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**REPORT ON  
THE REVIEW OF THE  
OPERATIONS OF SADC  
INSTITUTIONS**

**APRIL 2001**



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## FOREWORD

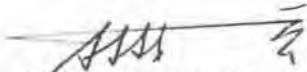
### CHAIRPERSON OF SADC COUNCIL OF MINISTERS

One of the major challenges facing the Southern African Development Community (SADC) since its transformation from a Coordinating Conference to a Development Community in 1992, has been the establishment of an appropriate and effective institutional framework and structure for executing its new mandate. To this end, various measures were taken, including a Review and Rationalisation of the SADC Programme of Action, which was undertaken in 1997. As a follow up, the SADC Heads of State and Government in August 1999 directed the SADC Council of Ministers to initiate a comprehensive review of the operations of SADC institutions, including the Organ on Politics, Defence and Security.

After a series of consultative meetings coordinated by a Review Committee, a Report on the Review of the Operations of SADC Institutions was produced. It contains conclusions and recommendations on a new structure that is consistent with the new mandate. In view of the need for accelerated institutional reforms of the Organisation, two important meetings dedicated to the Restructuring Exercise were held. The first was the Extra-Ordinary meeting of Council held in Gaborone, Botswana on 28<sup>th</sup> November 2000. This was followed by another Extra-Ordinary Council meeting held in Windhoek, Namibia on 8<sup>th</sup> March 2001. Subsequently, an Extra-Ordinary Summit meeting was also held in Windhoek, Namibia on 9<sup>th</sup> March 2001 to approve the Report.

The challenge to the region now, including all stakeholders, is the effective implementation of the new institutional reforms within the next two years.

This important exercise could not have been completed successfully without the commitment and invaluable contributions of my colleagues in the Review Committee and Member States supported by senior officials and the SADC Secretariat. I would, therefore, like to pay a special tribute to them for a job well done.



**Hidipo Hamutenya**  
Minister of Industry and Trade of the Republic of Namibia and Chairperson of the SADC Council of Ministers.

## 1. INTRODUCTION AND BACKGROUND

### 1.1 Introduction

- 1.1.1 This report emanates from the decision of the SADC Summit of Heads of State and Government taken at its meeting held on the 8th of August 1999, in Maputo, Mozambique which directed the Council of Ministers to undertake a review of the operations of SADC institutions, including the Organ on Politics, Defence and Security with a view to making SADC a more effective and efficient vehicle for Community Building.
- 1.1.2 Based on the above Summit decision, the Council, at its meeting in February 2000 in Mbabane, Swaziland, agreed on the Terms of Reference (ToR, Annex 1) for the Review Exercise on SADC Operations. It also established the Review Committee comprising the Troika plus One, i.e. Mozambique (Chairperson), Namibia (Deputy Chairperson), South Africa (Outgoing Chairperson) and Zimbabwe (as Chairperson of the Organ).
- 1.1.3 The Council presented a progress report to the Summit at its meeting in August 2000 in Windhoek, Namibia at which the Summit granted Council an extension of three months to complete the review exercise. The Republic of Malawi was added to the Review Committee in her capacity as the incoming Vice Chairperson.
- 1.1.4 This report, was approved by Summit at its Extra-Ordinary Meeting which was held on 9<sup>th</sup> March, 2001 in Windhoek, Namibia. This was preceded by a number of consultative meetings, including the Extra-Ordinary Meeting of Council, which was held on 28th November, 2000 in Gaborone, Botswana; the Meeting of Council held in Midrand, South Africa on 23<sup>rd</sup> February, 2001; as well as at the Extra-Ordinary Meeting of Council held in

Windhoek on 8<sup>th</sup> March, 2001. The report contains conclusions and recommendations drawn from written submissions and comments from Member States and focuses on the following areas:

- Objectives and Common Agenda of SADC;
- Strategic Priorities;
- Institutional Reforms;
- Management Systems;
- Resource Mobilization;
- Admission of New Members;
- Implementation of Reforms; and
- Cost Estimates for the new SADC Structure.

## **1.2 Background**

1.2.1 The transformation of the Southern African Development Coordination Conference (SADCC) into the Southern African Development Community (SADC) through a Treaty signed in Windhoek in August, 1992 marked a significant step towards deeper and higher levels of cooperation among countries of the region. Through SADC, Member States would effectively address their developmental problems and collectively meet the challenges of the dynamic, ever changing and complex globalization process as well as to take advantage of the available opportunities in this environment.

1.2.2 SADC has, over the years, experienced an increase in its membership, areas of cooperation and in the size of its Programme of Action. This growth has brought with it new challenges to the integration process, given the different levels of development among Member States. These countries also differ substantially in terms of population size, natural resource endowment, annual economic growth rates, per capita income, levels of debt burden, infrastructure development and level of industrialization. Integrating the economies of such a diverse

group of states presents new challenges, which SADC has to constructively deal with.

- 1.2.3 SADC has further gained valuable experiences and learnt important lessons through regional cooperation on which to draw as it intensifies its integration efforts. One such lesson has been the need to realign the institutions inherited from the Coordination Conference to be consistent with the new mandate of regional integration and Community Building. Consequently, these institutions have to be able to build the required capacities and to be empowered with both human and financial resources to enable them to manage the process of Community Building through regional integration.

## **2. Challenges to the Current Structures**

- 2.1 Whilst SADC has recorded some remarkable achievements particularly in areas of infrastructural development and in fostering a sense of regional belonging, difficulties and constraints have also been encountered. These include:
- a) Lack of institutional reforms for effective transformation of SADCC into SADC including lack of adequate resources and the absence of a centralized and coordinated management system.
  - b) Lack of appropriate mechanisms capable of translating the high degree of political commitment into concrete programmes of community building through regional integration.
  - c) Lack of synergy between the objectives and strategies of the Treaty<sup>1</sup> on one hand and the existing SADC Programme of Action (SPA) and the institutional framework on the other.

- d) Limited capacity to mobilize significant levels of the region's own resources for the implementation of the SPA.
- e) The external financial overdependence of the SPA to the tune of more than 80 percent, which compromises the Programme's sustainability.

### **3 OBJECTIVES OF SADC AND COMMON AGENDA**

#### **3.1 Objectives of SADC**

Under this item the Terms of Reference were to:

*"Examine the Objectives and functions of SADC as provided for in the Declaration and the Treaty with a view of elaborating a Common Agenda for the Community in line with these objectives"*

3.1.2 Member States were unanimous that the objectives of SADC remain relevant and valid as provided for under Article 5 of the Treaty. These are spelt out as follows:

- a) achieve development and economic growth, alleviate poverty, enhance the standard and quality of life of the peoples of Southern Africa and support the socially disadvantaged through regional integration;
- b) evolve common political values, systems and institutions;
- c) promote and defend peace and security;
- d) promote self-sustaining development on the basis of collective self-reliance and the interdependence of Member States;

- e) achieve complementarity between national and regional strategies and Programmes;
- f) promote and maximize productive employment and utilization of resources of the region;
- g) achieve sustainable utilization of natural resources and effective protection of the environment and;
- h) strengthen and consolidate the long-standing historical, social and cultural affinities and links among the peoples of the region.

