



SADC Private Sector Forum Strategic Plan 2023-2027

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List of Acronyms

BB	Business Botswana
Covid-19	Coronavirus Disease 2019
EBMOs	Employers' and Business Member Organisations
FDI	Foreign Direct Investment
FTA	Free Trade Area
GDP	Gross Domestic Product
ICBT	Informal Cross-Border Traders
ILO	The International Labour Organization
LMAP	Labour Migration Action Plan
M&E	Monitoring and Evaluation
RISDP	Regional Indicative Strategic Development Plan
SADC	The Southern African Development Community
SMMEs	Small, Medium and Micro Enterprises
SPSF	The SADC Private Sector Forum
STED	Skills for Trade and Economic Diversification
ToC	Theory of Change

Foreword by the Chairman

It is with great pleasure that I present the Southern African Development Community (SADC) Private Sector Forum (SPSF) Strategic Plan for the period 2023-2027. The Plan has come about due to extensive consultations with internal and external stakeholders. It serves as the basis upon which the SADC region can meaningfully gravitate towards an employment and labour sector that is unencumbered by obstacles to business.

The process of developing the Strategic Plan considered the limited progress made during the implementation of the previous Plan (2017-2022). While the SPSF succeeded, for instance, in launching the SADC Labour Law Guide and participating in forums where they were able to speak on behalf of workers in an atmosphere where Governments crowd out Trade Unions, there has been limited financial and human resources, coupled with several operational challenges, which have presented significant bottlenecks.

Accordingly, the new Strategic Plan serves as an important tool in galvanising SPSF members to act and rally partners' support as the organisation seeks to make a difference in the employment and labour sector.

The Strategic Plan will guide the future role of the SPSF in representing employers in the context of the various regional and global frameworks that currently exist. These global frameworks include the International Labour Conference, the International Labour Organisation (ILO), and the Agenda on Transition to Formality and Global Supply Chains. At the regional level, the Strategic Plan is guided by the Regional Indicative Strategic Development Plan 2020-2030, the new SADC Protocol on Employment and Labour, SADC Employment and Labour Policy Framework, and the SADC Labour Migration Action Plan, amongst others. These frameworks are critical blueprints that invariably inform developmental actions that must occur within the employment and labour sector context, considering prevailing and emerging contextual issues.

The following key considerations further inform the Strategic Plan: i) the extent to which the SPSF can increase its relevance to its members and partners; ii) the need to capacitate SPSF to enable it to support its members; iii) the need to be more forceful in implementing regional policies on labour and employment matters; and iv) the need to move forward, grow, and add value to members while being realistic about what the SPSF can achieve.

Given this backdrop, the SPSF will focus on the following key priorities:

- Establishment of an enabling environment for the private sector to do business in the region;
- Labour migration issues in the region;
- Skills development and the industrial revolution; and
- Strengthening the institutional arrangements and resource mobilisation activities of the SPSF to increase its effectiveness in supporting members of the SPSF.

The SPSF Strategic Plan also includes an M&E Framework to enable continuous measurement of progress and engender a sense of accountability, commitment and ownership for the results process. Furthermore, a costed implementation plan has also been developed to assist the organisation in resource mobilisation. The Strategic Plan and these concomitant components will propel the SPSF into a steadfast institution geared at improving the employment and labour sector.

May I take the opportunity to thank the International Labour Organisation – who assisted in providing resources to develop the Strategic Plan – for their ongoing support. I urge our members to seize the moment and take ownership of the implementation process of the Strategic Plan as we move towards a more improved employment and labour sector.

Chairman of the SADC Private Sector Forum



Executive Summary

Introduction

The Southern African Development Community (SADC) Private Sector Forum (SPSF) represents over 10,000 Southern African companies in the region across all sectors of the SADC economies. The organization aims to remove obstacles to business, spread business and employment ideas, and help SADC to build a socially and economically sustainable future. It is a regional organization and forum for consultation, exchange of information and cooperation on regional labour and employment matters that advocates for a business-friendly regional environment. It works very closely with SADC Member States to ensure the implementation of regional policies on labour and employment and with trade unions.

The main objectives of the SPSF are to:

- Create an inclusive SADC Private sector forum capable of influencing the formulation and implementation of SADC policies on social, labour and employment matters;
- Work closely with policymakers to improve the investment opportunities within the region;
- To promote employment and social policies that are conducive to sustainable enterprise development and growth across the SADC countries; and
- Strengthen the technical capacity of representative organizations of the private sector in the SADC region through an open exchange of views, ideas and opportunities.

Performance of Current Strategic Plan

There were some achievements that were noted in the implementation of the outgoing strategic plan, such as the launch of the SADC Labour Law Guide, participation of the SPSF in forums where they were able to speak on behalf of workers where Governments crowd out Trade Unions, and the assessment of skills development levies in the SADC region and advocating for improving the skills situation. However, the SPSF has struggled with limited human resource capacity support for programmes, limited funding, inadequate internal and external communication on what the Forum is doing, inadequate publicity of SPSF activities and reports, and weaknesses in the monitoring and evaluation (M&E) mechanisms. The SPSF also does not have a fully-fledged Secretariat.

The Strengths, Weaknesses, Opportunities and Threats (SWOT) that are applicable to the SPSF in the short to intermediate term are summarized in the table below:

Strengths	Weaknesses	Opportunities	Threats
• Leadership in SADC Member States has adequate capacity, and the organisation has a local institutional presence. • SPSF has been able to speak on behalf of the workers where governments crowd out trade unions, thereby maintaining the integrity of the tripartite system. • Some capacity was evident, for example, i)	• Financial constraints which stifle planned activities. • SPSF has a part-time secretariat coordinator appointed by Business Botswana (BB), who is torn between competing responsibilities. • Lack of a fully-fledged secretariat means limited research analysis and other related capacities.	• Implementation of various SADC strategics and frameworks, such as the Regional Indicative Strategic Development Plan (RISDP) 2020-2030 has commenced with priorities that target the improvement of the Employment and Labour Sector. • Revised SADC Protocol on Employment and Labour imminent.	• ILO funding will soon end. • No immediate sources for financial resources. • Fatigue of members who are not seeing the value addition. • Disruption of technology which could affect certain jobs. • Other disruptions and regional threats such as pandemics,



Strengths	Weaknesses	Opportunities	Threats
- Developed and launched the SADC labour Law Guide and COVID-19 Dashboard; - Assessed the Skills Development Levies and advocated for improving the skills SATUCC. - SPSF is recognised by SADC and International Labour Organization, allowing a lot more to be done, especially in terms of advocacy, participation, and input at various forums.	- Lack of implementation plan and resource mobilisation strategy, which resulted in difficulties in implementing activities and monitoring progress. - SPSF membership struggle with funding.	- Implementation of the African Continental Free Trade Area (which has now commenced) may have opportunities for the Employment and Labour Sector. - Increased stock of highly skilled migrants which can be used to address skills deficits in the region. - Increasing number of Development Partners are supporting employment creation in the green economy.	political instability and climate change which will affect the economies of SADC Member States.

The Strategic Framework for 2023-2027

The vision of the SPSF is ***an inclusive, competitive middle- to high-income region, where all citizens enjoy sustainable social and economic well-being that is predicated on robust employment and labour policies and strategies***. SPSF is the regional voice on labour and employment issues in the SADC region.

The mission of the SPSF is ***to foster a conducive policy and legislative environment that leads to strong enterprise growth and development along with productive employment and decent work opportunities***.

For 2023 to 2027, the SPSF aspires to achieve specific results in pursuance of the vision. Broadly the results are underpinned by activities related to advocacy, awareness raising, capacity strengthening, knowledge management, coordination, harmonisation, networking and resource mobilisation. The overarching result for SPSF in this regard is to increase employment opportunities and improve working conditions for SADC citizens. In contributing to this overall objective, the SPSF's strategic interventions are centered around addressing challenges that are articulated in five pillars:

Strategic Pillar 1: Promoting a conducive legislative and policy environment for enterprise growth

Challenge	Goal	Activities
Economic growth levels in the region are insufficient to reduce unemployment.	Enhanced contribution of the private sector in fostering an enabling environment for the creation of enterprises and employment, leading to sustainable economic and social development.	- organize regulatory and policy dialogue with governments - Undertake a review of national investment policies and ensure alignment with the SADC Frameworks
Weak labour market governance	Enhanced regional integration through an improved, inclusive, and effective employment and labour sector that ensures greater participation of all employers' organisations.	- Develop database of progressive/enabling employment and labour laws - Support research activities that produce knowledge products and package evidence and findings on employment and labour matters.



Strategic Pillar 2: Improving Labour Market Governance

Challenge	Goal	Activities
Insufficient traction in the implementation of regional and global standards on employment and labour within the SADC region.	Contribute towards improving the governance of the labour market within the SADC region through the adoption and implementation of regional and global standards on employment and labour.	• Provide inputs to regional and international multilateral fora • Advocacy to promote ratification & implementation of ILO labour standards and SADC instruments. • Reporting on status of ratification and implementation of regional and global instruments. • Development of regional and international guidelines that facilitate the implementation of standards. • Facilitate the organisation of platforms to encourage social dialogue.

Strategic Pillar 3: Enhancing Skills Deployment for Labour Market Needs

Challenge	Goal	Activities
Limited availability of a pool of skills that are necessary to service the cross border demands of the labour market.	Improve the availability of and access to a competent pool of skills by various industry actors within the region.	• Undertake gap analysis to identify non-alignment of national qualifications frameworks with SADC. • Promote SADC Common Qualifications Framework at national level. • development of suitable curriculum that matches with industry demands for skills, in conjunction with universities and TVET centres. • Advocate for establishment of SADC youth internship, volunteer, apprenticeship and trainee programmes. • SPSF Members host interns and provide apprenticeship for graduates • Establish a platform for a community of practice with key partners
Limited movement of skilled labour as a factor of production.	Facilitate the smooth movement of skills, as a factor of production, amongst SADC Member States.	• Update SADC Labour Law Guide and develop directory of best practices for labour migration. • Develop a handbook on regional labour rules and standards. • Development of policy briefs • Engage in research on key bottlenecks affecting the movement of skilled labour.
Lack of positive cultural attitudes towards productivity, entrepreneurship and innovation	Engender a more positive ethos of productivity, entrepreneurship and innovation amongst Member State citizens, with a view to ultimately creating more jobs for the region.	• Assessment of current productivity trends in cross comparative way in the SADC region through secondary data analysis.



