Monitoring and Reporting on Disaster Risk Management Programmes	Disaster risk reduction and risk governance in development sectors facilitated	Strengthened Governance for effective implementation of the Regional Agenda.
		N/A	Mutual learning, knowledge building and exchange of information on climate and disaster risk management promoted.	Governance mechanisms for the DRM projects are established and maintained
		N/A	N/A	SADC Regional Common positions advanced at the Regional and Global DRR Forums and Platforms (SADC, AU, UN and other regional meetings)
	Strengthened Planning for Disaster Risk Assessment and Preparedness	N/A	Standardized multi-hazard planning approaches and tools for regional disaster risk assessments developed and implemented.	Regional Multi-Hazard Early Warning System strengthened
	Enhanced disaster risk management investments to facilitate climate adaptation and community resilience	N/A	N/A	Access to climate financing solutions promoted

11.6.2 The proposed resource allocation for the Unit.

Table 21: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Disaster Risk Reduction			
DRR Human Resource management	266,918	0	266,918
Regional Disaster Risk Management	87,218	1,606,575	1,693,793
Disaster Risk Reduction	**354,136**	**1,606,575**	**1,960,711**
GRAND TOTAL	**354,136**	**1,606,575**	**1,960,711**

12. INTERNAL AUDIT AND RISK MANAGEMENT

12.1 Mandate

12.1.1 The mandate of the Internal Audit and Risk Management Directorate is to:

(i) coordinate risk management activities, mitigate identified risks to enable the achievement of strategic objectives; and

(ii) provide objective assurance on the adequacy and effectiveness of the governance, risk management and internal control environment within the Secretariat.

12.2 Strategic Objective

12.2.1 The mandate of the Directorate of Internal Audit and Risk Management is driven by the following objective derived from the RISDP 2020-2030:

(i) provide independent, objective assurance and advisory services designed to add value and improve the SADC Secretariat's operations by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

12.3 Outcomes

12.3.1 IARM will implement the Strategic Objectives through the following Outcomes:

(i) audit recommendations made to improve the effectiveness of SADC Secretariat's Governance, Risk Management and Control processes to enable achievement of set objectives.

(ii) enhancing skills and knowledge of Secretariat personnel on Governance, Risk Management and Control processes.

(iii) Audit and Risk Committee and Council Decisions implemented to enhance Secretariat's performance.

(iv) Coordinated approach to assurance provisions resulting in value for money on all audit services.

(v) Improved management of Strategic and Operational Risks.

(vi) Proactive risk management resulting in risk assessments informing decision making at the SADC Secretariat.

(vii) Enhanced resilience of the Secretariat through business continuity management.

(viii) Enhanced reporting and detection of unethical conduct.

12.4   Prioritised Projects

12.4.1 The Internal Audit and Risk Management Directorate does not implement or manage any specific prioritised project of the RISDP.

12.5   Key Result Areas

12.5.1 IARM will implement the Annual Operational Plan 2026/27 through the following Key Result Areas:

(i)   Internal Audit Services; and

(ii)   Risk Management.

12.6   Main Focus for 2026/27

12.6.1 The major areas of focus in 2026/27 include the following:

(i)   Internal Audit Strategic and Annual Plan developed to provide a basis for implementing value adding internal audit services.
(ii)   Assurance and Advisory engagement results presented to add value to Secretariat's operations.
(iii)   Audit and Risk Committee oversight on Secretariat's processes, systems and activities, facilitated to enhance governance, risk management and control processes.
(iv)   Coordination of risk assessments and monitoring the implementation of mitigation measures by Directorates and Units.
(v)   Tip-offs anonymous reports received with investigations conducted where necessary.
(vi)   Trainings conducted to enhance governance, risk management and compliance within the Secretariat.
(vii)   Enhancing the business continuity capability of the Secretariat.

Table 22: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Internal Audit and Risk Management				
Risk Management	To facilitate the identification and assessment of strategic and operational risks, coordinate business continuity function and monitor implementation of risk mitigation strategies.	N/A	N/A	SADC Secretariat Business Continuity Plan (BCP) implemented (2026/27).
		N/A	N/A	Management of Strategic and Operational Risks improved (2026/27).
		N/A	N/A	SADC Hotline operational (2026/27).
Internal audit services	Improved Controls, Governance and Risk Management Systems	N/A	N/A	Audit recommendations made to improve SADC Secretariat's Governance, Control and Risk Management systems to enable achievement of set objectives.