3.1.3 However, Member States stressed the need to ensure that poverty alleviation is addressed in all SADC activities and programmes so that cross-cutting solutions are found for liberating the peoples of the SADC region from abject poverty. Emphasis was also placed on the need for Member States to adhere to commitments they have made at various international fora, including the Copenhagen Declaration of the Social Summit, on the issue of poverty eradication.

3.1.4 Accordingly, it was agreed that the ultimate objective in addressing the issue of poverty should be its eradication and that this ultimate objective shall be included in the Objectives, Priorities and Common Agenda of SADC.

3.1.5 Member States also recognized and appreciated that the HIV/AIDS pandemic represents a major threat to the attainment of the objectives of SADC and, as such, should be accorded priority in the health programme and other relevant sectors.

3.1.6 Member States therefore agreed that combating of HIV/AIDS and other deadly diseases should also be included in SADC priorities.

## 3.2 SADC Common Agenda

3.2.1 The SADC Common Agenda remains as reflected in Article 5 of the Treaty. However, it was observed that the SADC Common Agenda is not clearly articulated and effectively operationalized.

3.2.2 Consequently, it was agreed that a more explicit common agenda be articulated - one that would clearly spell out common areas of focus taking into account the following principles:

- a) **Development Orientation:** that all programmes and activities of the Organisation undertaken in the Member States should have an impact on sustainable socio-economic development including poverty alleviation, reduction and its ultimate eradication;
- b) **Subsidiarity:** that all programmes and activities should be undertaken at levels where they can best be handled based on consultations between governments and relevant stakeholders. The involvement of institutions, authorities, and agencies outside SADC structures to initiate and implement regional programmes using their own generated resources should be promoted and encouraged.
- c) **Market Integration:** that all programmes and activities which directly integrate markets should be undertaken to facilitate free movement of factors of production, goods and services as well as the promotion of regional specialisation based on comparative advantages.
- d) **Development, facilitation and promotion of trade and investment:** that all programmes and activi-

ties should facilitate the development, and/or promotion of national, intra and inter- regional and international trade and investment;

- e) **Dynamic and economy of scale gains:** that all programmes and activities should be undertaken which can be carried out through regionally coordinated investments or operations by means of which substantial cost-savings, investments and employment benefits could be realized;
- f) **Additionality:** that all programmes and activities should be undertaken only if they add value to regional integration, enhance capacity to achieve SADC objectives or bring additional resources;
- g) **Variable geometry:** that given the varying levels of development and patterns of relations between Member States, there should be flexibility to accommodate special circumstances and particular arrangements between some Member States while aiming at greater harmonization at a progressively higher level of integration within the community as a whole.

3.2.3 Based on the above principles, SADC's Common Agenda should include the following:

- a) the promotion of sustainable and equitable economic growth and socio-economic development that will ensure poverty alleviation with the ultimate objective of its eradication;
- b) the promotion of common political values, systems and other shared values which are transmitted through institutions which are democratic, legitimate and effective; and;

- c) the consolidation and maintenance of democracy, peace and security.

#### 4. STRATEGIC PRIORITIES

The Terms of Reference for this item were to:

*" Study the programme and activities of SADC in order to streamline and prioritize the Programme of Action;*

*" Prioritize the activities with the aim of achieving sustainable growth and development to impact on poverty reduction"*

- 4.1 The portfolio of Sectors show that a substantial portion of about 470 SADC project proposals have a strong national character, and should have been implemented under the national programmes of Member States. This represents about 80 percent of all projects and implies that only 20 percent of the present portfolio would meet the criteria of being priority regional projects.
- 4.2 In addition, project proposals and evaluation procedures being used within Sectors are not guided by a comprehensive developmental strategy. As a result, most projects and activities are not in line with the strategic *goals* of SADC and do not adequately give due consideration to issues of sustainability.
- 4.3 In order to address the above concerns, a five year Regional Indicative Strategic Development Plan (RISDP) based on the following priority areas and in line with the Common Agenda, shall be developed:

##### ***Economic***

- i) Development of measures to alleviate poverty with a view to its ultimate eradication;

- ii) Development of agriculture and the sustainable utilization of natural resources;
- iii) Development of a common market through a step by step approach while restructuring and integrating the economies of Member States;
- iv) Harmonization of sound macroeconomic policies and maintenance of an environment conducive to both local and foreign investment;
- v) Development of deliberate policies for industrialization;
- vi) Promotion of economic and social infrastructure development.

***Political***

- i) Consolidation of democratic governance;
- ii) Establishment of a sustainable and effective mechanism for conflict prevention, management and resolution.

***Social***

- i) Mainstreaming of gender in the process of Community Building through regional integration;
- ii) Development, utilization and management of human resources;
- iii) Combating of HIV/AIDS and other deadly diseases;
- iv) Development of programmes for the improvement of quality of Health and Social Welfare.

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- iii) Combating of HIV/AIDS and other deadly diseases;
- iv) Development of programmes for the improvement of quality of Health and Social Welfare.

### **Others**

- i) Development of Science and Technology, Research and Development;
- ii) Development of an effective disaster preparedness and management mechanisms;
- iii) Consolidation of international cooperation with other regional groupings.

## **5 INSTITUTIONAL REVIEW AND MANAGEMENT SYSTEMS**

### **5.1 Institutional Review**

Under this item the Terms of Reference were to:

*"Review the current institutional structures and organizational framework with a view to making it consistent with the priorities of the organization".*

*"Review and streamline the management structure of all SADC institutions including the Organ on Politics, Defence and Security".*

5.1.1 The current organizational structure of SADC is characterized by a decentralized system whereby Member States coordinate at least one Sector through a Sector Coordinating Unit (SCU). The main rationale for this decentralized system was to promote a sense of ownership and to directly involve Member States in initiating and implementing programmes and activities of the Organization.

5.1.2 However, it was observed that this structure had a number of problems and shortcomings. These include:

- a) Unclear lines of authority and accountability, resulting

in poor communication, coordination and performance as well as duplication of efforts and resources among the main actors in the decentralized structures such as the SCUs, Commissions, the Secretariat, Sectoral Contact Points and National Contact Points.

- b) Disparity in, and the often inadequate provision of resources and staffing by Member States leading to inequitable distribution of responsibilities and obligations.
- c) Differences in management and administrative procedures and rules, varying standards, qualifications and performance criteria for staff involved in the management of the Regional Programme.
- d) The proliferation of meetings and an increase in associated costs as a result of the rapid increase of Sectors and therefore a plethora of priorities and activities dependent on limited resources.

5.1.3 Under the current structure and circumstances as outlined in the preceding sections, the Secretariat has been unable to execute its mandate as provided for in the Treaty, especially that of undertaking strategic planning and management.

5.1.4 Lack of an institutional mechanism for Ministers responsible for Foreign Affairs in the SADC region to discuss and coordinate common positions on matters pertaining to the organization at various international fora.

## **5.2 Institutional Reforms**

5.2.1 Member States were unanimous on the urgent need for transforming the institutions, taking into account the issue of ownership, the need for stakeholder participation, financial sustainability and cost effectiveness, including

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## **5.2 Institutional Reforms**

5.2.1 Member States were unanimous on the urgent need for transforming the institutions, taking into account the issue of ownership, the need for stakeholder participation, financial sustainability and cost effectiveness, including

the balance between efficiency and effectiveness. Member States also emphasized that this transformation should be gradual and properly managed. Accordingly, they stressed that the realignment of SADC institutions be consistent with the Common Agenda and Strategic Priorities.