Strategic Pillar 4: Socially and Environmentally Sustainable Enterprises

Challenge	Goal	Activities
Sustainability in business is a megatrend which will continue to grow and SPSF must be active in this space.	Enhance the role of SADC Employers' and Business Member Organisations in promoting sustainable investment strategies across the region that can contribute towards enterprise and employment growth.	- Undertake comparative study of regulatory Environmental, Social, and Governance requirements on national companies. - Establish a SADC forum with financial actors where issues of sustainable development and investment strategies can be debated.

Strategic Pillar 5: Institutional Strengthening of SPSF Members

Challenge	Goal	Activities
Absence of a dedicated Secretariat that supports members in implementing agreed activities.	To establish a fully resourced and financially sustainable Secretariat.	- Undertake an assessment of requirements for an effective and sustainable Secretariat structure. - Establish the SPSF Secretariat with ToRs. - Undertake the training of SPSF members on critical issues key to their work. - Undertaken research on employment and labour issues to build a body of evidence. - Develop a communication and visibility strategy
Limited Financial Resources	Improve the SPSF's ability to mobilise resources for the implementation of its programmes and activities.	- Develop and implement Resource Mobilisation Strategy. - Identify key funding partners.
Non-implementation of agreed activities	Enhance the ability of the SPSF to implement the activities of this Strategic Plan and be accountable for envisaged results.	- Develop an SPSF operational plan - Implementation of the SPSF M&E Framework.



1. Introduction

1.1. Background to the SPSF

The Southern African Development Community (SADC) Private Sector Forum (SPSF) represents over 10,000 Southern African companies in the region across all sectors of the SADC economies. The organization aims to remove obstacles to business, spread business and employment ideas, and help SADC to build a socially and economically sustainable future. It is a regional organization and forum for consultation, exchange of information and cooperation on regional labour and employment matters that advocates for a business-friendly regional environment. It works very closely with SADC Member States to ensure the implementation of regional policies on labour and employment and with trade unions. Table 1 is a summary of the members of the SPSF.

Table 1: Members of the SPSF

Country	Association
Angola	Chamber of Commerce and Industry Angola
Botswana	Business Botswana (BB)
Comoros	Mouvement des Entreprises Comoriens
DRC	Federation des Entreprises du Congo
Eswatini	Business Eswatini (BE)
Lesotho	Association of Lesotho Employers and Business (ALEB)
Madagascar	Groupment des Enterprises de Madagascar
Malawi	Employers Consultative Association of Malawi (ECAM)
Mauritius	Business Mauritius
Mozambique	Confederation of Business Associations of Mozambique (CTA)
Namibia	Namibian Employers Federation (NEF)
Seychelles	Federation of Employers' Association General Employer Trade Union
South Africa	Business Unity South Africa (BUSA)
Tanzania	Association of Tanzania Employers
Zambia	Zambia Federation of Employers (ZFE)
Zimbabwe	Employers Confederation of Zimbabwe (EMCOZ)

Employers' and Business Member Organisations (EBMOs) across the SADC region have a strong social and labour mandate to act on behalf of their members. They have decades of experience of dealing with social and labour policies, built strong institutional relationships with trade union partners; and been engaged in international debates through the International Labour Organisation (ILO) and other United Nations (UN) bodies. The SPSF also has an institutional link to the UN through the ILO. This is important as ILO International Labour standards are referenced by almost every global company in the world. This presents a great level of visibility for the ILO, an organisation of which SADC EBMOs are constituents.

1.2. Objectives of the SPSF

The main objectives of the SPSF are to:

- Create an inclusive SADC Private sector forum capable of influencing the formulation and implementation of SADC policies on social, labour and employment matters;
- Work closely with policymakers to improve the investment opportunities within the region;



- To promote employment and social policies that are conducive to sustainable enterprise development and growth across the SADC countries; and
- Strengthen the technical capacity of representative organizations of the private sector in the SADC region through an open exchange of views, ideas and opportunities.

1.3. Rationale and Process of Developing the Strategic Plan

This strategic plan has been developed through reflection and consultation, which was managed by the leadership of the SPSF and guided by a consultant. There were a series of internal reflections by the SPSF leadership, culminating in a two-day brainstorming session to consolidate ideas on future demands, new directions and priorities. The ideas generated through the consultations and reflections are the basis for the new strategic plan. The draft strategic plan was circulated to stakeholders for their input and validation before approval by the SPSF.

1.4. Layout of the Strategic Plan

The strategic plan is organized as follows: **Section 1** provides a brief background to the SPSF as an organisation and outlines the objectives and rationale of the Strategic Plan. **Section 2** takes stock of performance of the Strategic Plan 2017-2022, delineating the achievements, challenges and lessons learnt. **Section 3** provides a situational analysis, contextualizing the state of the employment and labour sector in the SADC region. The crux of the Strategic Plan is found in **Section 4**, where the strategic framework is elucidated, focusing on the four strategic pillars of the plan. Section 5 outlines the elements that are pertinent to the implementation of the Strategic Plan, and **Section 6** briefly outlines the approach that will underpin the resource mobilisation strategy. The appendices of the plan are found in **Section 7**.



2. Performance of the Current Strategic Plan

2.1. Achievements of SPSF in terms of its organizational mandate and the extent to which it has influenced regional labour and employment issues.

There are some achievements that were noted in the outgoing strategic plan. To begin with, on 12 June 2019, the SPSF launched the SADC Labour Law Guide, an online tool that provides up-to-date labour laws from the SADC region in one central location. The ILO supported the resource which is meant to facilitate business compliance and trade within SADC, as well as helping businesses in the region overcome the challenges of doing business. Other achievements include the fact that the SPSF has, on numerous occasions, been able to speak on behalf of workers where Governments crowd out Trade Unions, thereby maintaining the integrity of the tripartite system. The SPSF also assessed the skills development levies in the SADC region and together with situation in SADC with Southern African Trade Union Coordination Council (SATUCC), advocated for improving the skills situation.

SADC and the ILO recognise the SPSF as a critical regional player in labour and employment matters. This means that SPSF is well-positioned to do more in terms of advocacy and participation in forums that deal with labour and employment issues.

2.2. Challenges of Implementation and Lessons Learned

As the outgoing Strategic Plan was bereft of an implementation plan, the SPSF implemented activities in a rather ad hoc fashion, which made it difficult to trace how these activities translated into outputs and outcomes as envisaged in their strategic framework. This, coupled with the lack of capacity by the organisation to implement certain activities, meant that the SPSF's record of achievements for the period 2017 to 2022 was relatively scant.

The major challenges identified included the limited human resource capacity support for programmes, limited funding, inadequate internal and external communication on what the Forum is doing, inadequate publicity of SPSF activities and reports, and weaknesses in the monitoring and evaluation (M&E) mechanisms. SPSF does not have a fully-fledged Secretariat. The coordinator appointed by BB is torn between competing responsibilities. A dedicated Secretariat is necessary for the organisation to undertake research, analysis and other related activities. The previous strategic plan had no implementation plan or resource mobilisation strategy. This affected implementation of the activities. Furthermore, individual SPSF members have struggled with accessing funding at country level.

The lessons learned indicate that the SPSF needs to be proactive in how it interacts and influences the formulation and implementation of SADC Policies on labour and employment. Secondly, it must align its activities with SADC policy instruments. The principal partner for SPSF has been the ILO. The SPSF has learnt that it needs to explore alternative and multiple funding sources to support the new programmes and strengthen the secretariat to be sustainable. There is a need for an implementation plan to implement the strategic plan meaningfully. The value proposition of the SPSF should be evident.

The new strategic plan will build on these achievements and lessons learnt.



3. Situation Analysis: The State of Labour and Employment in the SADC Region

3.1. Challenges of Labour and Employment in the SADC Region

Employment and labour are critical components of development. They are vital to attracting foreign direct investment. This, in turn, creates jobs and improves people's living standards. ***Employment and labour productivity in almost all the SADC states is low.*** Many people are involved in subsistence farming and informal sector activities. The SADC Free Trade Area (FTA) has affected businesses that were protected by tariffs. The use of technology across different sectors has also led to massive unemployment, albeit also presenting numerous opportunities as well. For instance, technological advancement in the green economy has the potential to ensure that natural resources are sustainably leveraged for their full economic value, while creating green jobs. Foreign investors mostly dominate the extractive industries due to capital requirements. Many local businesses cannot enter the extractive sector. As a result, the labour force has turned to informal sector activities. This situation has also been exacerbated by an inadequate policy environment within many of SADC's Member States.

In addition to the challenges above, there are many structural distortions in the economies of SADC Member States. These create high levels of unemployment and underemployment, especially among women and the youth. In most SADC countries, gender inequality in the labour market is rife, driving most women and youth into the informal sector. This challenge is compounded by weak institutional and human capacity to collect, analyse data and harmonize labour policies. The SADC region needs a comprehensive framework to facilitate smooth movement of labour. The attitudes towards productivity, entrepreneurship and innovation could be more favourable. Finally, ***the region has not taken advantage of its citizens in the diaspora in terms of harnessing their skills and resources.***

Another critical challenge in the SADC region is the ratification of labour standards and regulations. Even though SADC Member States have been implementing ILO standards since 1997, labour productivity remains low, and jobs stay few. The levels of investment have remained low. The SADC Handbook on challenges and achievements reports that over 60 per cent of those employed are in the agricultural sector and only account for 10 per cent of the GDP. Industry and services employ 30 per cent of the workforce and account for 90 per cent of the region's GDP.

Intraregional trade within SADC remains low. According to the OECD, SADC trade is not growing due to tariffs and non-tariff barriers, underdeveloped trade-related infrastructure, weak manufacturing capacity and poor implementation of trade agreements. Intra-regional trade is important to create more jobs, support expanded markets, and attract foreign direct investment. More importantly, intra-regional trade can improve citizens' welfare by enabling them to buy goods from the cheapest source.

3.2. Towards Improving Labour and Employment in the Future and the Role of the SPSF

Based on the challenges faced by the SADC region, the SPSF has a critical role in advocating for structural reforms. To put the SADC economies on a new growth trajectory and to create jobs. The SPSF can assist member states in maintaining macroeconomic stability, improving the business environment and deepening regional integration, especially in ensuring that SADC policies are implemented. A holistic approach will be needed that links educational systems to



the required skills for development and industrialisation. The SPSF can advocate for a regional regulatory framework that fosters entrepreneurship and small businesses to thrive. Skills shortages and mismatches remain a bottleneck to economic growth and inclusiveness. The SPSF is well-positioned to advocate for government support to finance Small, Medium and Micro Enterprises (SMMEs) in the startup phase and link them to state-owned enterprises. This would go a long way towards creating employment opportunities and achieving inclusive growth.