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		N/A	N/A	SADC Secretariat Business Continuity Plan (BCP) implemented.
		N/A	N/A	Improved stakeholders' knowledge on Governance, Risk Management and Control systems to enable achievement of set objectives (2026/27).
		N/A	N/A	Prevention and Detection of unethical conduct improved through hotline reporting (2026/27).
		N/A	N/A	Audit & Risk Committee Decisions implemented to enhance Secretariat's performance (2026/27).
		N/A	N/A	Three Year Rolling Strategic Audit Plan and Annual Plan for IARM Directorate developed and submitted for approval by the Audit & Risk Committee. (2026/27).

12.6.2 The proposed resource allocation for the Directorate.

Table 23: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Internal Audit and Risk Management			
Internal audit services	103,526	0	103,526
Risk Management	40,073	0	40,073
Audit Human Resource management	705,047	0	705,047
Internal Audit and Risk Management	**848,646**	**0**	**848,646**
GRAND TOTAL	**848,646**	**0**	**848,646**

13. LEGAL AFFAIRS

13.1 Mandate

13.1.1 The Legal Affairs Unit (LAU) derives its mandate from:

(i)   Article 12 (2) (a) (vi) of the SADC Treaty; and
(ii)   Article 3 (4) of the Protocol on Legal Affairs.

13.1.2 The Legal Affairs Unit (LAU) is responsible for the provision of legal support services to the SADC Institutions and Member States in achieving regional cooperation and integration in matters relating to the interpretation and implementation of the Treaty, Protocols and subsidiary legal instruments made thereunder.

13.2 Strategic Objective

13.2.1 LAU's strategic objective is to provide legal assistance to SADC Institutions and Member States on the interpretation and application of all SADC legal instruments and on other related legal matters

13.3 Outcomes

13.3.1 Enhanced Legal Services to the SADC Institutions and Member States.

13.4 Prioritised Projects

13.4.1 LAU does not implement any projects.

13.5 Key Result Areas

13.5.1 The Key Result Area (KRA) for LAU is *Legal Support Services*.

13.6 Main Focus for 2026/27

13.6.1 The main focus for 2026/27 is to ensure delivery of all outputs within the approved budget, which includes the following:

(i)   continue providing quality and timely legal support services to the SADC Institutions and Member States;

(ii)   in line with the priorities and results in the RISPD 2020-2030, Summit, Council and Ministerial Committee Decisions, and lessons learned from their implementation:

(a)   facilitate the operationalisation or setting up of a SADC dispute settlement mechanism;

(b) manage litigation and arbitration cases against SADC Institutions;

(c) provide legal advice/opinions to the SADC Institutions and Member States on the interpretation and application of the Treaty, Protocols, Subsidiary Instruments and other legal issues emanating from implementation of programmes and projects;

(d) facilitate approval/ adoption, signature of, ratification of, and accession to, SADC legal instruments;

(e) develop guidelines for the Secretariat and Member States on legal instruments that will require signature or ratification to enter into force with a view to fast tracking entry into force; and

(f) develop an Action Plan for the Committee of Ministers of Justice/ Attorneys General.

Table 24: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Legal Services				
Legal support services	Enhanced legal services to the SADC Institutions, Member States, Regional Stakeholders	N/A	Dispute settlement mechanism operationalised by 2026	Recommendations on the establishment of a SADC Dispute Settlement Mechanism submitted to Council for consideration, approval or recommendation to Summit for final approval
				Q1 Briefs produced and consultations conducted in preparation for SADC representation in settlement negotiations, litigation/arbitration towards safeguarding of SADC reputation and resources.
				Q2 Briefs produced and consultations conducted in preparation for SADC representation in settlement negotiations, litigation/arbitration towards safeguarding of SADC reputation and resources.
				Q3 Briefs produced and consultations conducted in preparation for SADC representation in settlement negotiations, litigation/arbitration towards safeguarding of SADC reputation and resources.
				Q4 Briefs produced and consultations conducted in preparation for SADC representation in settlement negotiations, litigation/arbitration towards safeguarding of SADC reputation and resources.

13.6.2 The proposed resource allocation for the Unit.

Table 25: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Legal Services			
Legal support services	161,150	0	161,150
Legal Human Resource management	638,766	0	638,766
Legal Services	**799,916**	**0**	**799,916**
GRAND TOTAL	**799,916**	**0**	**799,916**

14. SADC ADMINISTRATIVE TRIBUNAL

14.1 Mandate

14.1.1 The mandate of the SADC Administrative Tribunal (SADCAT) is to hear and determine disputes and grievances between SADC, SADC institutions and its staff.

14.2 Strategic Objective

14.2.1 The mandate of the SADC Administrative Tribunal is driven by the following objectives derived from the RISDP 2020-2030:

(i) Provision of an independent and impartial mechanism to hear and determine disputes in a timely manner and give reasons for its decisions in adherence to international norms and principles.