- 5.2.2 Member States also agreed that there is a need to strengthen SADC institutions in order to make them effective avenues for the attainment of deeper integration that would in the long run deliver a stable and prosperous development Community.
- 5.2.3 Furthermore, Member States share the view that whatever institutional structure is adopted, it should ensure cost-effectiveness and should maximize net benefits to individual Member States and the entire region based on solidarity and consensual decision-making.
- 5.2.4 There was also a consensus that in fact "integration does imply that some decisions which were previously taken by individuals states are taken regionally, and those decisions taken nationally give due consideration to regional positions and circumstances. Regional decision-making also implies elements of change in the locus and context of exercising sovereignty".<sup>2</sup> Therefore, the regional decision-making should be vested in regional institutions in which Member States make decisions collectively.

## **6 NEW STRUCTURE**

In order to address the shortfalls highlighted under Section 5.1.2 and taking into account submissions from Member States, a new structure has been set up as elaborated under Sections 6.1 to 6.10 below and reflected in the organogram ( Annex 2).

<sup>2</sup> SADC Declaration

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<sup>2</sup> SADC Declaration

## **6.1 SUMMIT**

### **6.1.1** The functions of Summit shall be as follows:

- a) Summit shall consist of Heads of States or Governments of all MemberStates, and shall be the supreme policy-making institution in SADC;
- b) The Summit shall be responsible for the overall policy direction and control of the functions of SADC;
- c) The Summit shall adopt legal instruments for the implementation of the provisions of this Treaty; provided that Summit may delegate this authority to the Council or any other institution of SADC as the Summit may deem appropriate.
- d) The Summit shall elect a Chairperson and Vice-Chairperson of SADC from among its members for an agreed period on the basis of rotation;
- e) The Summit shall meet at least twice a year;
- f) The Summit shall decide on the creation of Directorates, other institutions, committees and agencies as the need arises;
- g) The Summit shall appoint the Executive Secretary and Deputy Executive Secretary, on recommendation of the Council;
- h) Unless otherwise provided in this Treaty, the decisions of the Summit shall be by consensus and shall be binding.

## **6.2 THE TROIKA**

- a) The practice of a Troika system consisting of the Chairperson, Incoming Chairperson and the Outgoing Chairperson of SADC has been effective as per

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- a) The practice of a Troika system consisting of the Chairperson, Incoming Chairperson and the Outgoing Chairperson of SADC has been effective as per

the decision of the Summit at its meeting in August 1999 in Maputo, Mozambique. In addition, other Member States may be co-opted into the Troika as and when necessary.

- b) The above system has enabled the Organisation to execute tasks and implement decisions expeditiously. In this regard, the Troika system should be formalised and provided for in the Treaty.
- c) The Troika system should operate at the level of the Summit, the Organ on Politics, Defence and Security, Council and Standing Committee of Senior Officials.
- d) The Troika shall function as a Steering Committee to ensure speedy decision-making and to facilitate timely implementation of decisions as well as provide policy direction to SADC Institutions in between regular SADC meetings.

### **6.3 ORGAN ON POLITICS, DEFENCE AND SECURITY**

6.3.1 The Organ on Politics, Defence and Security shall operate as follows:

- a) The Organ shall be coordinated at the level of Summit on a Troika basis and reporting to the Chairperson of SADC.
- b) The Chairperson of the Organ shall be on a rotation basis for a period of one year.
- c) The Member State holding the Chairpersonship of the Organ shall provide the Secretariat services.
- e) The Chairperson of the Organ shall not simultaneously hold the Chair of the Summit.

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- b) The Chairperson of the Organ shall be on a rotation basis for a period of one year.
- c) The Member State holding the Chairpersonship of the Organ shall provide the Secretariat services.
- e) The Chairperson of the Organ shall not simultaneously hold the Chair of the Summit.

- f) The structure, operations and functions of the Organ shall be regulated by the Protocol on Politics, Defence and Security Cooperation.

#### 6.4 **COUNCIL**

##### 6.4.1 The functions of Council shall include the following:

- a) Oversee the functioning and development of SADC;
- b) Oversee the implementation of the policies of SADC and the proper execution of its programmes;
- c) Advise the Summit on matters of overall policy including the efficient and harmonious functioning and development of SADC;
- d) Approve policies, strategies and work programmes of SADC;
- e) Direct, coordinate and supervise the operations of the institutions of SADC subordinate to it;
- f) Approve the establishment of authorities, institutions and agencies for recommendation to the Summit;
- g) Create its own committees as necessary;
- h) Recommend to the Summit, persons for appointment to the posts of Executive Secretary and Deputy Executive Secretary;
- i) Determine the Terms and Conditions of Service of the staff of the institutions of SADC;
- j) Convene conferences and other meetings as ap-

appropriate for purposes of promoting the objectives and programmes of SADC; and

- k) Perform such other duties as may be assigned to it by the Summit or Treaty.

6.4.2 Council shall meet at least four times a year to ensure speedy decision-making and allow an opportunity and time to discuss regional affairs in detail.

## **6.5 INTEGRATED COMMITTEE OF MINISTERS (ICM)**

6.5.1 In order to ensure proper policy guidance, coordination and harmonization of cross-sectoral activities, an Integrated Committee of Ministers comprising at least two Ministers from each Member State and responsible to Council shall be established to perform the following functions:

- a) Oversee the activities of the four core areas of integration notably: Trade, Industry, Finance and Investment; Infrastructure and Services; Food, Agriculture and Natural Resources (FANR); Social and Human Development and Special Programmes, including the implementation of the Strategic Plan in their areas of competence.
- b) Provide policy guidance to the Secretariat and make decisions on matters pertaining to the Directorates as well as monitor and evaluate their work.
- c) Have decision-making powers *ad referendum* to ensure rapid implementation of the programme that otherwise would wait for a formal meeting of the Council.
- d) Monitor and control the implementation of the RISDP once approved by Council.

e) Perform the role of Sectoral Committees of Ministers that have been abolished.

6.5.2 In order to provide for the principle of tripartism in the new structure, employers' and workers' bodies shall be part of the structures of the ICM.

6.5.3 The need to harmonise the location of SADC Contact Points in Member States was agreed upon. In this regard, there was a strong support for the coordination of SADC affairs by Ministries responsible for Foreign/External Affairs. However, it was agreed that while this trend ought to be encouraged there should be flexibility on the matter of location of the SADC National Contact Points.

## 6.6 **TRIBUNAL**

A Tribunal shall be constituted to ensure adherence to and the proper interpretation of the provisions of the SADC Treaty and subsidiary instruments and to adjudicate upon such disputes as may be referred to it.

The composition, powers, functions, procedures and other related matters governing the Tribunal shall remain as prescribed in the Protocol the Tribunal and the Rules of Procedure thereof.

## 6.7 **SADC NATIONAL COMMITTEES**

6.7.1 These institutions shall be composed of key stakeholders notably government, private sector and civil society in Member States. Their main functions will be to provide inputs at the national level in the formulation of regional policies, strategies, the SPA as well as to coordinate and oversee the implementation of these programmes at the national level.