The extent to which the SPSF will be able to sustain its operations in the future is, therefore, dependent on the following;

- The extent to which the SPSF can remain relevant to its members;
- The need to expand the private sector to enable new players to create jobs;
- The need to be more forceful in implementing regional policies on labour and employment matters;
- The establishment of a strong secretariat to support SPSF; and
- The ability to move forward, grow, add value to members and be realistic about what SPSF can achieve.

3.3. Stakeholder Analysis

There are at least five types of key stakeholders in Constitution of the SPSF that it needs to interact with to fulfil its mandate. The stakeholders are summarized in table 3.

Table 3: Key SPSF Stakeholders

Stakeholder	Significance	Recommended Action
Member States	Formulation and implementation of regional policies and strategies	Advocacy
SADC Secretariat	Supports the formulation, reporting, monitoring and implementation of SADC protocols, policies and strategies.	Advocacy to ensure implementation
Development Partners	Technical and financial support	Partnerships
Private Sector	Foreign Direct Investment (FDI) and job creation	Partnerships
Trade Unions and labour movements	Labour markets	Partnerships and advocacy

Mitchell et al. proposed a classification of stakeholders based on power to influence and the legitimacy of each stakeholder's relationship with the organisation. The results of this classification assess the question of "which are the critical groups requiring the organization's attention, and which are not". The SPSF needs to understand how it interacts with the different stakeholders. In the next five years, the SPSF will seek to engage more with stakeholders in formulating and implementing programmes to address the various regional labour and employment challenges. Being a membership-based organisation, the SPSF will harness



relationships with all stakeholders to serve the interests of the SPSF members. However, the stakeholders' expectations differ from SPSF, as summarized in Table 4.

Table 4: Stakeholder Expectations

Stakeholder	Expectations from SPSF
SADC Secretariat	Invite and capacitate social partners to participate (including SPSF) Provide support in implementing SADC Policies/Protocols on labour, employment and migration and industrialization
Member Institutions	• Coordinate and provide policy guidelines in the region to be a priority for labour, employment and investment. • Facilitate harmonisation among Member States on regional policies • Organize dialogues, debates and conferences on regional labour, employment and industrialization matters. • Broker and facilitate partnerships among members of the SPSF and global institutions to share capacities, experiences and practices that enhance relevance and competitiveness. • Develop and manage databases on labour and employment to facilitate information and experience sharing. • Mobilise resources for the implementation of transformational programs.
Government departments responsible for labour, migration, trade, employment	• Technical guidance on the domestication of regional policies on labour, employment and industrialization. • Create awareness of the state of labour and employment in the region. • Promote and facilitate collaboration between Forum members with government departments. • Monitor implementation of regional Policies on labour and employment.
Private Sector	• Create awareness of the state of labour and employment in the region. • Partner with the private sector to develop an enabling environment for foreign direct investment.
Development Partners	• Initiate and implement programs for advocating the regional agenda on labour and employment. • Develop systems to account for resources mobilized. • Mobilise resources from multiple channels for the sustainability of the SPSF programmes. • Accountability and transparency on mobilized resources. • Produce reports on the impact.
Other Business organisations in Africa	Coordinate all actors dealing with labour and employment issues, including the informal sector, SMMEs and entrepreneurs, in formulating and implementing SADC policies.
Trade Unions and Labour Organizations	Implement the SADC regional agenda on labour and employment.



3.4. SWOT Analysis

The Strengths, Weaknesses, Opportunities and Threats (SWOT) that are applicable to the SPSF in the short to intermediate term are summarized in table 5 below:

Strengths	Weaknesses	Opportunities	Threats
• Leadership in SADC Member States has adequate capacity, and the organisation has a local institutional presence. • SPSF has been able to speak on behalf of the workers where governments crowd out trade unions, thereby maintaining the integrity of the tripartite system. • Some capacity was evident, for example, i) Developed and launched the SADC labour Law Guide and COVID-19 Dashboard; ii) Assessed the Skills Development Levies and advocated for improving the skills SATUCC. • SPSF is recognised by SADC and International Labour Organization, allowing a lot more to be done, especially in terms of advocacy, participation, and input at various forums.	• Financial constraints which stifle planned activities. • SPSF has a part-time secretariat coordinator appointed by Business Botswana (BB), who is torn between competing responsibilities. • Lack of a fully-fledged secretariat means limited research analysis and other related capacities. • Lack of implementation plan and resource mobilisation strategy, which resulted in difficulties in implementing activities and monitoring progress. • SPSF membership struggle with funding.	• Implementation of various SADC strategies and frameworks, such as the Regional Indicative Strategic Development Plan (RISDP) 2020-2030 has commenced with priorities that target the improvement of the Employment and Labour Sector. • Revised SADC Protocol on Employment and Labour imminent. • Implementation of the African Continental Free Trade Area (which has now commenced) may have opportunities for the Employment and Labour Sector. • Increased stock of highly skilled migrants which can be used to address skills deficits in the region. • Increasing number of Development Partners are supporting employment creation in the green economy.	• ILO funding will soon end. • No immediate sources for financial resources. • Fatigue of members who are not seeing the value addition. • Disruption of technology which could affect certain jobs. • Other disruptions and regional threats such as pandemics, political instability and climate change which will affect the economies of SADC Member States.



4. The Strategic Framework for 2023-2027

4.1. Vision, Mission and Values

The vision of the SPSF is *an inclusive, competitive middle- to high-income region, where all citizens enjoy sustainable social and economic well-being that is predicated on robust employment and labour policies and strategies.*

SPSF is the regional voice on labour and employment issues in the SADC region.

4.1. The Mission of the SPSF

The mission of the SPSF is *to foster a conducive policy and legislative environment that leads to strong enterprise growth and development along with productive employment and decent work opportunities.*

4.2. Core Values

The SPSF will operate in a value system comprising the following elements:

- Accountability and transparency
- Corporate governance
- Independent and apolitical
- Integrity
- Inclusivity and Equity
- Professionalism
- Partnerships

4.3. Key Strategic Pillars

For 2023 to 2027, the SPSF aspires to achieve specific results in pursuance of the vision. Broadly the results are underpinned by activities related to advocacy, awareness raising, capacity strengthening, knowledge management, coordination, harmonisation, networking and resource mobilisation. The overarching result for SPSF in this regard is to increase employment opportunities and improve working conditions for SADC citizens. In contributing to this overall objective, the SPSF's strategic interventions are centered around addressing challenges that are articulated in five pillars:

- **Strategic Pillar 1: Promoting a conducive legislative and policy environment for enterprise growth**
- **Strategic Pillar 2: Improving Labour Market Governance**
- **Strategic Pillar 3: Enhancing Skills Deployment for Labour Market Needs**
- **Strategic Pillar 4: Socially and Environmentally Sustainable Enterprises**
- **Strategic Pillar 5: Institutional Strengthening of SPSF Members**

4.3.1. Strategic Pillar 1: Promoting a Conducive Legislative and Policy Environment for Enterprise Growth

In order to promote a conducive legislative and policy environment for the SADC region, the SPSF will need to channel its energy towards addressing challenges related to insufficient and very low



economic growth levels, low levels of intraregional trade, lack of harmonized policy responses to industrial development and investment, as well as high unemployment rates, especially among the youth. These challenges are also underpinned by low levels of application of existing international labour standards, which culminates in poor labour practice and an absence of decent jobs. It will be crucial for the SPSF to engage in advocacy and awareness raising, review of national policies, developing information portals and databases and undertaking research and knowledge management.

Challenge #1.1: Economic growth levels in the region are insufficient to reduce unemployment.

The SADC region continues to grapple with high budget deficits to GDP, increasing debt accumulation and low levels of economic growth. This has likely been exacerbated by national policy responses to the Coronavirus Disease 2019 (Covid-19) pandemic, which in 2020 brought about a global recession. Furthermore, the Russia-Ukraine conflict has also stifled post-pandemic economic recovery. In 2020, SADC's economic growth levels contracted by 4.8%, which was lower than the rate of 2.1% recorded in 2019. In comparison, global growth rates contracted by 3.3% as compared to the 2.9% rate of 2019.¹ The pandemic brought about a decline of US\$ 80 billion in GDP (or a 7% contraction)² and over 35 million jobs lost.³ This has also led to widened levels of poverty and inequality. Within the SADC region in 2020, more than 50% of the working youth and 45% of older workers lived below the then defined poverty line of US\$ 1.90. There is also a high level of youth unemployment, in excess of 25% across many SADC countries, of those who are not in employment, education or training.⁴

Goal: Enhanced contribution of the private sector in fostering an enabling environment that fosters the creation of enterprises and employment, leading to sustainable economic and social development in the SADC region.

Strategic Response: It will be critical to embark on an approach that is underpinned by advocacy and raising awareness on the need for a conducive environment to increase employment levels across the region.

Main Activities

The key activities that will respond to this challenge are as follows:

- Support members to organize regulatory and policy dialogue with governments to influence the implementation of policies that speak to SADC regional enterprise and employment creation leading to poverty reduction/ elimination.
- Undertake a review of national investment policies and ensure their alignment with the SADC's Investment Policy Framework, Regional Agricultural Investment Plan, Regional

¹ SADC, 2021. "Regional Economic Performance and the Business Environment In 2020 And Medium-Term Prospects". Macroeconomic Policies and Convergence Directorate of Finance, Investment and Customs, July 2021.

² SADC, 2022. "Synthesis Report on the state of food and nutrition security and vulnerability in Southern Africa", Regional Vulnerability Assessment & Analysis Programme.

³ DFI, Oxfam, Norwegian Church Aid, 2022. "The Crisis of Extreme Inequality in SADC: Fighting austerity and the Covid-19 Pandemic". Also see I. Strauss, G. Isaacs, and J. Rosenberg. (2021), 'The Effect of Shocks to GDP on Employment in SADC Member States During COVID-19 Using a Bayesian Hierarchical Model', African Development Review, 33, S221–S237.

⁴ SADC, 2020. SADC Annual Report 2019/2020.



Challenge #1.2: Weak labour market governance

The employment and labour sector in the SADC region is characterized by a plethora of challenges, which include for instance, structural distortions within the economies of Member States leading to high levels of unemployment and under-employment, particularly amongst the youth and among women. Between 2009 and 2020, the average unemployment rates in the region have oscillated between 10.2% and 11.3%. The region also struggles from jobs that are, at their core, informal, precarious in nature, and underpinned by pervasive levels of working poverty.⁵ The Covid-19 pandemic exacerbated the situation by leading to an inordinate number of job losses and by escalating income inequality.

