

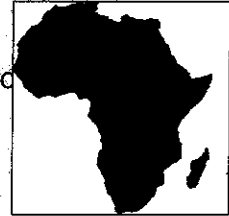


The SADC Restructuring: Challenges and Achievements

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OVERVIEW

- Background
- SADC Objectives
- Restructuring of the SADC
- Achievements
- Challenges
- Way forward



BACKGROUND

- 1975 Bandung States - focusing on political liberation of the region;
- April 1980, launch of the Southern African Development Coordination Conference (SADCC);
- August 1992, Birth of the SADC

SADC MAIN OBJECTIVES

- Achieve development and economic growth, alleviate poverty, enhance the standard and quality of life of the people of Southern Africa and support the socially disadvantaged through regional integration;
- Evolve common political values, systems and institutions;
- Promote and defend peace and security...

REDEFINING OF SADC

- A redefinition of cooperation - from a loose association towards a legally binding arrangement;
- Framing on programmes that strive more for deeper regional integration;
- Development of Protocols in key areas to provide the legal framework for co-operation and integration;
- Trade liberalization / market integration started to feature more prominently.

REDEFINING THE SADC

- New Members (from 9 to 14);
- More areas of Cooperation identified;
- Re-allocation of sectors for coordination;
- SADC Secretariat faced with increased areas of coordination to oversee but staffing levels remained unchanged.

RESTRUCTURING OF THE SADC

In 2001, Restructuring of SADC institutions:

- i. 21 Sectors grouped into clusters under 4 Directorates;
- ii. Institutionalization of Ministerial Clusters in line with Regional Integration;
- iii. National Committees were established to replace SCUs and Commissions;
- iv. Rationalisation of roles and functions of key decision making organs (e.g. ICM to replace some roles of sectoral Ministers)
- v. Recruitment of additional staff.

RESTRUCTURING OF THE SADC

- Secretariat not adequately transformed from acting as a facilitator / coordinator of cooperation to an effective technical resource for integration in line with the Regional Indicative Strategic Development Plan (RISDP) strategic development framework- to conform to identified priorities;
- Member states level: Most National Committees and implementation structures remained weak

THE ACHIEVEMENTS

- What have been the achievements through this road?
- Institutionalization of regional
- Development of Protocols in line with Areas for Cooperation (AFCs) and Areas of Co-operation
- Centralisation of COPS
- Establishment of SADC regional governing and policy decision making structures
- Establishment of regional subsidiary organizations and regional centers for excellence e.g. DFRG, River Basin Organizations
- Establishment of new national coordination and implementation structures

ACHIEVEMENTS CONT.

- Re-prioritization of regional integration agenda
- Allocation of functions in the Secretariat into 4 groups;
- Institutionalization of Ministerial Clusters in line with Regional Integration;
- Development of the Communications strategy and plan for the SADC FTA

CHALLENGES

- Inadequate internalization of agreed integration objectives at the national level – regional economic integration is based on ad-hoc policy frameworks (national committees ineffective)
- Inadequate institutional frameworks, particularly related to compliance and enforcement issues to ensure credibility of a rules-based integration framework
- Lack of an appropriate supranational authority and as a result, implementation problems are left solely to policy organs such as Summit and Council.

CHALLENGES CONT.

- Lack of effective regional leadership and champions - e.g. South Africa's entry was expected (at least by commentators) to provide that leadership but what is the experience to date?
- Multiple and overlapping memberships – also affect the provision of leadership and implementation of agreed Protocols
- Extra-regional integration – EPAs – What are their implications on intra-SADC integration?
- SADC as an institution – limited resources, limited authority to drive the integration agenda – donor dependence.
- Secretariat role and powers not well defined and accepted by Members

CHALLENGES CONT.

- Insufficient technical and analytical support to regional integration agenda (e.g. lack of policy think tanks, etc), especially in the area of assessing the feasibility of integration ambitions and measuring progress in the regional integration efforts;
- Inadequate participation of the private sector and other non-state actors in the integration agenda;

ADDRESSING CHALLENGES

- 2008 "Secretariat Capacity Development Framework"
Main aim is
- to improve Secretariat's organisational efficiency and effectiveness
 - Strengthen regional subsidiary organisations (Tribunal and regional Centres of Excellence)
 - Strengthen National SADC Governance and Management Structures

ADDRESSING CHALLENGES CONT.

- Addressing institutional gaps for effective implementation, is a necessary and priority
- Gradually reduce donor dependence to drive the regional agenda
- The strategic response to the above is to set up an effective dispute settlement mechanism with a specialised Authority to ensure its success
- A transparent and fair dispute settlement mechanism
- Avoid instituting it in the name of the "slowest integrators" (multiple responses remain an appropriate approach, but not clearly defined to serve as an incentive) and
- "Single underlying" principles should be introduced.

THANK YOU
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