6.7.2 These Committees shall be responsible for the initiation of projects and issues papers as inputs in to the Regional Indicative Strategic Development Plan.

## **6.8 STANDING COMMITTEE OF SENIOR OFFICIALS**

6.8.1 The functions shall be as follows:

- a) The Standing Committee of Senior Officials shall consist of one Permanent Secretary or an official of equivalent rank from a SADC National Contact Point of each Member State.
- b) The Standing Committee shall be a technical advisory committee to the Council;
- c) The Standing Committee shall be responsible to and report to the Council;
- d) The Chairperson and Vice-Chairperson of the Standing Committee shall be appointed from the Member States holding the Chairpersonship and Vice-Chairpersonship, respectively, of the Council of Ministers.
- e) The Standing Committee shall meet at least four times a year; and
- f) Decisions of the Standing Committee shall be by consensus.

6.8.2 The Standing Committee shall continue to play its role of a clearing house for all documents to be submitted to Council for its consideration.

## **6.9 SECRETARIAT**

6.9.1 The Secretariat shall be strengthened in terms of its

mandate and shall be provided with adequate resources to allow it to perform its functions effectively as provided for under Article 14 of the Treaty, and consistent with the Abuja Treaty of the Organisation of African Unity and the Charter of the African Union, namely:

- a) Strategic planning and management of the programme of SADC;
- b) Implementation of the decisions of the Summit and Council;
- c) Organization and management of the SADC meetings;
- d) Financial and general administration;
- e) Representation and promotion of SADC; and
- f) Promotion and harmonization of policies and strategies of Member States;

6.9.2 In addition, the Secretariat shall perform the following functions:

- a) Gender mainstreaming in all SADC programmes and activities;
- b) Organization and servicing of the meetings of the Troika and any other committees established by the Summit, Council and the Troika on an ad-hoc basis;
- c) Submission of harmonized policies and programmes to the Council for consideration and approval;
- d) Monitoring and evaluating the implementation of regional policies and programmes;

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- a) Strategic planning and management of the programme of SADC;
- b) Implementation of the decisions of the Summit and Council;
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- c) Submission of harmonized policies and programmes to the Council for consideration and approval;
- d) Monitoring and evaluating the implementation of regional policies and programmes;

- e) Collation and dissemination of information on the Community and maintenance of a reliable database;
- f) Development of capacity, infrastructure and maintenance of intra-regional Information Communication Technology (ICT);
- g) Mobilization of resources, co-ordination and harmonization of the programmes and projects with co-operating partners;
- h) Devising appropriate strategies for self-financing and income generating activities and investment;
- i) Management of special programmes and projects;
- j) Undertaking of research on Community Building and the integration process.

### 6.9.3 **Structure of the Secretariat**

The Structure of Secretariat shall comprise the following:

#### **Office of the Executive Secretary;**

- ◆ Deputy Executive Secretary;
- ◆ Legal Affairs;
- ◆ Internal Audit;
- ◆ Information, Communication Technology including library services and Statistics
- ◆ Public Relations
- ◆ Administration; and
- ◆ Finance.

6.9.4 The functions of the above entities shall be as follows:

**a) Executive Secretary**

The functions of the Executive Secretary shall be as outlined in the Treaty Article 15.

**b) Deputy Executive Secretary**

The Deputy Executive Secretary shall perform delegated duties by the Executive Secretary.

**c) Legal Affairs**

- (i) render legal services to SADC;
- (ii) legal drafting;
- (iii) litigation.

**d) Internal Audit**

- (i) review systems of internal control
- (ii) undertake financial and operational audits
- (iii) advise management and Council on audit matters.

**e) Information, Communication Technology including library services and Statistics**

- (i) Provide IT service for the whole Secretariat
- (ii) create modern IT infrastructure to contribute towards bridging the digital divide;
- (iii) provide library services.

- (iv) Development, harmonization and management of an integrated regional statistical system
- (v) Enhancement and promotion of capacity building (including training) of national statistical systems;
- (vi) Collection, processing, storage and dissemination of statistics

**f) Public Relations shall be responsible for the promotion of SADC through:**

- (i) media relations;
- (ii) internal and external relations including protocol;
- (iii) publications and publicity; and
- (iv) special events.

**g) Administration**

- i) Personnel;
- ii) Conferences;
- iii) Record-keeping;
- iv) Procurement and stock control;
- v) Management and disposal of assets

**h) Finance**

- i) Budgeting;
- ii) Treasury;
- iii) Accounting.

6.9.5 The Rules and Procedures for the appointment of the Executive Secretary and the Deputy Executive Secretary have been amended as reflected in Annex 3.

6.9.6 To ensure effective utilization of the Deputy Executive Secretary, the Executive Secretary shall delegate some of his/her responsibilities to the Deputy. This position shall be explicitly provided for in the SADC Treaty.

**6.9.7 Strategic Planning, Gender and Policy Harmonization Department.**

6.9.7.1 A Department of Strategic Planning, Gender and Policy Harmonisation shall be established at the Secretariat to strengthen the Secretariat in executing its functions, particularly strategic planning, gender mainstreaming, management and harmonization of policies.

6.9.7.2 The Department for Strategic Planning, Gender and Policy Harmonisation shall be headed by a Chief Director who shall be responsible to the Executive Secretary. It shall be composed of the following four Directorates:

- i) Trade, Industry, Finance and Investment;
- ii) Infrastructure and Services;
- iii) Food, Agriculture and Natural Resources;
- iv) Social and Human Development and Special Programmes.

**6.9.7.3 Directorates:**

6.9.7.3.1 The four Directorates shall be headed by Directors who shall report to the Chief Director. The overall functions of the Directorates shall include the promotion of regional integration and addressing key overarching issues such as gender mainstreaming, poverty eradication and the promotion of sustainable socio-economic development.

6.9.7.3.2 Gender issues shall be placed in the Department of Strategic Planning, Gender and Policy Harmonization to ensure the mainstreaming of gender in all SADC activities and Programme of Action;

6.9.7.3.3 A Gender Advisor within the Department of Strategic Planning, Gender Policy Harmonization be responsible for advising on matters pertaining to Gender mainstreaming and empowerment strategies.

#### **6.9.8 Functions of the Directorates**

The main functions of each of the Directorates shall include the following:

##### **i) Trade, Finance, Industry and Investment**

- a) Facilitate the formulation and implementation of policies and strategies relevant to the attainment of market integration and for sustainable economic growth and development;
- b) Attend to inter-regional and multilateral economic cooperation matters;
- c) Undertake macroeconomic policy analysis and promote macroeconomic policy convergence;
- d) Support Member States in marketing exercises and investment promotion;
- e) Initiate policies to promote industrial development, particularly SMEs;
- f) Promote the development of mining and beneficiation of mineral resources;

- g) Promote functional, efficient and development-oriented financial sectors;
- h) Promote and develop the application of science and technology to enhance competitiveness;
- i) Promote the harmonization of economic policies with gender development strategies and programmes.

**ii) Infrastructure & Services**

- a) Development, promotion and harmonization of transport and communications policies;
- b) Development, promotion and harmonization of policies and gender development strategies and programmes;
- c) Coordination of development, maintenance and administration of transport, water and energy infrastructure;
- d) Promotion of an enabling environment for investment;
- e) Promotion of the development of physical and social infrastructure that contributes to poverty alleviation;
- f) Development, promotion and harmonization of energy policies, strategies and programmes;
- g) Coordinate the development of tourism infrastructure and related services.