(ii) Development of an internationally recognised jurisprudence of its own based on international norms and principles in the interpretation of SADC HR rules, regulations and policies.

14.3 Outcomes

14.3.1 SADCAT will implement the Strategic Objectives through the following Outcomes:

(i) determination of labour disputes between SADC and its employees.

14.4 Prioritised Projects

14.4.1 SADCAT does not manage any specific prioritised project of the RISDP 2020-2030.

14.5 Key Result Areas

14.5.1 SADCAT will implement the Annual Operational Plan 2026/27 through the following Key Result Areas:

(i) determination of labour disputes between SADC and its employees.

14.6 Main Focus for 2026/27

14.6.1 The major areas of focus in 2026/27 include the following:

(i) Enhancing access to justice in the resolution of labour disputes between SADC and its employees and those of other SADC institutions
(ii) Training of SADCAT Judges and secretariat on international administrative law principles;
(iii) Convening SADCAT plenary sessions;
(iv) Promoting SADCAT activities on SADC Portal and SharePoint;

Table 26: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
SADC Administrative Tribunal				
Determination of labour disputes between SADC and its employees	Enhanced access to justice in the resolution of labour disputes between SADC and its employees and those of other SADC institutions	N/A	N/A	Standard and practices of SADC Administrative Tribunal strengthened, and its services promoted through website and internal communication channels
			N/A	Judges and Secretariat Staff skills and knowledge increased on judicial knowledge in international administrative law and principles
			N/A	Mandatory SADCAT Plenary meetings convened
			N/A	Extra-ordinary sessions of SADCAT convened to address and resolve labour disputes and grievances
			N/A	Labour disputes and grievances considered and resolved by ordinary sessions of SADCAT
			N/A	Comprehensive insurance cover to safeguard the well-being and safety of SADCAT Judges implemented and maintained

14.6.2 The proposed resource allocation for the Unit.

Table 27: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
SADC Administrative Tribunal			
SADCAT Human Resource management	179,058	0	179,058
Determination of labour disputes between SADC and its employees	91,970	0	91,970
SADC Administrative Tribunal	**271,028**	**0**	**271,028**
GRAND TOTAL	**271,028**	**0**	**271,028**

15. COMMUNICATION AND PUBLIC RELATIONS

15.1 Mandate

15.1.1 The mandate of the Communications and Public Relations Unit is to provide Strategic Corporate Communication and awareness of SADC programmes and Public Relations services. The Unit leads and coordinates the implementation of SADC corporate communications, including media relations, public affairs, protocol services, corporate branding, and promotion of SADC and its programmes. The Unit also drives the implementation of Communication, Visibility and Awareness interventions as outlined in the SADC Regional Indicative Strategic Development Plan (RISDP) 2020 – 2030.

15.2 Strategic Objective

15.2.1 The mandate of the Communication and Public Relations Unit is driven by the following objectives derived from the RISDP 2020-2030:

   (i)   enhance visibility and awareness of SADC, its activities and impact, in all Member States and globally.

15.3 Outcomes

15.3.1 CPRU will implement the Strategic Objectives through the following Outcomes:

   (i)   enhance visibility and awareness of SADC, its activities and impact, in all Member States and globally.

15.4 Prioritised Projects

15.4.1 CPRU will implement the following prioritised projects in 2026/27:

   (i)   Capacity strengthening for effective communication of SADC.
   (ii)   SADC Integrated Communications Campaign

15.5 Key Result Areas

15.5.1 CPRU will implement the Annual Operational Plan 2026/27 through the following Key Result Areas: Corporate Communications

15.6 Main Focus for 2026/27

15.6.1 The major areas of focus in 2026/27 include the following:

   (i)   Regional and National SADC strategic communication capacity to undertake effective communication and promotion of SADC strengthened;
   (ii)   Visibility, knowledge and awareness of SADC, its founding documents, institutions, history, and policies and programmes in all Member States and globally enhanced:
   (iii) Integrated communication and awareness of SADC, activities, impact and value proposition conducted;

(iv) SADC corporate brand and identity positioned as a trusted vehicle towards the attainment of regional economic development
(v) Media development and strengthen ecosystems for effective regional communication enhanced