Despite existing gender policies and instruments, the SADC region also struggles to adequately mainstream gender concerns into policies and programmatic responses, leading to the prevalence of gender inequalities within the labour markets. Labour related issues are also not adequately immersed in the overarching social and economic developmental thrusts of the Member States, which is exacerbated by weak institutional capacities to respond to challenges related to employment and labour, as well as collect, store, harmonize, analyse, utilize and disseminate information and data that is related to the sector. On aggregate, the policy framework within SADC Member States remains inadequate for promoting social protection and related dialogue avenues. As well, there is an absence of a framework or mechanism that can facilitate the smooth movement of labour as a factor of production. The informal sector is also often left outside the policy and legislative net that is cast to regulate the employment and labour sector. The employment and labour sector is also often impeded by a lack of productivity, entrepreneurship and innovation, traits which are not grounded in the cultural attitudes of Member State citizens. From the SPSF perspective, there is a lack of research and analysis of key issues that are germane to the problems that are outlined above.

At the regional level, SADC has developed several instruments which include the SADC Employment and Labour Policy Framework (2020-2030), the SADC Youth Empowerment Policy Framework, SADC Decent Work Programme (2020-2025), SADC Labour Migration Action Plan (LMAP) (2020-2025), the SADC Guidelines on Portability of Social Security Benefits (2020), among others. While initiatives are on-going to operationalize these instruments, traction is slow at the Member State level. This is also exacerbated by the fact that the region has not finalized the development of the new Protocol on Employment and Labour. Furthermore, there is a lack of uniform policies on labour and employment matters, with SADC Member States pulling in various directions on how best to solve the problem for their own individual landscapes.

Goal: To contribute towards an enhanced regional integration process, underpinned by an improved, inclusive, and effective employment and labour sector that ensures greater participation of all business/employers' organisations that represent different levels of size and formality within the SADC region.

Strategic Response: In order to reach this goal, SPSF will steadfastly work towards fostering linkages between state owned enterprises and big businesses with the small and informal sectors

⁵ See SADC Online. Available at: <https://www.sadc.int/pillars/employment-labour-0>



of Member State economies. This will necessarily require SPSF to work towards closing the existing information gaps on labour, industrialisation and employment issues and advocating for the participation of women and the youth through appropriate mainstreaming avenues. This approach will be underpinned by evidence-based research and advocacy interventions that will be spearheaded by SPSF members.

Main Activities

In this regard, the key activities that will be pursued include the following:

- Developing a database (possibly an atlas) of progressive/enabling employment and labour laws within the region.
- SPSF will support research related activities that produce knowledge products and package evidence and findings on employment and labour matters. Such knowledge products will encompass annual reports, annual thematic papers, a handbook on best practices and policy briefs that can serve as inputs to dialogue sessions that culminate in regional policy frameworks.

4.3.2. Strategic Pillar 2: Improving Labour Market Governance

Challenge #2.1: Insufficient traction in the implementation of regional and global standards on employment and labour within the SADC region.

Key issues related to the employment and labour sector find expression in various ILO conventions, which are meant to provide guidance on the governance of the sector. These conventions include:

- Freedom of Association and Protection of the Right to Organise Convention, 1948 (No. 87)
- Right to Organise and Collective Bargaining Convention, 1949 (No. 98)
- Forced Labour Convention, 1930 (No. 29) (and its 2014 Protocol)
- Abolition of Forced Labour Convention, 1957 (No. 105)
- Minimum Age Convention, 1973 (No. 138)
- Worst Forms of Child Labour Convention, 1999 (No. 182)
- Equal Remuneration Convention, 1951 (No. 100)
- Discrimination (Employment and Occupation) Convention, 1958 (No. 111)

The above core eight conventions have unanimously been ratified. The implementation of the realisation of objectives of these instruments could benefit tremendously from greater traction in the domestication and implementation of their substantive provisions. The ILO also places emphasis on the following:

- Occupational Safety and Health Convention, 1981 (No. 155).
- Promotional Framework for Occupational Safety and Health Convention, 2006 (No. 187).
- Convention on Tripartite Consultation (International Labour Standards), 1976 (No. 144)

In terms of Convention No. 155, Lesotho, Mauritius, Malawi, South Africa, Seychelles, Zambia and Zimbabwe have ratified the instrument, which constitutes less than half the Member States in the region. Only Mauritius, Malawi and Zambia have ratified Convention No. 187.

The governance of the labour market at the regional level is underpinned by various strategies, plans protocols and other guidelines. Previously, these included the Revised RISDP 2015-2020, the SADC Charter of Fundamental Social Rights and the SADC Protocol on Employment and

Labour. The latter presented fundamental challenges for Member States who lamented that they could not implement it in its current form, leading to it being withdrawn by the SADC Summit of Heads of State and Government. A new Protocol has been developed and is expected to be adopted by Member States in the near future. The RISDP 2020-2030 also contains outputs that are crucial to the development of the employment and labour sector, which speaks to the formulation and/or implementation of various plans such as: i) SADC Employment and Labour Policy Framework (2020-2030); ii) SADC Strategy on gender equality and equal opportunities and treatment in the workplace; iii) SADC Labour Migration and Action Plan; iv) SADC Action Plan on social security for Workers; v) a Model Framework for National Social Dialogue Institutions; and vi) Guidelines on Labour Dispute Resolution and Prevention. Other key instruments include the SADC Labour Migration Policy Framework (2014) and the SADC Decent Work Programme (2021-2025). The thrust of the Employment and Labour Sector at the regional level finds expression in various activities that are carried out by the SADC Secretariat, including, *inter alia*, the development of frameworks to develop skills for industrialisation, promoting decent and holistic work agenda, mainstreaming of HIV/AIDS and tuberculosis into key sectors in SADC, participating in the Global Prevention Coalition against malaria, and developing harmonised minimum standards to address communicable disease.

There is, thus, a role for the SPSF to play in galvanising support for the ratification and implementation of these regional instruments.

Goal: To contribute towards improving the governance of the labour market within the SADC region through the adoption and implementation of regional and global standards on employment and labour.

Strategic Response: SPSF can strategically position itself by advocating for the ratification, domestication and implementation of SADC and global instruments that enshrine key employment and labour standards. The SPSF will play a key role, under the auspices of tripartite partnerships to advocate for advancing the objectives that underpin the aforementioned global and regional instruments.

Main Activities

- Participate in and provide inputs (e.g., contributions to key debates and undertaking reporting) to regional and international multilateral fora dedicated to employment and labour issues. The SPSF will play a critical role in ensuring that core international labour standards are respected by SADC Member States.
- Undertake advocacy to promote the ratification and implementation of ILO International labour standards and other instruments relevant to the employment and labour sector (in particular, Conventions 29, 98, 100, 105, 111, 138, 144, 155, 182 and 187).
- Undertake advocacy to promote the ratification and implementation of SADC instruments that advance the development of the employment and labour, such as the RISDP, the new SADC Protocol on Employment and Labour, SADC Employment and Labour Policy Framework, the SADC Labour Migration Action Plan, amongst others. The implementation of SADC frameworks, particularly the RISDP, further enhances the work that is being undertaken at the regional level by the Employment and Labour Sector, which also underscores the importance of the role that SPSF plays in advocating for the implementation of these regional instruments.
- Produce progress reports on the status of ratification and implementation of regional and global instruments that govern the employment and labour sector.
- Contribute towards the development of regional and international guidelines that facilitate the implementation of the aforementioned standards and instruments.



- SPSF members facilitate the organisation of platforms to encourage social dialogue amongst tripartite partners, through the SADC's Decent Work Programme.

4.3.3. Strategic Pillar 3: Enhancing Skills Deployment for Labour Market Needs

The SADC Report on Labour and Employment shows that although some SADC countries are growing their economies, the growth is not being matched by job increases. As already noted, average SADC unemployment rates fluctuated between 10.2% and 11.3% between 2009 and 2020. Youth unemployment and a growing informal sector are key challenges in the region. The SADC Decent Work programme, which is anchored on an employment-centered approach to growth and development, is yet to yield the desired results. The labour market in SADC needs revitalization through a combination of fiscal policies that incentivize skills development and public works programmes especially targeting youth. SPSF can play a critical role in raising awareness and advocating for policy implementation to improve labour markets in the region.

Furthermore, the SPSF can work with relevant stakeholders to review labour standards and social security systems and raise awareness around social dialogue issues and labour migration frameworks. If SADC policies on labour are implemented, the labour and employment environment will be improved tremendously.

Strategic Challenge #3.1: Limited availability of a pool of skills that are necessary to service the cross border demands of the labour market.

The SADC region struggles with limited skills that can match the demands for critical posts across various jurisdictions. This is exacerbated by several factors which makes the level of skills unsupportive of the overarching integration agenda pursued by the region. These issues include:

- Unequal access to education, especially affecting historically disadvantaged groups such as people with disabilities, women and people from rural areas;
- Limited access to training that is high-level, and the supply of skilled labour does not match industry demand. This is exacerbated by a shortage of crucial skills in areas that are necessary for higher levels of productivity and competitiveness;
- Standards and qualifications of training institutions are not comparable across Member States;
- The cost of education and training, particularly in specialised fields, is too high;
- A persistent brain-drain which sees highly skilled people leaving the region for better ventures; and
- The education system does not always prepare graduates for opportunities of employment in both rural and urban areas and this is underpinned by limited Technical, Vocational, Entrepreneurial, and indigenous skills that are necessary to solving this problem.
- The education system in most SADC MS does not provide clear articulation between Technical and Vocational Education and Training (TVET) and the Academic programmes, including that TVET education /schools are under resourced.

Goal: To improve the availability of and access to a competent pool of skills by various industry actors within the region.

Strategic Response: SPSF will play a key role in supporting skills matching at the regional level, ensuring that gaps that are identified are addressed while advocating for enhancing support systems that ensure that skills can adequately be harnessed by industry within the region.