**iii) Food, Agriculture and Natural Resources (FANR)**

- a) Development of sustainable food security policies and programmes;
- b) Development, promotion and harmonization of policies and gender development strategies and programmes;
- c) Development, promotion and harmonization of bio-diversity, phytosanitary, sanitary, crop and animal husbandry policies;
- d) Development of measures to increase agricultural output and the development of agro-based industries;
- e) Development, promotion and harmonization of policies and programmes aimed at effective and sustainable utilization of natural resources such as Water, Wildlife, Fisheries and Forestry;
- f) Development and harmonization of sound environmental management policies.
- g) Promotion of trade in agricultural products.

**iv) Social and Human Development and Special Programmes:**

- a) Development, promotion and harmonization of policies and programmes to ensure sustainable human development;
- b) Development, promotion and harmonization of policies and gender development strategies and programmes.

- c) Development, promotion and harmonization of human resources development, educational, skills development and training policies, strategies and programmes;
- d) Development, promotion and harmonization of policies towards social welfare for the vulnerable groups;
- e) Development, promotion and harmonization of health care policies and standards;
- f) Coordination of the development of policies to effectively combat the HIV/AIDS pandemic and all other communicable diseases.
- g) Promotion of employment creation and efficient human resources utilisation;
- h) Development, promotion and harmonization of employment policies and labor standards;
- i) Promotion of economic empowerment and forward and backward linkages between rural and urban economies,
- j) Management of special programmes such as combating illicit drugs, small arms trafficking as well as demining;
- k) Ensuring the efficient and effective management of the SADC regional disaster management centre;
- l) Harmonisation and coordination of cultural, information and sports policies and programmes;

## **6.10 COMMISSIONS AND SECTOR COORDINATING UNITS (SCUS)**

The SCUs and Commissions shall be phased out and replaced by Directorates to be based at the SADC headquarters within a period not exceeding two years as of 9<sup>th</sup> March, 2001. This process will be accelerated for specific priority areas.

## **7. MANAGEMENT SYSTEMS**

Under this item the Terms of Reference were to:

*Examine the decision-making process in order to recommend a speedy and effective implementation of the organisation's activities.*

- 7.1 The analysis of submissions from Member States, which indicate that the current management system is not effective and efficient due to various factors. These include:
- a) Delays in the decision-making processes arising from lack of delegation of authority in the hierarchical structure of the organization;
  - b) Lack of common procedures, rules and regulations among SADC institutions;
  - c) Overlapping reporting channels;
  - d) Lack of prioritization and setting of common standards, benchmarks, timeframes, performance indicators, monitoring and evaluation mechanisms;
  - e) Lack of the application of modern management systems and techniques, particularly information and communication technologies (ICT).

7.2 To address the above constraints, the management system of the Organisation shall be guided and strengthened as follows:

- a) Delegation of decision-making authority to the various institutional levels as appropriate. These levels include Council, the Integrated Committee of Ministers, Secretariat, Directorates and any other designated sub-structures;
- b) Streamlining of rules, procedures and regulations of the organization accordingly;
- c) Adherence to clear reporting channels as reflected in the organogram;
- d) Establishment of SADC National Committees as forums for consultations and consensus building;
- e) Allocation of resources on the basis of identified priorities;
- f) Institutionalisation of the Troika System in order to facilitate speedy decision-making;
- g) Development of a five-year Regional Indicative Strategic Development Plan (RISDP) with a rolling budget to provide strategic direction to the Organisation and to operationalise the SADC Common Agenda;
- h) Setting standards and performance indicators for SADC institutions and capacity building measures;
- i) Clear definition of job specifications, descriptions and grading of regional staff and functions of various structures;

- j) Establishment of ICT at the Secretariat for purposes of promoting and enhancing data collection, information dissemination and managing a database for planning and management purposes;
- k) Establishment of a broader and inclusive management structure for the Secretariat comprising the Executive Secretary, Deputy Executive Secretary, Chief Director, four Heads of Directorates and Heads of the Units attached to the Office of the Executive Secretary.

## 8. RESOURCE MOBILIZATION

The Terms of Reference for this item were to:

*“Review the current funding methods of the SADC activities and recommend a sustainable resource mobilization strategy consistent with the priorities of the Community.”*

*“Examine sustainable ways in which all stakeholders could participate in the funding of the regional development programmes”.*

- 8.1 Current funding arrangements reveal a high level of reliance on donor funding for SADC projects and programmes. Estimates are that approximately 80 percent of funds for SADC's project portfolio come from foreign sources and that the potential for the contribution of stakeholders in the funding of the SPA has not been sufficiently explored and tapped.
- 8.2 In light of the aforementioned, the following shall be done:
  - a) A Feasibility Study on the establishment of a Regional Development Fund and the investment programmes shall be undertaken with a view to ensuring sustainability;

- b) In addition, a deliberate strategy for the involvement of stakeholders notably the private sector in the funding and implementation of the SPA , shall be put in place.

## **9. MEMBERSHIP CONTRIBUTIONS**

The Terms of Reference for this item were to:

*“Review the criterion for membership contributions considering various asymmetries of the Member States”.*

- 9.1 The current system of membership contribution is not equitable and does not take into account the capacity and circumstances of Member States. Accordingly:
  - 9.1.1 An equitable formula for membership contributions shall be adopted. This shall be based on the criteria to be agreed upon through consensus by the Member States; this formula might include among others, population size, members' share of intra-regional trade, GDP and the number of nationals employed at the SADC Institutions; and
  - 9.1.2 That a study on the above matter shall be undertaken.

## **10. ADMISSION OF NEW MEMBERS**

The Terms of Reference for this item were to:

*“Review the mechanisms of admission of new members.”*

- 10.1 Whilst the current criteria for the admission of new members approved by Summit in 1995 remain valid, there is a need for streamlining admission procedures to allow the evaluation of membership applications before con-

sideration by the Summit to ensure full compliance with the criteria.

- 10.2 The moratorium on the expansion of the organization that was put in place by Summit in 1995 has not been strictly adhered to leading to an increase of SADC Membership.
- 10.3 In order to address these concerns, SADC shall:
- a) maintain a moratorium on admission of new members;
  - b) consolidate its current membership rather than expanding it; and that
  - c) Procedures for admission of new members shall be amended and improved to include a provision for Council to consider applications before submission to Summit.

## **11. IMPLEMENTATION OF THE RESTRUCTURING EXERCISE**

- 11.1 The review exercise has brought to the fore major concerns and key issues affecting the organization and the region. The review exercise has also outlined the main organizational structures and broad guiding principles for the restructuring process.
- 11.2 It is necessary to work out details of the implementation mechanism and timeframes as well as costs including the legal and staffing implications of the restructuring.
- 11.3 The following immediate follow-up actions shall be undertaken:

### **11.3.1 Policy Decisions**

- a) Amendment of the Treaty and subsidiary instruments such as Protocols;
- b) Realignment of Objectives with SPA priorities by the Secretariat to accommodate those changes with legal implications; and
- c) Development of the Regional Indicative Strategic development Plan (RISDP).