Table 28: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Communication and Public Relations				
Corporate Communications	Strengthened SADC strategic communication capacity to undertake effective communication and promotion of SADC activities and impact	Capacity strengthening for effective communication of SADC	Regional and National SADC strategic communication capacity to undertake effective communication and promotion of SADC strengthened	Skills and knowledge of Member States and Secretariat to effectively support communication and awareness of SADC increased
		SADC Integrated Communications Campaign	Integrated communication and awareness of SADC, activities, impact and value proposition conducted	Integrated communication and awareness of SADC, activities, impact and value proposition conducted
		N/A	N/A	Partnership collaboration, Statutory meetings and Executive engagements promoted in support of SADC programmes and activities
		N/A	The SADC corporate brand and identity positioned as a trusted vehicle towards the attainment of regional integration and development. Media development and strengthen ecosystems for effective regional communication enhanced	The SADC corporate brand and identity positioned as a trusted vehicle towards the attainment of regional

15.6.2 The proposed resource allocation for the Unit.

Table 29: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Communication and Public Relations			
Corporate Communications	171,534	0	171,534
PR Human Resource management	694,869	0	694,869
Communication and Public Relations	**866,403**	**0**	**866,403**
GRAND TOTAL	**866,403**	**0**	**866,403**

16. SADC-AFRICAN UNION PERMANENT REPRESENTATION OFFICE

16.1 Mandate

16.1.1 The mandate of the SADC Permanent Representation Office to the African Union is to assist the Secretariat and all Directorates/Units to strengthen the ties and create synergies on cooperation, collaboration and coordination between the SADC Secretariat and the African Union Commission, the Regional Economic Communities/Regional Mechanisms, Embassies of SADC Member States and International Cooperating Partners represented at the African Union Commission.

16.1.2 It also assumes a representational role whereby it represents the SADC Secretariat in several conferences/meetings/Workshops being hosted at AU level. This serves the purpose of creating awareness, at Continental level, about SADC's achievements and progress made on issues of integration and vice versa.

16.2 Strategic Objective

16.2.1 The SADC Permanent Representation Office to the African Union is guided by the following Strategic Objective: "Increased alignment SADC programmes with the continental and global integration and development agenda". In line with this Objective, the Outputs of this Office focus on enhancing a more coordinated approach with the African Union Commission in line with the SADC's Vision 2050, the SADC RISDP 2020-2030, the AU Agenda 2063 and the Agenda 2030 of the UN SDGs.

16.3 Outcomes

16.3.1 The Outcomes of the SADC-African Union Permanent Representation Office are as follows:

(i) Promote SADC Regional Integration programmes, strategies, policies and achievements at continental level through meetings with the different Commissions of the African Union Commission, during AU Mandatory Meetings such as the Ordinary and Extraordinary Summits, Mid-Year Coordination Meetings and with RECs/RMs Permanent Representatives to the AUC, African Member States Embassies, Foreign Embassies, Partners, Inter-Governmental Organisations and Think Tanks in Addis Ababa; and

(ii) The SADC-African Union Permanent Representation Office facilitates the implementation of agreed continental priorities at SADC Regional level through regularly transmitting information/inputs to the Secretariat for inclusion in briefs, talking points and Notes. This also involves participation in SADC major meetings such as the Council of Ministers, SADC Summits and Troika Meetings/MCOs and it also follows up on Decisions of the Council of Ministers/MCO which are relevant to the Office in coordination between the Secretariat and the African Union Commission and partners.

16.4 Prioritised Projects

16.4.1 The SADC Permanent Representation Office to the African Union does not implement or manage any specific project of the RISDP 2020-2030 but provides support to the Directorates and Units in the implementation of their respective projects.

16.5 Key Result Areas

16.5.1 The SADC Permanent Representation Office to the African Union's Key Result Area is ***Effective implementation and review of SADC/AU programmes.***

16.6 Main Focus for 2026/27

16.6.1 In line with the Vision 2050, RISDP 2020-2030, Agenda 2063 of the AU, SADC & AU Summits, Council and MCO's decisions and lessons learned from the previous implementation of the AOP 2023-24, the SADC Permanent Representation Office to the African Union will focus more on the following:

(i)   Consolidate and improve the working relations between the SADC Secretariat (Directorates/Units) with the Office through a Consultation and feedback mechanism which will be developed to facilitate timely exchange of information and consideration of strategic regional & continental issues and effective response;

(ii)   Ascertain that the Peace & Security Architecture of SADC becomes aligned to the continental African Peace and Security Architecture and this will be achieved through constant liaison between the African Union Commission/partners and the SADC Secretariat on Peace, Security and Governance related issues;

(iii)   It will carry on with the implementation of the office's mandate of working towards SADC Priorities aligned to the Continental Integration Programmes by documenting main issues affecting SADC from African Union meetings (Summits, Extraordinary Summits, Mid-Year Coordination Summits and meetings) and contributing to documents submitted by Directorates/Units to SADC Council of Ministers. Ministerial Committee of the Organ and Summits; and