Main Activities

The key activities that will accordingly be pursued are as follows:

- Undertake gap analysis at national level to identify where national qualifications frameworks are not aligned to the regional framework.
- Undertake national level promotion of the SADC Common Qualifications Framework to ensure that Member States qualifications frameworks are aligned to the regional framework.
- Undertake the development of suitable curriculum that matches with industry demands for skills, in conjunction with universities and TVET centres. Linkages will also be fostered between training institutions and employers to engender key skills that will spur economic growth within SADC Member States.
- Advocate for the establishment and implementation of the SADC youth internship and volunteer programme and other apprenticeship and traineeships that are supported by incentives from the private sector.
- SPSF Members host interns and provide apprenticeship for graduates in individual Member States, while providing incentives such as stipends.
- Establish a platform for a community of practice with key partners, ensuring sharing of best practice and the creation of knowledge on issues that can advance skills development within the SADC region. This will also entail exchange visits amongst partners.

Strategic Challenge #3.2: Limited movement of skilled labour as a factor of production.

The movement of people remains a crucial element of SADC's regional integration praxis, as it connects people of the region, across all aspects of economic and social life. Moreover, it connects skilled persons with opportunities arising in different jurisdictions. Over the years, the nature of labour migration and its trends has shifted as low skilled and low wage categories have reduced (with high skilled laborers also joining the ranks), which has also been matched by the phasing out of Bilateral Labour Agreements that were forged during the colonial era. It is, however, very difficult for individual countries to recruit such skilled labour from outside their borders, without having to jump through increasingly tightening immigration hoops. In today's environment, this is exacerbated by high incidences of irregular migrants, which presents challenges for ensuring the protection and advancement of migrant workers' rights and welfare. Furthermore, the issue of irregular migration also adds to government anxieties about national labour markets being flooded by external skillsets, further adding to already volatile local social temperatures, in the face of widening levels of unemployment. This groundswell of unregulated informal labour movement also corresponds to an increase in decent work deficits. While the initial LMAP (2016-2019) was established to address such issues, its implementation proved to be poor for a plethora of reasons including: i) a lack of dedicated funding for the action plan; ii) a long list of outputs and outcomes vis-à-vis the implementation period; iii) a lack of clarity on roles and responsibilities within different sectors of employment; iv) no systemic monitoring, evaluation and reporting systems at national and regional levels. These challenges are also exacerbated by the lack of robust labour standards and regulations within the region, especially at the Member State level. There are a series of existing migration policies at national, bilateral and multilateral levels within the SADC region and it is key to consolidate the overall direction of implementing vectors into a common, overarching approach, as a means of addressing the bulwarks that prevent the movement of skilled labour.

Goal: To facilitate the smooth movement of skills, as a factor of production, amongst SADC Member States.



Strategic Response: The LMAP 2020-2030 and the SADC Employment and Labour Policy Framework (2020-2030), are key instruments that can address the challenges that are outlined above, it will be key to ensure their purposeful implementation is pursued over the coming years. SPSF can strategically position itself to facilitate this by advocating for the ratification and domestication of SADC policy frameworks. SPSF will also play a key role in undertaking research and gathering evidence to appropriately formulate labour standards and regulations that are appropriate to support labour migration as a factor of production. Furthermore, it will be critical for the SPSF to advocate for an enabling environment that addresses bottlenecks for employers, insofar as this relates to their ability to access the pool of skilled labour that may exist in the region and is suitable for their business needs.

Main Activities

The main interventions that will underpin SPSF's strategic response to the aforementioned challenge in this regard include the following:

- Update the SADC Labour Law Guide and develop a directory of best practices and models for labour migration.
- Work with SADC to develop a handbook on regional labour rules and standards.
- Develop policy briefs for SPSF members that can be used as inputs into the formulation or revision of national/ regional policy frameworks.
- Engage in research on key bottlenecks affecting the movement of skilled labour in the region, including recommendations for a mechanism to track diaspora contributions to Member State economies.

Strategic Challenge #3.3: Lack of positive cultural attitudes towards productivity, entrepreneurship and innovation

The SADC region has a long-standing challenge with productivity levels, as acknowledged in the preamble of the SADC Declaration on Productivity (1999). Digitalization is a key enabler for productivity, however, its traction in the region has been quite slow. These are some of the factors that contribute or deepen negative perceptions towards productivity in the region. Indeed, low wages and unfavourable working conditions also play a key role in attitudes towards industrial productivity. Within the agricultural sector, infrastructure deficits (particularly in most rural areas) and severe climatic or weather events also play a role in stifling momentum for increasing productivity. Some key barriers to entrepreneurship and innovation in the SADC region include⁶ the limited access to critical infrastructure especially in rural areas of the region. Furthermore, resource gaps limit the exposure of people in rural areas to digital skills in schools. There is also limited access to funding for potential startups, and limited access to markets, especially where incubators within Member States deliver poor quality of service, or amount to nothing more than a shared working space. As well, governments have been seen to lack coordinated national digitalization strategies. These factors taken together tend to discourage an ethos of productivity, entrepreneurship and innovation amongst large sections of the region's population who are found in rural areas.

⁶ Finmark Trust, 2020. Summary Report: Innovation Ecosystem Scoping in the SADC Region, June 2020.



Goal: To engender a more positive ethos of productivity, entrepreneurship and innovation amongst Member State citizens, with a view to ultimately creating more jobs for the region.

Strategic Response: It will be critical to engender an attitudinal change that is underpinned by data-driven technologies which can help SPSF and the region to make informed decisions on the enhancement of productivity, innovation and entrepreneurship. SPSF will also play a key role in raising awareness about existing opportunities and possibilities for including those groups of people who have been previously excluded from participating in entrepreneurial and innovative developments.

Main Activity

The key activity that will be pursued in this respect is as follows:

- Assessment of current productivity trends in cross comparative way in the SADC region through secondary data analysis.

4.3.4. Strategic Pillar 4: Socially and Environmentally Sustainable Enterprises

Challenge #4.1: Sustainability in business is a megatrend **which** will continue to grow **and SPSF must be active in this space.**

The region is undergoing rapid social and environmental change which affects how companies conduct their business. Consumer and investor expectations around environmental, social and governance (ESG) issues, as well as the related global guidelines and national regulatory frameworks, are fast evolving, and companies are increasingly judged on their social and environmental footprint. A positive social and environmental footprint strengthens positioning within existing supply chains and is increasingly a differentiating factor in new business development. More and more, a positive social and environmental brand is required to access capital markets. Regulation is increasing across the SADC region in particular for large companies listed on SADC Stock exchanges that must report on their social and environmental footprint. As the focus on sustainability of business increases, there needs to be a stronger institutional response from organized business in SADC to promote opportunities and to tackle some of the contradictions.

Goal: To enhance the role of SADC EBMOs in promoting sustainable investment strategies across the region that can contribute towards enterprise and employment growth.

Strategic Response: SADC EBMOs have a strong voice in debates to promote sustainable investment strategies.

Main Activities

The key activities to be pursued in this regard include:

- Undertake comparative study of regulatory Environmental, Social, and Governance requirements on companies across all SADC countries.
- Establish a SADC forum with financial actors where issues of sustainable development and investment strategies can be debated.



4.3.5. Strategic Pillar 5: Institutional Strengthening of the SPSF

Under this strategic pillar, the SPSF will mobilise sufficient financial resources to finance the implementation of the activities in the strategic plan. Execution of the SPSF mandate and provision of service to members will depend on the capability of the SPSF to mobilise adequate resources. It is envisaged that the resources mobilized will assist with setting up a dedicated Secretariat to support the membership of the SPSF and with the implementation and monitoring of the programmes. The SPSF will identify experienced professionals to support the Secretariat in playing this coordinating role and in identifying and mobilising further financial resources for the implementation of activities.

Strategic Challenge #5.1: Absence of a dedicated Secretariat that supports members in implementing agreed activities.

While the establishment of a fully resourced and financially viable Secretariat was foreseen under the SPSF's Strategic Plan 2017-2022, no such institution was established. While BB has seconded an officer to play a coordinating role of SPSF programmes and activities, the limits of this arrangement have become evident over the years.

Goal: To establish a fully resourced and financially sustainable Secretariat.

Strategic Response: SPSF will invest in the establishment of Secretariat structures and related capacities to drive the implementation of the strategic plan. It will also be necessary to provide support services to SPSF members at the national level in order to ensure that they have adequate capacities to champion the implementation of actions arising from the strategic plan.

Main Activities:

The main activities that will be pursued by the SPSF in strengthening its institutional structures in this regard include the following:

- Procure the services of a technical expert to undertake an assessment of the requirements for an effective and sustainable Secretariat structure within the context of the SPSF's operations.
- Establish the SPSF Secretariat based on recommendations of the assessment of the requirements for its effective functioning.
- Develop Terms of Reference for the Secretariat Staff which outline roles and responsibilities.
- Undertake the training of SPSF members on critical issues that are necessary for their ability to adequately implement the core activities of this plan.
- Undertaken research on employment and labour issues which provide evidence and analytical insights that can enhance the ability of members to carry out their functions.
- Develop and implement a communication and visibility strategy.

Strategic Challenge #5.2: Limited Financial Resources

The previous Strategic Plan (2017-2022) had no resource mobilisation strategy and this affected implementation of the activities as there were very limited finances for disbursement. As well, the SPSF membership has also struggled domestically with their own ability to raise finances for their context specific activities. This is against the backdrop of generally reduced donor funding that



has further dwindled or been repurposed in the aftermath of the Covid-19 pandemic and the Russia-Ukraine conflict.

Goal: To improve the SPSF's ability to mobilise resources for the implementation of its programmes and activities.

Strategic Response: The SPSF will explore various options for mobilising resources to support the region-wide initiatives and expanding the membership through programs that support the informal sector, and SMMES will serve a dual purpose. The first benefit is that it will strengthen the mandate of the SPSF as a member-based organisation; secondly, it will expand the resource base through membership subscriptions and other contributions collected. Mobilising resources from development partners remains a major source of funding.

Main Activities

The main activities that will underpin this SPSF's strategic response in relation to the mobilisation of resources are outlined below:

- Procure technical expertise to undertake the development of a comprehensive Resource Mobilisation Strategy.
- Implement the core activities that are contained in the Resource Mobilisation Strategy.
- Undertake the identification of key funding partners.

Strategic Challenge #5.3: Non-implementation of agreed activities

The previous SPSF Strategic Plan (2017-2022) had no implementation plan which led to the *ad hoc* implementation of agreed activities, and in some cases, non-execution all together. The lack of an implementation plan makes it difficult to be accountable for activities and results.

Goal: To enhance the ability of the SPSF to implement the activities of this Strategic Plan and be accountable for envisaged results.