### **11.3.2 Structures**

- a) Undertaking a Study on the SADC Organisational Structure to determine staffing requirements, functions, responsibilities, reporting lines, gradings and salary scales of the new structure;
- b) Determination of financial resources for the new structure;
- c) Creation of SADC National Committees;
- d) Creation of Directorates and the secondment, recruitment and redeployment of staff;
- e) Staff development and training; and
- f) Phasing out of Commissions and SCUs.

### **11.3.3 Resource Mobilization**

- a) Undertake a study to investigate the creation of a Regional Development Fund, including the proposals on a formula for membership contributions as well as mechanisms for the sustainability of the Fund.

11.4 Timeframes of the key follow up actions as indicated below:

ACTIVITY	YEAR 1				YEAR 2			
	QUARTER				QUARTER			
	1	2	3	4	1	2	3	4
<b>Policy Decisions</b>								
Consideration and approval of the Report by the Summit	■							
Amendment of the Treaty		■	■					
Realignment of Objectives with SPA priorities by the Secretariat		■						
Development of Regional Indicative Plan			■					
<b>Structures</b>								
Undertaking job Evaluation to determine staff level, grading & salary scale of the new structure			■					
Determination of Financial Resources for the new structure			■					
Creation of SADC National Committees		■	■					
Recruitment and Redeployment of staff		■	■	■	■	■	■	
Staff Development and Training			■	■	■	■	■	
Phasing out of the Commissions and SCUs		■	■	■	■	■	■	
<b>Mobilization of Resources</b>								
Study on the Development of Formulae and creation of Regional Fund		■	■					

11.5 The Troika, assisted by the Secretariat, was charged with the responsibility of overseeing the implementation of these Reforms. It shall submit regular reports on the implementation process to Council and Summit.

## **12. COST ESTIMATES FOR THE NEW SADC STRUCTURE**

### **12.1 Current Staff**

The current total staff at the Secretariat, Commissions and Sector Coordinating Units is 384, made up of 194 professionals and 190 support staff.

### **12.2 Current Costs of SADC Institutions**

The current costs for running SADC institutions is US\$16,2 million, broken down as follows :

a) SADC Secretariat / Commissions	US\$10,762,129
b) Sector coordinating Units	US\$ 5,457,195
<b>Total</b>	<b>US\$16,219,324</b>

### **12.3 Assumptions for Cost Estimates for the proposed SADC Structure**

Cost estimates are based on the following assumptions:

- a) The Restructuring Report as approved by Council, that the restructuring is complete and that there will be no Commissions or Sector Coordinating Units.
- b) The minimum number of staff to ensure the smooth operation of the institution.
- c) The present terms and conditions of service for SADC Secretariat/Commissions have been used to calculate the personal emoluments.
- d) Recurrent costs are based on the SADC Secretariat current budget.

- e) Travel, interpretation and subsistence costs are based on the meetings as recommended in the Restructuring Report (item 6).
- f) Consultancies and programmes costs are based on the 15 strategic priority areas specified in the Restructuring Report.

### **13. STAFF OF THE NEW STRUCTURE**

- 13.1 The proposed minimum staff complement of 134 is made up of 94 professional staff, ranging from the Executive Secretary and the Deputy Executive Secretary, to assistant officers; and 40 support staff, ranging from Secretaries to industrial class workers.
- 13.2 Upon approval of the new structure, the envisaged staffing for the Directorates will be submitted to Council at its next meeting.

### **14. IMPLEMENTATION**

- 14.1 The following priority actions should be undertaken immediately:
  - a) Establishment of the Department of Strategic Planning, Gender and Development and Policy Harmonisation (by August 2001);
  - b) Recruitment of the Chief Director (by August 2001); the current position of Chief Economist is abolished;
  - c) Establishment of the Directorate for Trade, Industry, Finance and Investment (by August 2001);
  - d) Establishment of the Directorate for Food, Agriculture and Natural Resources (by December 2001);

- e) Formulation of the Regional Indicative Strategic Development Plan (by December 2001).

14.2 The remaining Directorates will be put in place during 2002.

14.3 The staff for the Directorates created during the financial year 2001/ 2002 will be seconded by Member States.

## **15. COSTS OF THE NEW STRUCTURE**

15.1 The total cost of the new structure is estimated at US\$12.1 million, against the current cost of US \$ 16.2 million, broken down as follows:

### **15.2 Secretariat**

a) Staff	5,697,000
b) Recurrent costs	1,946,800
c) Travel and Subsistence costs	686,000
d) Programmes Policy Studies	2,250,000
Tribunal	461,800
Costs of Sector Meetings	324,000
Contingency	734,200
<b>TOTAL</b>	<b>12,099,800</b>

**Terms of Reference for the Review of the  
SADC Institutions including the Organ on Politics,  
Defence and Security**

**1. OBJECTIVE**

- 1.2 The review aims at improving the operational performance of the SADC institutions by:
  - 1.2.1 Undertaking an overall review of the institutional and structural framework of SADC;
  - 1.2.2 Reviewing the management structures and structures and systems; and
  - 1.2.3 Examining the mobilisation of resources (financial, human etc.) for the implementation of the SADC Programme of Action.