(iv)   Carry on working in collaboration with the Permanent Representatives/Liaison Officers of the other Regional Economic Communities (RECs)/Regional Mechanisms (RM) present at the African Union Commission;

Table 30: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
AUC Liaison Office				
Effective implementation and review of SADC/AU programmes	Increased alignment SADC programmes with the continental and global integration	N/A	N/A	Consultation and feedback mechanism developed to facilitate timely exchange of information and consideration of strategic regional & continental issues and effective response

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
	and development agenda	N/A	N/A	Peace & Security Architecture of SADC aligned to the continental African Peace and Security Architecture
		N/A	N/A	SADC Priorities aligned to the Continental Integration Programmes
		N/A	N/A	Collaboration between SADC and other Regional Economic Communities (RECs)/Regional Mechanisms (RM) strengthened
		N/A	N/A	AUPR administrative and financial operations managed

16.6.2 The proposed resource allocation for the Unit.

Table 31: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
AUC Liaison Office			
Effective implementation and review of SADC/AU programmes	28,150	0	28,150
Asset Replacement	100,000	0	100,000
AU Human Resource management	184,146	0	184,146
AUC Liaison Office	**312,296**	**0**	**312,296**
GRAND TOTAL	**312,296**	**0**	**312,296**

17.1 Mandate

17.1.1 The Directorate of Human Resources and Administration provides efficient and effective services in the areas of Human Resources, Administration, Records Management and Conference Services that support the SADC Secretariat's fulfilment of its key mandate towards regional integration and socio-economic development.

17.2 Strategic Objective

17.2.1 The mandate of the Directorate of Human Resources and Administration is driven by the following objectives:

(i) support the SADC Secretariat in the attraction and retention of skilled workforce, efficient administration, records and conference management services towards the SADC regional integration and socio-economic development agenda.

17.3 Outcomes

17.3.1 HRA will implement the Strategic Objectives through the following Outcomes:

(i) Improve conference facilities and services for SADC policy and other meetings;
(ii) Enhance Service Delivery on Human Resources Management to support effective Regional Integration
(iii) Improve administrative support to SADC Secretariat; and
(iv) Improve SADC Records Management Services.

17.4 Prioritised Projects

17.4.1 The Human Resources and Administration Directorate does not implement or manage any specific project of the RISDP 2020-2030.

17.5 Key Result Areas

17.5.1 HRA will implement the Annual Operational Plan 2026/27 through the following Key Result Areas:

(i) Provision of effective and efficient support to policy and other meetings;
(ii) Development and Management of Human Resources;
(iii) Efficient and effective administrative support to the SADC Secretariat;
(iv) Effective and efficient management of SADC Secretariat records throughout their lifecycle; and
(v) Asset acquisition and replacement for Head Office.

17.6 Main Focus for 2026/27

17.6.1 The major areas of focus in 2026/27 include the following:

(i)   strengthening of the Secretariat's human capacity to deliver on the priorities of the Revised RISDP;

(ii)   strengthening provision of administrative support services;

(iii)   supporting Policy Organs to efficiently and effectively carry out their mandate;

(iv)   improving management of Secretariat records; and

(v)   improving the service delivery to policy and other meetings.

Table 32: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Human Resources and Administration				
Provision of effective and efficient support to policy and other meetings.	Improved conference facilities and services for SADC policy and other meetings	N/A	N/A	Conference facilities and services for SADC statutory, policy and other meetings provided
Development and Management of Human Resources	Enhanced Development and Management of Human Resources	N/A	N/A	VIP System operationalised
		N/A	N/A	SADC Secretariat Group Life Assurance implemented/processed
		N/A	N/A	SADC Secretariat Staff records scanned
		N/A	N/A	Payroll system in Satellite Offices operationalised
		N/A	**N/A**	**SADC Secretariat organisational structure aligned to RISDP 2020-2030**
		N/A	N/A	Employee engagement, retention, and alignment with organisational values improved
		N/A	N/A	SADC Secretariat Staff skills and knowledge on identified training needs increased in line with the Annual Learning and Development Plan.
		N/A	N/A	Number of SADC MS participants in the SADC WIL Programme increased
		N/A	N/A	SADC Secretariat High Performers recognised & rewarded
		N/A	N/A	SADC Staff Wellness Programme Implemented
		N/A	N/A	OSHE Programs for a Safe and Healthy Work Environment Implemented
		N/A	N/A	SADC Secretariat staff recruited in line with the 5-year Workforce plan
		N/A	N/A	Secretariat recruitment processes automated to reduce recruitment turnaround time