Strategic Response: The SPSF will link its core activities with the results that it seeks to achieve between 2023 and 2027. In order to ensure that there is clarity on roles and responsibilities and that there is ownership of individual components of the plan, an operational plan will be developed, which will be accompanied by a work plan (with timelines and responsibilities for each member).

Main Activities

The core set of activities that will be pursued in addressing the challenge outlined above are summarized as follows:

- Develop an operational plan that is accompanied by a work plan that will allocate the core pillars of this Strategic Plan to various SPSF members to implement, based on their comparative advantage.
- Implementation of the SPSF Monitoring and Evaluation framework which will be used to track the implementation of agreed activities and ensure that there is periodic reporting on progress made.



4.4. Performance Measurement of the Strategic Plan

To measure the effectiveness of the SPSF in applying this strategic plan towards its vision and mission, an M&E Framework has been developed which is attached at Annex 1 of this document. A theory of change is also incorporated below to explain the results pathways for the SPSF's interventions and how these translate into outcomes. Over time, an M&E Framework and System will be developed through technical assistance, and it will comprehensively describe how data will be collected for the indicators, reporting requirements and audiences, responsibilities, the evaluation framework and provide accompanying tools and templates.

4.5. Theory of Change

The SPSF Theory of Change (ToC), describes the results pathways that will translate activities into outputs and explains how these outputs contribute towards the attainment of results at the outcome level. Taken together, the activities, outputs, and outcomes serve as the preconditions for the achievement of the SPSF's vision at the impact level, namely: ***An inclusive, competitive middle- to high-income region, where all citizens enjoy sustainable social and economic well-being that is predicated on robust employment and labour policies and strategies.***

It is expected, therefore, that if the SPSF undertakes advocacy engagements with policy makers and officials at the national level, they will be able to put the case forward for the need to reform the policy environment to accommodate labour migration, for instance. These engagements will take place in policy dialogue sessions, high level meetings, or meetings at the national/community level with civil society organisations and other non-state actors (output level). Such engagements should ultimately fashion themselves into policy positions that lend themselves to aligned national and regional priorities (output level). These policy alignments should ultimately contribute towards SADC states cohesively working towards an improved, inclusive, effective and uniform employment and labour sector. (outcome level). Improved policy and regulatory alignment also allow for improved labour market governance (outcome level).

Similarly, the development and existence at the output level will lead to an improved inclusive, effective and uniform employment and labour sector, ensuring that there is readily available information that can facilitate a cohesive approach towards developing the sector (outcome level). As well, along with the aforementioned databases, the development of a skills curriculum development (output level) will ultimately lead to an improved pool of educated persons to apply their skills (outcome level). Engaging in research and advocacy on labour migration issues will lead to evidence-based reports and policy inputs for dialogue with government actors (output level), which will ultimately culminate in improved movement of skilled labour at the outcome level. As well, undertaking resource mobilisation through the implementation of the resource mobilisation plan, should lead the SPSF to attract an array of funding partners (output level) as well as ensure the establishment of the SPSF Secretariat (output level). Taken together, these outputs will culminate in strengthened institutional arrangements for the SPSF (outcome level). This also has a crosscutting effect in that the SPSF will be in a better position to carry out its operations which are crucial for the attainment of all the outcomes.

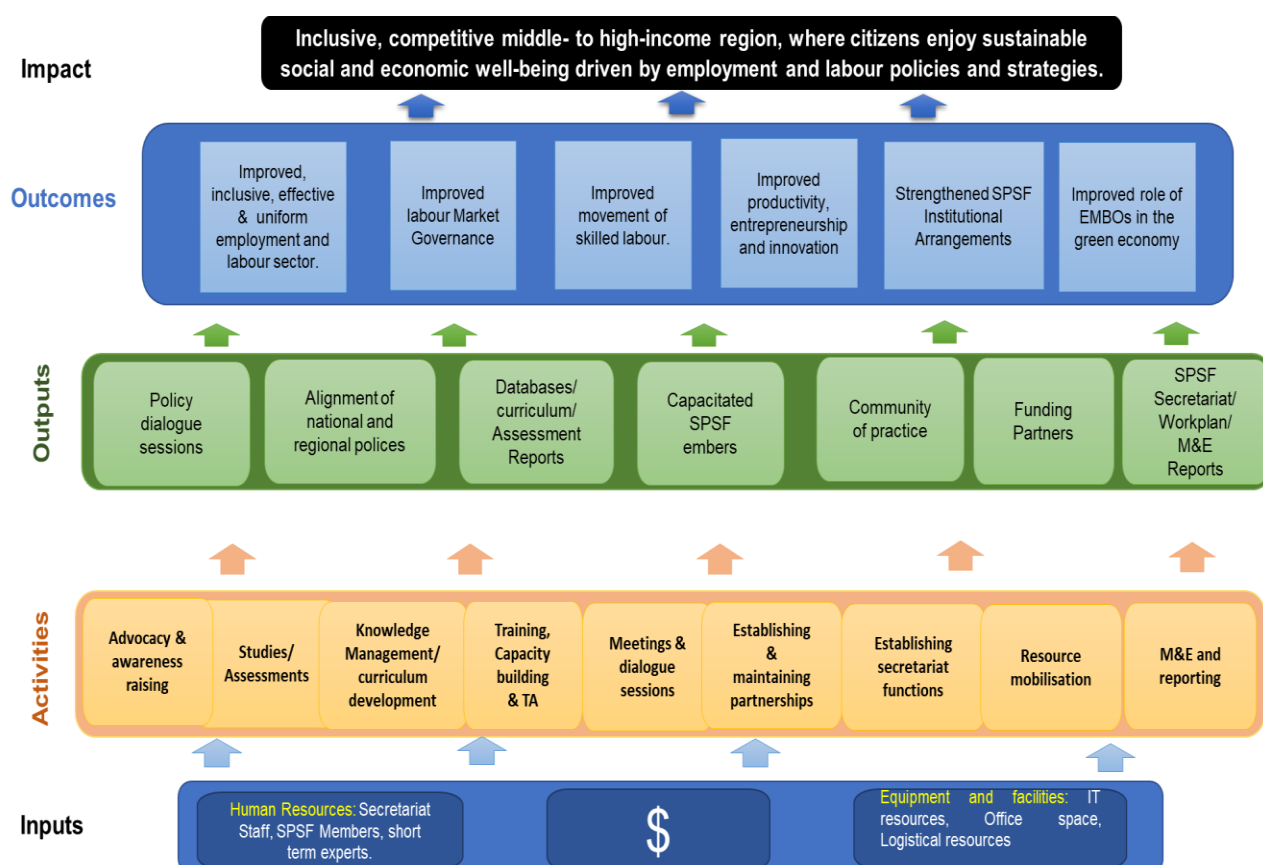
Taken together, it is expected that these outcomes will culminate in the attainment of the aforementioned impact in the long term.

There are several assumptions that underpin the ToC and these include the following:



- The SPSF will be successful in mobilising resources for its operations and will be in a position to establish a fully functioning Secretariat.
- The SPSF will continue to enjoy a special relationship with SADC Structures and the ILO.
- The SPSF will be able to forge and maintain partnerships that will be instrumental in supporting some activities that underpin the Strategic Plan.
- SPSF Members will have enough capacity to oversee the implementation of components of the strategy and work plan that they are responsible for.

diagram of the theory of change is presented below as follows.



5. Implementation of the Strategic Plan

5.1 Enablers and Pre-Requisites for Implementation of the Plan

Implementation of this strategic plan will be oriented towards contributing to the SADC Vision 2050, aiming at achieving inclusive growth and sustainable development. Specifically, the plan will be directly anchored on the RISDP. Successful implementation of the plan will be influenced by some pre-requisite conditions, which include:

- Commitment from the SPSF members and leadership.
- Shared ownership of the plan and its implementation by key stakeholders.
- Preparedness and capacity of SPSF members and the secretariat when established to coordinate, manage and monitor region-wide interventions.
- Mobilisation of sufficient resources to support the regional interventions.

The plan will be implemented through programs and projects. As much as possible, the SPSF leadership will continue to involve member institutions and strategic partners in implementing programs and projects. The aim will be to engender commitment and ownership.

5.2 Business Plan and Evaluations of the Strategic Plan

A five-year business plan will be developed, showing deliverables and milestones for each year. The business plan will show the implementation of the strategic plan. The business plan will include the different activities under each result area to be implemented, the timelines and the required resources. Annual reviews of the business plan will be undertaken to take stock of achievements, challenges and lessons during the implementation of the strategic plan.

A medium-term evaluation of the strategic plan will be undertaken to ascertain the incremental achievements of the strategic plan. The review will rely on reports produced. Outcomes will be used to identify priority areas to focus on for the remaining period. A final evaluation will be undertaken at the end of the five years in 2028 to ascertain the impact of the activities undertaken.

5.3 Monitoring and Evaluation and Lessons Learnt (MEL)

The monitoring and evaluation (M&E) framework will guide the M&E process which is critical to detect errors at the onset and take corrective actions. Specific, measurable indicators will be developed for each of the result areas. The M&E will keep the SPSF on track and will provide evidence of impact. Baseline data will be collected in the first year to substantiate observations made in the environmental scan. Section 7 details the SPSF M&E Framework for the Strategic Plan 2023-2027.

5.4 Implementation Arrangements and Costed Implemented Plan

Currently there is no dedicated secretariat to support members of the SPSF. The leadership of SPSF will need to agree on an appropriate structure for the implementation of the strategic plan. This will be underpinned by the operational plan that will eventually be developed.

While the specific roles and responsibilities, for each SPSF partner, that will ensure the successful delivery of the strategic plan will be detailed in operational plan, the following stakeholders have been identified for each pillar.



Strategic Pillar 1-Promoting a conducive business in the region

- Business Botswana
- Namibian Employers Federation (NEF)
- Mouvement des Entreprises Comoriennes
- Business Mauritius
- Chamber of Commerce and Industry (CCIA)

Strategic Pillar 2: Improving Labour Migration Governance

- Confederation of Business Associations of Mozambique
- Business Unity South Africa
- Employers Federation of Zimbabwe
- Association of Lesotho Employers and Business
- Federation des Entreprises du Congo

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- Zambia Federation of Employers
- Employers' Consultative Association of Malawi
- Business Eswatini
- General Employer Trade Union of Seychelles (GETUS)
- Association of Tanzania Employers (ATE)

Table 6 below provides a provides a summary of the cost by the result areas, which covers the Programme Costs, implementation periods, and roles and responsibilities needed to undertake the main activities that have been identified in the strategic plan.