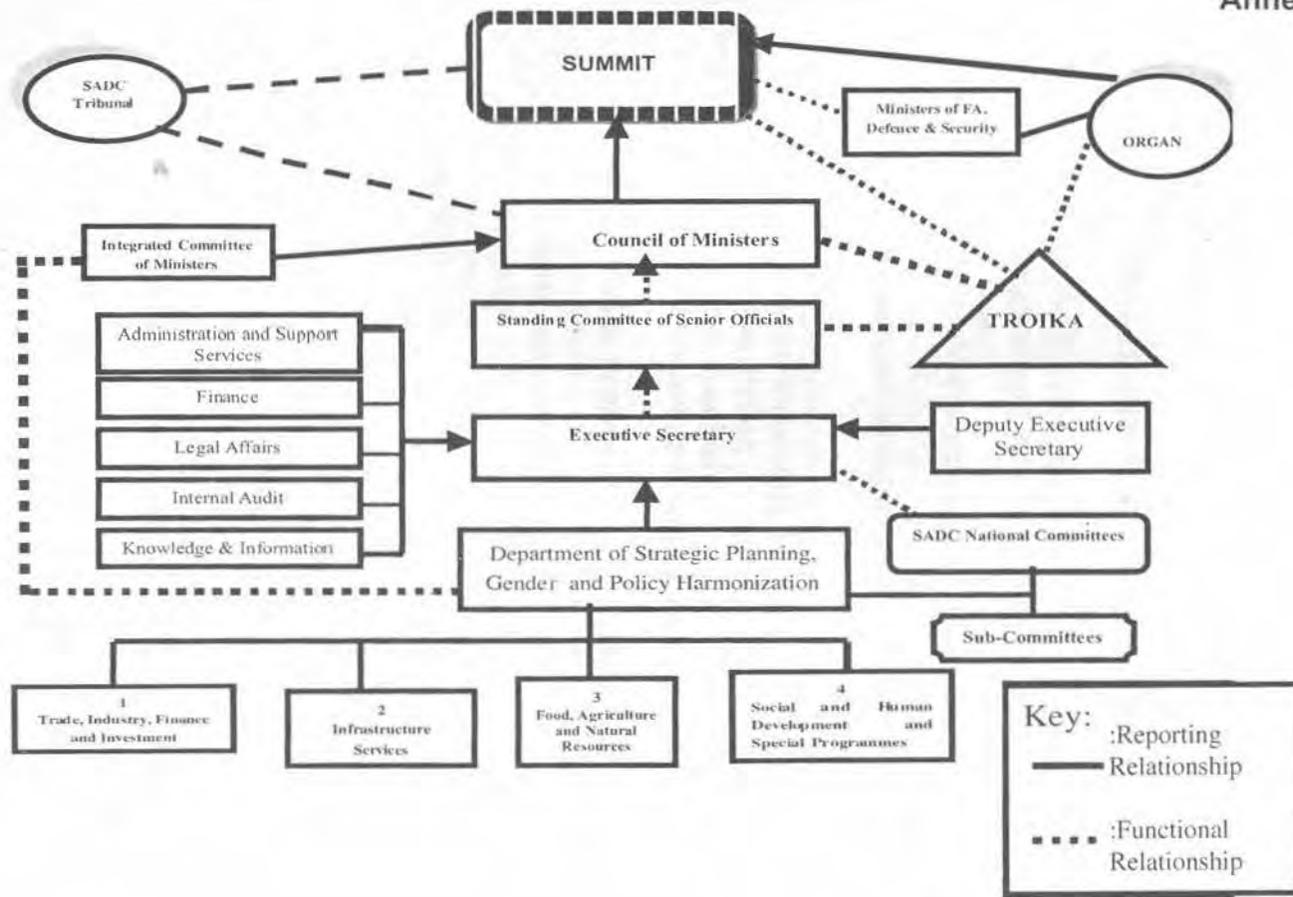
**2. THE APPROACH**

- 2.1 The review shall be undertaken by the Committee comprising the Outgoing, the Current and the Incoming Chairpersons of the Council as well as the Chairperson of the Organ on Politics, Defence and Security who shall be assisted by the SADC Secretariat.
  - 2.1.1 The study shall be conducted by the Committee assisted, as appropriate, by experts from the SADC region;
  - 2.1.2 The members of the Review Committee shall travel to the capitals of the Member States for consultations on the review;
  - 2.1.3 The Committee shall present its final report to the Council for its consideration and submission to the SADC Summit of Heads of State and Government in August 2000.

### 3. THE SPECIFIC TASKS

- 3.1 The Committee shall undertake the following tasks:
  - 3.1.1 Examine the objectives and functions of SADC as provided for in the Declaration and the Treaty with a view to elaborating a Common Agenda for the Community in line with the objectives;
  - 3.1.2 Study the programme and activities of SADC in order to streamline and prioritise the programme of action in line with the elaborated Common Agenda;
  - 3.1.3 Prioritise the activities with the aim of achieving sustainable growth and development to impact on poverty reduction;
  - 3.1.4 Review the current institutional structures and organisational frameworks with a view to making it consistent with the priorities of the organisation;
  - 3.1.5 Review and streamline the management structure of all SADC Institution including the Organ on Politics, Defence and Security;
  - 3.1.6 Examine the decision-making process in order to recommend a speedy and effective implementation of the organisation's activity;
  - 3.1.7 Review the current funding methods of the SADC activities and recommend a sustainable resource mobilisation strategy consistent with the priorities of the Community;
  - 3.1.8 Review the criterion for membership contributions considering various asymmetries of the Member States;
  - 3.1.9 Examine sustainable ways in which all stakeholders could participate in the funding of the regional development programmes.
  - 3.1.10 Review the mechanisms of admission of new members.

Annex 2



**SADC RULES AND PROCEDURES FOR THE APPOINTMENT OF THE EXECUTIVE SECRETARY**

**PROFILE FOR THE EXECUTIVE SECRETARY**

1. Minimum academic qualification - Masters degree/ equivalent post graduate qualification;
2. Minimum of 10 years relevant professional experience;
3. Understanding of regional issues/priorities as well as global issues;
4. Ability to interact with counterparts in similar organisations, governments, private sector, civil society, co-operating partners and other stakeholders for purposes of fund-raising, lobbying, networking, etc.;
5. Managerial and interpersonal skills;
6. Citizen of a Member State, and should be endorsed by a Member State;
7. Preferable between the ages of 30-60 years;
8. Should have no criminal record;
9. Should be fluent in one of the SADC official languages, namely English, French and Portuguese;

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6. Citizen of a Member State, and should be endorsed by a Member State;
7. Preferable between the ages of 30-60 years;
8. Should have no criminal record;
9. Should be fluent in one of the SADC official languages, namely English, French and Portuguese;

## **JOB DESCRIPTION FOR EXECUTIVE SECRETARY**

- As defined in Article 15 of the Treaty

### **RECRUITMENT SELECTION**

#### **Rules**

- ❖ The Executive Secretary shall be a national of a SADC Member State;
- ❖ The Executive Secretary shall be required to get security clearance by his/her country of origin; and
- ❖ The Selection and Interview Committee established for the recruitment of the Executive Secretary shall not comprise of representatives from the Member States who nominated candidates;

#### **Procedures**

1. The incumbent Executive Secretary shall be under obligation to notify the Chairperson of Council, twelve (12) months prior to the expiry of his/her contract, of the vacancy and indicate whether or not he/she intends to renew the contract. The Chairperson of Council is also required to notify Member States 12 months prior to the expiry of the contract of the incumbent Executive Secretary;
2. At the end of the first contract, other Member States should be free to nominate candidates even if the incumbent is seeking contract renewal, he/she would compete with the nominees;
3. Nominations of candidates shall be submitted to the Chairperson of Council within three (3) months from the date

of notification of the vacancy to member states;

4. The Selection and Interview Committee shall be established upon the closure for nominations;
5. The Selection and Interview Committee shall comprise the Troika and two other Member States;
6. In the event that any Member State of the Troika has nominated a candidate, that Member State shall not be a member of the Selection and Interview Committee;
7. If the chairing and the vice-chairing countries have nominated candidates, the Selection and Interview Committee shall co-opt any other Member States that do not have candidates and shall elect a Chairperson;
8. The Selection and Interview Committee shall submit the outcome of the interview to Council;
9. Council shall recommend to Summit a maximum of three best candidates, ranking them on the basis of the evaluation of all factors;

#### **TERMINATION OF CONTRACT**

The Contract for the position of the Executive Secretary may be terminated by either party giving a minimum of (6) months notice of the intention to terminate the Contract;

In the event of termination of the said Contract, conditions of service as stipulated and agreed upon in the Contract shall apply;

### APPENDIX TO ANNEX 3

#### Sequence of Events for the Appointment of the Executive Secretary.

TIMEFRAME	STEPS
August	1. The incumbent Executive Secretary writes to Chairperson of Council to inform him/her of the expiry of his/her contract and announce whether or not he/she intends to renew it.
December	2. Chairperson of Council to inform Member States about the position at least two months before Council meeting in February.
February	3. Council recommends to the Summit on the renewal of the incumbent Executive Secretary's contract or recruitment of a new Executive Secretary.
March	4. Member States invited to nominate candidates.
June	5. Member States submit their nominations to the Chairman of Council within three months (3) from the date of invitation to do so (deadline for submission of nominations)
July	6. Setting up of Selection and Interview Committee.
August	7. Recommendation of a maximum of three (3) best candidates by Council to Summit.