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
		N/A	N/A	HRAC meetings conducted
Efficient and effective administrative support to the SADC Secretariat	Improved administrative support to SADC Secretariat	N/A	N/A	Office and residential accommodation provided and maintained
		N/A	N/A	Assets secured and insured
		N/A	N/A	General administrative support services provided.
Effective and efficient management of SADC Secretariat records throughout their lifecycle	Improved SADC Records Management Services	N/A	N/A	SADC Electronic Records Management System fully operationalised and integrated across HQ & Satellite Offices
		N/A	N/A	SADC Secretariat records effectively and efficiently managed
Asset Acquisition and Replacement for Head Office	Improved provision of fixed assets to SADC Secretariat	N/A	N/A	Assets acquired, replaced and maintained

17.6.2 The proposed resource allocation for the Directorate.

Table 33: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Human Resources and Administration			
Provision of effective and efficient support to policy and other meetings.	736,523	0	736,523
Development and Management of Human Resources	**811,003**	**0**	**811,003**
Efficient and effective administrative support to the SADC Secretariat	**3,065,013**	**0**	**3,065,013**
ES Engagement with SADC Member States, Bilateral and Multilateral Partners, as well as other Stakeholders	167,229	0	167,229
Asset Acquisition and Replacement for Head Office	757,300	0	757,300
Effective and efficient management of SADC Secretariat records throughout their lifecycle	135,400	0	135,400
DES-RI Engagements with SADC Member States and Stakeholders	161,231	0	161,231
DES-CA Leadership and Oversight for Corporate Services	123,500	0	123,500
HR Human Resource Management	4,317,862	0	4,317,862
Human Resources and Administration	**10,275,061**	**0**	**10,275,061**
GRAND TOTAL	**10,275,061**	**0**	**10,275,061**

18. FINANCE

18.1 Mandate

18.1.1 The overall mandate of the Finance Directorate is to deliver an effective and efficient financial management and advisory service within the SADC secretariat, that ensures the achievement of the SADC Secretariat's financial objectives. The Finance Directorate supports the SADC secretariat to fulfil its fiduciary responsibility to ensure that Member States' funds and ICP grants are utilized and reported in line with the applicable Financial Regulations.

18.2 Strategic Objective

18.2.1 The Finance Directorate's Strategic Objective is to facilitate the efficient and effective utilisation of and reporting on the utilisation of SADC resources.

18.3 Outcomes

18.3.1 The outcomes of the Finance Directorate are:

(i) Unqualified 2023/24 audited financial statements.
(ii) Comprehensive and quality monthly management reports.
(iii) Approved Five-Year (2025/26-2029/30) Medium Term Revenue and Expenditure Framework (MTREF).
(iv) Realistic 2026/27 Annual Estimates of Revenue and Expenditure.

18.4 Prioritised Projects

18.4.1 The Finance Directorate does not implement or manage any specific prioritised project of the RISDP.

18.5 Key Result Areas

18.5.1 The Finance Directorate has one KRA which is "*Ensuring that resources are administered in accordance with SADC Secretariat Financial Regulations*".

18.6 Main Focus for 2026/27

18.6.1 The focus of the Finance Directorate for the FY2026/2027 is on the following areas:

(i) Enhance sound internal controls comprising financial systems, processes, appropriately skilled human capacity;

(ii) safeguard, control and report on the utilization of the SADC Secretariat's financial resources in line with the applicable financial policies, rules and regulations; and

(iii) facilitate and support the Governance Oversight Technical Committees and external audit.

Table 34: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Finance				
Resources administered in accordance with SADC Secretariat financial regulations	Improved administration of resources in accordance with the SADC Secretariat Financial Regulations	N/A	N/A	2025/26 IPSAS-compliant Draft Annual Financial Statements submitted to BOA for Audit by 1 May 2026
		N/A	N/A	2025/26 IPSAS-compliant Annual Financial Statements, accompanied by Audit opinion produced and submitted to Council for approval by 31 August 2026
		N/A	N/A	2026/27 Audit Plan produced and approved by the SADC Board of Auditors by February 2027
		N/A	N/A	2026/27 Monthly Management Accounts, Financial Reports for ICPs produced and submitted to management for approval by Management by the 15th of each subsequent month
		N/A	N/A	Five-Year 2027/28 -2032/33 Medium-Term Revenue and Expenditure Framework produced and submitted to Finance Sub-Committee for consideration by 31 July 2026.
		N/A	N/A	2027/28 Annual Estimates of Revenue and Expenditure produced and submitted to finance committee for approval by March 2027