A key part of the strategic plan's implementation, which falls under Output 5.1.1: Functional Secretariat is in place and is properly staffed and resourced are the Operational/Administration Costs (not included in the costings shown in table 6). These costs will have to be identified once the staffing and location requirements for the secretariat have been identified. The Operational/Administration Costs will include but are not limited to:

General Expenses	
	Rent
	Equipment
	Office supplies
	Rates
	Insurance
	Telecommunication (Internet and phones)
	Subscriptions
	Electricity
	Sundries
	Events and Trainings
	Lobbying and Awareness raising complains
	Regional/ Local non road travel and vehicle maintenance and supplies
Administration	
	Management salaries & benefits
	Volunteer expenses



5.5 Mainstreaming Gender

All interventions in this strategic plan will mainstream gender. To ensure that gender is properly mainstreamed, indicators on gender have been developed to give due attention and capture relevant data.

5.6 SPSF Brand and Visibility

Although the SPSF has undertaken laudable work, its visibility levels are weak within member states and at a sub-regional level. An identifiable brand is very important to lay the foundation for partnerships and increased collaboration. There is need to package the work of SPSF and consolidate the SPSF website, blog, social media to create a robust presence nationally and regionally.

5.6 Risk Management Strategy

The success of this strategic plan is dependent on how risks are identified and managed. The SPSF has put in place a plan to mitigate the key risks. Table 6 highlights the potential risk and mitigating strategy.

Table 6: Potential Risks and Mitigating Strategies

	Source of Risk	Potential Risk	Mitigation strategy
1	Development partners and funding	Donor fatigue	- Aligning programs to funding requirements - Identify new sources of funds - Enlarge donor base - Increase SPSF membership base and contributions - Undertake resource mobilization strategies e.g., establish a bespoke training and capacity building programme for SPSF members to access at a fee
2	Limited Resources	Failure to establish secretariat	- Request for seconded support from membership - Mobilise project resources from traditional donors including multilaterals such as UNDP and UNIDO
3	SPSF membership	Non-payment of subscription fees by members Limited participation by members	- Identify new ways of collecting subscription fees - Impose penalties for non-payment of dues - Improve communication
4	Stakeholders	Competition and duplication of activities by regional and continental bodies dealing with same issues	Collaboration and joint programmes and activities
5	SADC Secretariat	Limited commitment	Intensify dialogue



6. Resource Mobilisation Strategy

The 2023-2027 Plan places a lot of focus on capacity to mobilise financial resources to finance the programs and activities in the plan. The leadership of SPSF will set up a system to identify and mobilise resources. This will be predicated upon the following principles:

- The need for a strategic plan that demonstrates results and impact;
- Accountability arrangements that include the development of an M&E framework and system to be in place;
- The need for an operational plan that has a clear work plan of activities;
- SPSF should consider linking components of its strategic plan to specific activities funded by donors;
- SPSF must also consider and clearly outline in-kind contributions from SPSF and Members (e.g., carrying out technical studies, providing training venues etc.)
- Resourcing of the Secretariat must be clear on how this will be sustained.

Potential funding sources that the SPSF can possibly solicit include development partners such as the ILO, European Union (EU), and African Development Bank Group (AfDB). These partners can be approached for grants, programmatic support, and overheads for the secretariat. The private sector can be approached for in-kind resources and development of capacities of SPSF and payment for services. Other funding sources include members of the SPSF, philanthropic foundations and high-net-worth individuals, including Africans in the Diaspora who are operating companies.



7. SPSF M&E Framework for the Strategic Plan 2023-2027

7.1. Introduction

The purpose of this chapter is to provide guidance to the key stakeholders of the Southern African Development Community (SADC) Private Sector Forum (SPSF) on the main approach and requirements towards carrying out the monitoring and evaluation (M&E) and reporting functions that will underpin the implementation of the SPSF Strategic Plan 2023-2027. This framework and system will be the key reference for carrying out M&E and reporting by SPSF members and will be centred around the outcomes, outputs and indicators that have been outlined in the M&E results framework (see **Annex 1**). The SPSF M&E Framework and System underscores the expectations of key stakeholders with regard to:

- The monitoring and evaluation of the Strategic Plan;
- Expanding on the approach towards monitoring the Strategic Plan;
- The indicators contained in the SPSF M&E results framework;
- Defining the baselines and targets for those indicators;
- The theory of change that informs the M&E framework;
- Data collection and reporting processes; and
- How the evaluation of the Strategic Plan will be carried out.

These issues are elucidated in the narrative that follows and are also supported by related tools that will facilitate the operationalisation of the SPSF M&E Framework and System.

7.2. Establishing M&E functions within the SPSF Secretariat

It will be critical for the SPSF to incorporate a position that will be dedicated towards issues pertaining to coordinating the overall monitoring, evaluation and reporting functions of the Forum. This designated M&E officer can be derived from one of the member organisations, particularly one that has a strong track record in carrying out M&E activities. This does not need to be a position that is physically seconded to the SPSF Secretariat, and the function can be carried out remotely. Furthermore, the officer must carry out these functions in conjunction with his or her day-to-day work as prescribed by the host member. The critical issue is to have dedicated personnel that oversees the M&E and reporting functions of the SPSF. This M&E officer will be responsible for the following functions:

- Designing, coordinating and implementing the M&E plan;
- Supporting the development of the SPSF Annual Workplan;
- Overseeing the tracking of the M&E Results Framework and the SPSF Annual Workplan;
- Guiding the overall research and data collection activities of members and stakeholders for reporting purposes;
- Providing technical guidance to members in ensuring that reporting templates are properly filled out;
- Drafting the requisite reports and submitting them in line with the reporting schedule outlined in this document;
- Present the reports to SPSF Executive Committee and Governing Body and brief SPSF management where such results are to be reported in external forums (such as those within SADC and the International Labour Organisation (ILO)); and
- Make recommendations for amendments to the Results Framework, especially with regard to performance indicators and their measurement (including developing and validating baselines and targets in tandem with other members).

The M&E officer will report directly to the SPSF Coordinator within the Secretariat.



7.3. Approach Towards Monitoring the SPSF Strategic Plan

7.3.1. Overall Approach

The basis for monitoring the SPSF Strategic Plan will be the M&E Results Framework that was developed simultaneously with the Plan (See Annex 1 of this document). The SPSF Results Framework is divided into the five pillars that underpin the Strategic Plan. The Results Framework has eight Outcomes which each have several outputs and each of these have columns that speak to key performance indicators, baselines, targets, and sources of verification. The Results Framework will serve as the main point of reference for each responsible stakeholder in carrying out M&E activities including data collection, reporting and undertaking internal reviews and preparing for external evaluations. Along with the Results Framework, this document will provide the blueprint for inculcating accountability, commitment and ownership for the results process. The monitoring of the SPSF Strategic Plan will also be facilitated by the operational plan which was also elaborated at the same time as this document.

7.3.2. SPSF Indicators

The SPSF Results frameworks is comprised of 15 outcome indicators which seek to measure the extent to which the strategic plan is achieving the expected changes or effects in the intermediate to long-term, as a result of activities that will be carried out. By and large, these are quantitative in nature and are commensurate with data that is already being collected by the ILO, International Organisation for Migration, the SADC Secretariat and Member State Statistics Bureaus. There are also 38 output indicators which are largely process indicators and measure the direct products of activities carried out by the SPSF and the quantity, quality and timelines of these products. The output indicators will be relied on to regularly report on progress being made in the implementation of the SPSF Strategic Plan.

7.3.3. Defining Baselines and Targets

To adequately measure changes taking place as a result of activities being implemented under the Strategic Plan, it is critical for baselines and targets to be defined for each indicator in the Results Framework. Preferably, this exercise must take place before the implementation of the Strategic Plan begins. **Baselines** are important as they provide a snapshot of the status quo at the time that the Strategic Plan was developed. This becomes the benchmark from which deviation is measured. **Targets** set the point at which this deviation is considered desirable for the change sought through the implementation of the Strategic Plan. Setting baselines and targets is an important undertaking that needs to be done, through consensus, by the members of the SPSF, who are the main implementing stakeholders of the Strategic Plan and are fully conversant with all the existing and emerging issues in the employment and labour sector. Some baselines and targets will be obtained from wider research, monitoring and reporting processes that the SPSF is involved in, which are spearheaded by key partners such as the ILO and the SADC Secretariat. The baselines and targets obtained from these processes will largely inform the outcome indicators. The SPSF operational plan will detail the timelines by which indicators must be achieved and the core activities and sub-activities that will be carried out to achieve them.

7.3.4. Costed Multi-year M&E Plan

The M&E Officer will be responsible for developing a costed M&E Plan that will be approved by the SPSF Coordinator and form part of the SPSF Workplan. The plan will outline the costs of the main monitoring activities for a given year. This will also be augmented by a calendar of M&E activities that will be drawn up by the M&E officer to communicate the planned events for that year. A template for the costed M&E plan is shown in the table below.



Costed M&E Plan (USD)

M&E Activities	Year				
	2023	2024	2025	2026	2027
<i>Questionnaires, Surveys, studies.</i>					
<i>Establishment and maintenance of internal monitoring systems.</i>					
<i>M&E Workshops</i>					
<i>Internal Reviews</i>					
<i>Evaluations</i>					

7.4. Data Collection and Reporting

Data Collection

Data is central to the overall functioning of the SPSF M&E Framework and System. Given the strain of resources that SPSF faces, it is all the more expedient that the Forum leverages existing data collection avenues amongst its members within their country contexts. It is important, however, that each SPSF member understands the purpose for which such data is collected and the format that will be appropriate to satisfy M&E reporting processes. It will, therefore, be incumbent upon the secretariat, through the M&E officer, to hold a sensitization workshop that addresses aspects of data collection, understanding the results framework, its indicators and their requirements, the use of reporting templates and any other M&E related issues. The SPSF may also leverage data that is collected from partners that they have forged special relationships with, including the ILO and certain structures within the SADC system.

Reporting

Based on the indicators that underpin the SPSF Results Framework, the Secretariat, through the M&E officer, will produce 6-monthly reports that will be submitted and presented to the Executive Committee as established in line with the SPSF constitution. This Committee will convene twice a year to consider the progress that is being made in the implantation of the SPSF Strategic Plan. Every 12 months, the M&E Officer will also compile an M&E report which consolidates the reports of each semester and present this to the SPSF Governing Body at the Annual General Meeting, which is usually held in the margins of the International Labour Conference in Geneva.