18.6.2   The proposed resource allocation for the Directorate.

Table 35: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Finance			
Resources administered in accordance with SADC Secretariat financial regulations	689,502	0	689,502
Finance Human Resource management	2,604,012	0	2,604,012
Finance	**3,293,514**	**0**	**3,293,514**
GRAND TOTAL	**3,293,514**	**0**	**3,293,514**

19. INFORMATION AND COMMUNICATION TECHNOLOGIES

19.1 Mandate

19.1.1 The Southern African Development Community (SADC) Secretariat's Information and Communication Technologies (ICT) Unit is responsible for the effective and efficient use of ICT within the SADC Secretariat and to assist Directorates and Units in harnessing ICT within SADC programs.

19.2 Strategic Objective

19.2.1 The mandate of the Information and Communication Technologies is driven by the following objectives:

    (i)   Improve value derived from ICT investment through a comprehensive ICT Governance Framework,

    (ii)   Enhance behavioural change to embrace digital transformation,

    (iii)   Enhancing organizational efficiency and effectiveness through review organisational operating model,

    (iv)   and improve evidence-based decision making and interventions and

    (v)   Improve organizational efficiency through implementation of modernised technology.

19.3 Outcomes

19.3.1 ICT will implement the Strategic Objectives through the following Outcomes:

    (i) Improved organisational efficiency using modern technology; and

    (ii) Strengthened IT governance and management for efficient internal operations including effective service delivery.

19.4 Prioritised Projects

19.4.1 The ICT Unit does not implement or manage any specific prioritised project of the RISDP.

19.5 Key Result Areas

19.5.1 ICT will implement the Annual Operational Plan 2026/27 through the following Key Result Areas:

    (i)   ICT Infrastructure; and
    (ii)   Applications Management.

19.6 Main Focus for 2026/27

19.6.1 In alignment with the priorities and results outlined in the RISDP 2020-2030, the Council and Ministerial Committee decisions, and the SADC Corporate Digital Transformation (DX) Strategy, the major areas of focus in 2026/27 are as follows:

(i) Mid-term review of the Digital Transformation (DX) Strategy;

(ii) Implementing the Data Strategy;

(iii) Implementing the Cyber Security Strategy;

(iv) Ensuring robust Business Continuity;

(v) IT Governance awareness and training; and

(vi) Capacity building for SADC and ICT Staff members on emerging technologies, with particular emphasis on Artificial Intelligence.

Table 36: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Information and Communication Technologies				
ICT Infrastructure and Applications Management	Effective provision and management of information and technology to ensure ICT capabilities are controlled and maintained in line with corporate objectives and emerging trends.	N/A	N/A	Network and internet connectivity provided and supported to enhance seamless operation of digital tools and a diverse suite of applications to the SADC Secretariat.
		N/A	N/A	Modern ICT infrastructure that enables seamless and secure access to information resources deployed, supported and maintained.
	Strengthened IT governance and management for efficient internal operations including effective service delivery	N/A	N/A	SADC Corporate Digital Innovation Hub established to support the adoption of Artificial Intelligence (AI) and emerging technologies for corporate digital transformation
		N/A	N/A	Implementation plan for the Digital Transformation (DX) Strategy operationalisation (2023-2028) completed

19.6.2 The proposed resource allocation for the Unit.

Table 37: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Information and Communication Technologies			
ICT Infrastructure and Applications Management	1,335,074	0	1,335,074
ICT Human Resource management	981,925	0	981,925
Information and Communication Technologies	**2,316,999**	**0**	**2,316,999**
GRAND TOTAL	**2,316,999**	**0**	**2,316,999**

20. PROCUREMENT

20.1 Mandate

20.1.1 The mandate of the Procurement Unit is to coordinate and implement the procurement processes of the SADC Secretariat.

20.2 Strategic Objective

20.2.1 The mandate of the Procurement Unit is driven by the following objectives:

(i) all procurements for the Secretariat are implemented efficiently and effectively in adherence with the SADC Procurement and Grants Policy and SADC Procurement Guidelines and SADC Grants Guidelines.

20.3 Outcomes

20.3.1 Procurement will implement the Strategic Objectives through the following Outcomes:

(i) improved efficiency and effectiveness on the acquisition of all planned goods, services and works in adherence with SADC Procurement and Grants Guidelines.

20.4 Prioritised Projects

20.4.1 The Procurement Unit does not manage any specific prioritised project of the RISDP 2020-2030.

20.5 Key Result Areas

20.5.1 Procurement will implement the Annual Operational Plan 2026/27 through the following Key Result Areas:

(i) Procurement

20.6 Main Focus for 2026/27

20.6.1 The major areas of focus in 2026/27 include the following:

(i) Implement the Procurement Turnaround Strategy to ensure improvement in procurement efficiency and effectiveness;

(ii) Timely and accurate monitoring of the Annual Procurement Plan;

(iii) Increase in Stakeholder awareness, skills, and knowledge in procurement practices;

(iv) Comprehensive evaluation of tenders completed with actionable recommendations submitted to Secretariat Management for approval; and

Table 38: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Procurement Unit				
Procurement	Improved procurement efficiency and effectiveness	N/A	N/A	Timely and accurate monitoring of the Annual Procurement Plan provided
		N/A	N/A	Stakeholder awareness, skills, and knowledge in procurement practices increased
		N/A	N/A	Comprehensive evaluation of tenders completed with actionable recommendations submitted to Secretariat Management for approval
		N/A	N/A	Detailed supplier database of key categories for two Member States taking over chairmanship of SADC and MCO

20.6.2 The proposed resource allocation for the Unit.

Table 39: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Procurement Unit			
Procurement	35,188	0	35,188
PU Human Resource Management	534,173	0	534,173
Procurement Unit	**569,361**	**0**	**569,361**
GRAND TOTAL	**569,361**	**0**	**569,361**

21. PROCUREMENT EX-ANTE

21.1 Mandate

21.1.1 The Mandate of Procurement Ex-Ante Unit is to provide an oversight and quality assurance role in procurement activities through compliance review and quality control.

21.2 Strategic Objective

21.2.1 The mandate of the Procurement Ex-Ante Unit is driven by the following objective:

(i) Effective and efficient management of procurement activities by minimizing risks and providing quality assurance through reviews, guaranteeing consistency and compliance, as well as ensuring value for money.

21.3 Outcomes

21.3.1 Procurement Ex-Ante will implement the Strategic Objectives through the following Outcome:

(i) Enhanced effectiveness and efficiency in the management of procurement activities through effective risk management, cost savings, increased transparency and improved procurement performance.

21.4 Prioritised Projects

21.4.1 The Procurement Ex-Ante Unit does not manage specific projects identified for implementation of the RISDP 2020-2030.

21.5 Key Result Areas

21.5.1 Procurement Ex-Ante will implement the Annual Operational Plan 2026/27 through the following Key Result Area:

(i) Improved Quality assurance through compliance review and Quality control of procurement-related activities.

21.6 Main Focus for 2026/27

21.6.1 The major areas of focus in 2026/27 include the following:

(i) Reduce risk of ineligible expenditures by strengthening quality assurance and compliance reviews on all Procurement documentation such as bidding documents, evaluation reports, tender committee records and contracts, in line with Policy and Guidelines, & ICP Financing Agreements;

(ii) Revise standard bidding documents to reduce delays and improve absorption rate of ICP funded projects through close work collaborations

with Procurement Unit on the planned and prioritized RISDP 2020 - 2030 procurement activities:

(iii) Finalise reviews, harmonisation and standardisation of Procurement templates in line with SADC Procurement and Grants Policy and Guideline; and

(iv) Invest in capacity building to improve skills and knowledge of the Secretariat procurement stakeholders in understanding and execution of Procurement Policy and Guidelines.

Table 40: Expected Results for 2026/27

KRA	RISDP Outcome	Prioritised Projects	RISDP Output	Annual Output
Procurement Ex-Ante Unit				
Improved Quality assurance through compliance review and Quality control of procurement related activities	Effective and Efficient Management of Procurement by providing Quality Assurance through reviews guaranteeing consistency and compliance as well as ensuring value for money	N/A	N/A	Procurement documentation, contractual documents, tender committee records reviewed.
		N/A	N/A	Harmonised and standardised Procurement templates reviewed in line with approved SADC Procurement and Grants Policy and Guideline
		N/A	N/A	Procurement plan aligned with prioritised RISDP priorities 2020 - 2030 developed
		N/A	N/A	Skills and knowledge of the Secretariat to improve stakeholder understanding and execution of Procurement Policy and Guidelines increased.

21.6.2 The proposed resource allocation for the Unit.

Table 41: Resource Allocation for 2026/27

KEY RESULT AREA	MS	ICP	TOTAL
Procurement Ex-Ante Unit			
Improved Quality assurance through compliance review and Quality control of procurement related activities	20,400	0	20,400
Ex-Ante Human Resource Management	364,600	0	364,600
Procurement Ex-Ante Unit	**385,000**	**0**	**385,000**
GRAND TOTAL	**385,000**	**0**	**385,000**