The substance of the reports that are produced in this regard will include the following:

- An update on progress made in the implementation of the SPSF operational plan.
- Providing updates on progress made towards achieving targets, illuminating challenges and bottlenecks and suggesting mitigation measures against observed risks, as well as outlining next steps for the subsequent reporting period.
- Providing input into overall SADC and ILO research and reporting which relates to key issues affecting the employment and labour sector.
- Providing a basis for undertaking internal reviews, mid-term, end-term and ex-post evaluations wherein information amassed over the reporting periods will be relied upon by external experts.
- Engendering accountability amongst stakeholders who are responsible for data collection processes and inputs to the drafting of reports.

A reporting template is provided at **Annex 2** of this document.

7.5. Evaluation Framework

The evaluation of the SPSF Strategic Plan will be characterised by four different approaches and will take place at difference intervals:



Internal Reviews

The internal reviews will be carried out by the SPSF Secretariat and spearheaded by the M&E officer. These will seek to ascertain the extent to which the Strategic Framework will possibly achieve its results at the outcome and impact levels. A minimum of one internal review must take place before the mid-term evaluation and a minimum of one more must occur before the end-of-term evaluation.

Mid-term Evaluation

An evaluation will be carried out by an independent consultant in 2025 who will be mobilised by the ILO to determine the extent to which the SPSF Strategic Plan remains relevant for the purposes it was initially developed and if the changing context of the employment and labour sector at that juncture, has brought about a need for its revision.

The evaluation will also review the results that have been achieved, the impacts that have and may occur, the likelihood of results being entrenched within the ecosystem of stakeholders outlasting the intervention period, the efficiency of implementation and value for money, as well as lessons learnt from carrying out activities that underpin the Strategic Plan. This external review will be based on the Organisation for Economic Cooperation and Development (OECD)-Development Assistance Committee (DAC) criteria of relevance, coherence, effectiveness, efficiency, impact and sustainability. Terms of Reference for the independent consultant will be developed and agreed between the ILO and the SPSF Secretariat towards the time of the evaluation.

End-of-term Evaluation

Like the mid-term evaluation, this review will focus on OECD-DAC criteria and be carried out at the end of the Strategic Plan period (2027).

Ex-post Evaluation

This evaluation will be undertaken after the lapse of the SPSF Strategic Plan to ascertain what long term impacts may have accrued. This information will be instructive for the work of the ILO, SADC and the wider employment and labour sector within the region. The evaluation can also form part of a wider review of the SADC Regional Indicative Strategic Development Plan 2020-2030.

The table below provides an overview of how the evaluations will be carried out and who will be responsible for them:

Evaluation Title	Timing	Type of evaluation	Key Evaluation Stakeholders	Funding source	Method
Internal Review of the SPSF Strategic Plan	Before the Mid-term and before the end-of-term evaluations/	Internal Review	• SPSF Secretariat • SPSF Members	SPSF	Questionnaires, Surveys, checklists, documentation review.
Mid-term Evaluation of the SPSF Strategic Plan	Mid-2025	External Evaluation – Mid-term review	• External Consultants • SPSF Secretariat/ Members • ILO • SADC Secretariat	ILO	Questionnaires, interviews, and documentation review.



Evaluation Title	Timing	Type of evaluation	Key Evaluation Stakeholders	Funding source	Method
End-of-term Evaluation of the SPSF Strategic Plan	Quarter 4 2027	External Evaluation – End-of-term Evaluation	• External Consultants • SPSF Secretariat/ Members • ILO • SADC Secretariat	ILO	Questionnaires, interviews, and documentation review.
Ex-post Evaluation of the SPSF Strategic Plan	2030	Ex-post	• External Consultants • SPSF Secretariat/ Members • ILO • SADC Secretariat	ILO/ SADC	Questionnaires, interviews, and documentation review.

8. Annexes

8.1. Annex 1: Logical Framework

Outcomes/Outputs	Key Performance Indicators	Baseline	Target	Sources of Verification
Outcome 1.1: Improved enabling environment for enterprise creation and improved and increased employment.	- Number of jobs created per MS - Regional unemployment rate. - Number of SMMEs per MS			National Statistics Bureaus Publications.
Output 1.1.1: SPSF hosts or participates in policy dialogue sessions.	Number of policy dialogue sessions and high-level meetings held on improving the business environment and enterprise and employment creation.			Meeting reports. SPSF Annual Report. ILO reports.
Output 1.1.2: Increased number of Member State (MS) officials and stakeholders trained on enterprise and employment creation.	Number of MS stakeholders trained in technical workshops and symposiums.			Workshop reports. SPSF Annual Report. ILO reports.
Output 1.1.3: Alignment of national and regional investment policies.	Number of national investment policies reviewed and aligned to SADC framework.			SPSF Annual Reports. National investment policies SADC Secretariat reports.
Outcome 1.2: Improved, inclusive, and effective employment and labour sector.	Regional unemployment rate (stratified by youth, gender, geography).			SADC Sector Reports National Statistics Bureaus Publications
Output 1.2.1: Database for progressive employment and labour laws developed and operationalized.	Database of progressive laws developed by 2024 and updated annually.			SPSF Annual report Established database.
Output 1.2.2: Researched based knowledge products on employment and labour issues produced.	- Annual reports produced. - One thematic research paper produced annually. - Handbook on employment and labour best practices developed by 2024. - Policy briefs on employment and labour issues developed annually.			SPSF Annual Report Thematic research papers Handbook on best practices Policy briefs
Outcome 2.1: Improved governance of the labour market sector within the SADC region.	- Number of MS ratifying ILO Conventions No. 155 and 187. - Number of MS ratifying and domesticating SADC Employment			SADC Annual reports ILO Reports



Outcomes/Outputs	Key Performance Indicators	Baseline	Target	Sources of Verification
	and Labour Sector strategies, plans protocols and other guidelines.			
Output 2.1.1: Advocacy campaigns on ratifying and implementing ILO and SADC international labour standards.	Number of advocacy campaigns held.			SPSF Annual Report
Output 2.1.2: SPSF reports on progress of ratification and implementation of ILO and SADC international labour standards.	Annual status reports produced.			Status reports SPSF Annual reports
Output 2.1.3: SPSF participates in regional and global dialogue sessions.	Number of dialogue sessions on international labour standards.			SPSF Annual reports
Output 2.1.4: SPSF provides inputs into employment and labour guidelines and standards.	Number of new or revised international labour standards that SPSF provides inputs to.			SPSF Annual reports
Outcome 3.1: Improved availability of skilled labour to match industry demand.	- Science, Technology, Engineering and Mathematics Graduates (% of Total Tertiary Graduates) - Percentage of TVET graduates as a proportion of total tertiary graduates.			National Statistics Bureaus Publications
Output 3.1.1: Gap analysis on alignment of regional and national qualifications frameworks.	Gap analysis report with recommendations produced by 2024.			SPSF Annual Report Gap analysis report
Output 3.1.2: Promotion of SADC Common Qualifications Framework at MS level.	Number of awareness raising and promotional campaigns at MS level.			SPSF Annual Report
Output 3.1.3: Platform for a community of practice with key partners established.	- Community of practice established and in place by 2023. - Number of exchange visits.			SPSF Annual Report
Output 3.1.4: Development of suitable curriculum that matches industry demands.	Curricula developed in conjunction with tertiary institutions.			SPSF Annual report
Output 3.1.5: Establishment of linkages between training institutions and employers.	- Number of linkages fostered between training institutions and employers. - Number of remunerated internships and apprenticeships organized with industry partners.			SPSF Reports



Outcomes/Outputs	Key Performance Indicators	Baseline	Target	Sources of Verification
	Number of remunerated interns hosted by SPSF members.			
Outcome 3.2: Improved movement of labour, as a factor of production	- Regional migrant stock. - Regional unemployment rate.			SADC Statistical reports IOM Reports
Output 3.2.1: Labour law guide updated.	Labour law guide updated annually.			SPSF Annual report Labour law guide
Output 3.2.2: Directory of best practices and models for labour migration developed.	Directory for best practices developed by 2024.			SPSF Annual report Directory of best practices
Output 3.2.3: Development of knowledge products on movement of skills.	- Handbook on regional labour rules and standards developed by 2025. - Number of policy briefs produced. - Research report of bottlenecks on regional movement of skills produced by 2024.			SPSF Annual Report Handbook on regional labour rules and standards
Outcome 3.3: Improved productivity, entrepreneurship and innovation amongst SADC Member State citizens	- Labour productivity growth - Ease of doing business index - Science, Technology and Innovation Research and Development as a share of GDP			National Statistics Bureaus Publications World Bank Ease of Doing Business Report ILO Reports
Output 3.3.1: Assessment of current productivity trends in the SADC region	Assessment study carried out and report produced by 2024.			SPSF Annual Reports Study of productivity trends
Outcome 4.1: Enhanced role of SADC EBMOs in advocating for green investment strategies.	- Number of jobs created in the green economy of MSs. - Flow of FDI in the green economy.			SADC Annual reports. MS Statistics Bureau.
Output 4.1.1: Comparative study undertaken on ESG compliance by companies in SADC Member States.	Comparative study report produced by 2024.			SPSF Annual Report Comparative study report
Output 4.1.2: Increased participation of SPSF in dialogue on green development and investment strategies.	Number of dialogue sessions/forums held in which EBMOs participate.			SPSF Annual Report Dialogue Session reports.
Outcome 5.1: Strengthened SPSF Institutional Arrangements				
Output 5.1.1: Functional Secretariat is in place and is properly staffed and resourced.	Secretariat established by December 2023.			SPSF Annual Reports SPSF Secretariat Terms of Reference



Outcomes/Outputs	Key Performance Indicators	Baseline	Target	Sources of Verification
	Communication and Visibility strategy developed and implemented.			
Output 5.1.2: Support services provided to SPSF members.	- Number of SPSF members trained on critical issues. - Number of evidence-based research papers produced and used by SPSF Members.			SPSF Annual Reports.
Output 5.1.3: Resource mobilisation Plan developed and operationalized	- SPSF Resource Mobilisation Plan in place by 2023. - Number of funding partners identified. - Volume of funding attracted (in US\$) from funding partners.			SPSF Annual Reports. SPSF Resource Mobilisation Plan
Output 5.1.4: SPSF Operational Plan (with workplan) developed and implemented.	- Operational plan in place by 2023. - Work plan developed and disseminated to members by 2023			SPSF Annual Reports. SPSF Operational Plan
Output 5.1.5: SPSF M&E Framework operationalized.	Number of members reporting on activities based on M&E Results Framework.			M&E Reports