## **Annex 4**

### **1 List of Members of the Review Committee**

#### **1.1 Committee of Ministers**

Hon Hidipo Hamutenya, Minister of Trade and Industry, Namibia, and Chairperson of the SADC Council of Ministers;

Hon. Mrs. L. Patel, Minister of Foreign Affairs and international Cooperation, Malawi, and Deputy Chairperson of the SADC Council of Ministers;

Hon.Dr. L.J. Simao, Minister of Foreign Affairs and Multilateral Economic Relations, Mozambique,

Hon. Dr N. C. Dlamini-Zuma, Minister of Foreign Affairs, South Africa

Hon. Dr. S.G. Mudenge, Minister of Foreign Affairs, Zimbabwe.

#### **1.2 List of Senior Officials**

Mr A. Ndishishi, Ministry of Trade and Industry, Namibia

Mr Bernade Sande, Ministry of Foreign Affairs and International Cooperation,

Mr. Belmiro Malate, Directorate of Multilateral Economic Cooperation, Mozambique.

Ms S Kudzoe, Ministry of Foreign Affairs, South Africa.

Mr.C.N.C. Mangwana, Department of Regional and International Cooperation.

## EXPLANATORY NOTES ON THE REPORT OF THE REVIEW OF THE OPERATIONS OF SADC INSTITUTIONS

The SADC Summit at its Extra-Ordinary meeting held in Windhoek on 9<sup>th</sup> March 2001 took important decisions on the operations of SADC Institutions and approved broad guiding principles for the restructuring process. In order to facilitate a common understanding of Summit Decisions on the restructuring process, it has been found necessary to provide further explanations and clarifications by means of this Explanatory Notes.

The objective of these Explanatory Notes is to facilitate a common understanding of pertinent issues in the Report of the Review of the Operations of SADC Institutions. It is also intended to guide the Secretariat and Member States in the implementation of the restructuring process. The Notes, however, should be read in conjunction with the main Report.

1. **SADC COMMON AGENDA:** This is based on the objectives as outlined in the 1992 SADC Treaty, Article 5.

### 1.1 Principles of the Common Agenda

- (a) **Subsidiarity:** Given that SADC is an Inter-governmental Organisation, this principle aims at facilitating participation of stakeholders in the furtherance of SADC's Common Agenda.

These stakeholders can be categorised as:

- Associate Organisations,
- SADC Agencies and Institutions,
- Political, social, cultural and economic institutions and agencies.
- NGOs and Civil Society

The recognition of these stakeholders shall be formalised through:

- Accreditation
- Memorandum of Understanding
- Memorandum of Association

The principles and programmes of these stakeholders should be consistent with the Objectives and Common Agenda of SADC.

**(b) Variable Geometry:** This principle allows those groups of Member States, which are able to move faster in the implementation of any aspect of the SADC Common Agenda to do so.

## **2. Regional Indicative Strategic Development Plan (RISDP)**

The RISDP is intended to provide strategic direction to all activities of the Organisation and operationalise the SADC Common Agenda. The five-year Development Plan will take into account relevant sectoral policies, strategies and programmes. It will be drawn up by consultants with the involvement of SADC National Committees and Sector Coordinators that would still be in existence and other relevant stakeholders. The RISDP will be approved by the SADC policy structures. There shall be a mid-term review of the Plan.

## **3. New Structure**

### **(a) Summit**

The Summit shall meet at least twice a year. The first meeting that shall take place before 31<sup>st</sup> March each year shall primarily deal with regional economic development matters and the SADC Programme of Action. The second meeting, to take

place in August/September, will be dedicated to political developments. Extra-Ordinary Summit meetings may be called as and when necessary. The Summit meetings shall be for the duration of two days.

**(b) Troika**

For purposes of continuity and efficiency, the Troika shall perform coordination functions in between Council and Summit meetings and shall operate at all levels of SADC meetings. In circumstances where the Troika is not present, Member States shall elect a Chairperson to preside over the meeting.

**c) Organ on Politics, Defence and Security**

As far as possible the membership of the Troika for the Organ shall be different from the Summit Troika to allow optimum participation by all Member States. Where members of the Troika are not present the represented Member States shall elect a chairperson amongst them.

**d) Integrated Committee of Ministers (ICM)**

This Committee shall assume the functions of the abolished Sectoral Committees of Ministers. To facilitate its work, the Committee may establish specialised sub-committees. In so doing, due consideration must be given to the participation of stakeholders, including NGOs, civil society, workers' and employers' representatives. Employers' and Workers' bodies shall participate in the structures of the ICM, at Ministerial Meetings of the cluster of Social and Human Development and Special Programmes. At the SADC National Commit-

place in August/September, will be dedicated to political developments. Extra-Ordinary Summit meetings may be called as and when necessary. The Summit meetings shall be for the duration of two days.

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tee level the same principle of tripartism shall be adhered to.

Furthermore, the ICM shall convene meetings at both Cluster and the Integrated Committee levels. These meetings shall be held at Senior Officials and Ministerial levels and shall be serviced by the relevant Directorates of the Secretariat.

A cluster shall consist of a group of sectors constituted mainly according to their area of activity. Specialised sub-committees, in turn, are meant to bring together specific sectors of activity or areas of co-operation to deal with highly specialised matters as and when the need arises.

e) **SADC National Committees**

These Committees shall be constituted as an integral part of the overall SADC structure as will be provided for in the amended Treaty. The Review Committee shall formulate guidelines on minimum standards, the structure and operations of the Committees. Member States shall, therefore, be obliged to establish functional and effective National Committees. Their establishment, including sub-committees, shall be along the lines of clusters to enable Member States to provide their inputs in the furtherance of the SADC Common Agenda. In addition to implementing and monitoring SADC Programmes at a national level, these Committees shall have the responsibility of ensuring broad and inclusive consultations to prepare for inputs required by the Secretariat. Member States shall be assisted to build and strengthen capacities in the National Committees. They shall meet on a monthly basis.

tee level the same principle of tripartism shall be adhered to.

Furthermore, the ICM shall convene meetings at both Cluster and the Integrated Committee levels. These meetings shall be held at Senior Officials and Ministerial levels and shall be serviced by the relevant Directorates of the Secretariat.

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**f) Secretariat**

A Job Evaluation Exercise shall be undertaken to work out the details of the functions, structures, staff requirements, salary structure and conditions of service of staff for the whole Secretariat.

The support functions of Information, Communications and Technology including Statistics and Library Services in the Office of the Executive Secretary shall be split into three Units. These are:

- i) Statistics Unit, in charge of collecting, analysing, processing, systematising and disseminating relevant statistics for regional integration process. The Unit will work closely with the Department of Strategic Planning, Gender and Development and Policy harmonisation including the Directorates, as well as member states, which shall be the main end-user of its output.
- ii) Information, Communication and Technology Unit including library services. This Unit shall service the whole Secretariat and Member States and create modern IT infrastructure to contribute towards bridging the digital divide.
- iii) Public Relations Unit. This Unit shall have the responsibility of the promotion of SADC through the use of media relations, internal and external relations, publications, publicity, protocol and special events.

The Legal Affairs functions shall be further examined under the job evaluation exercise with a view to broadening its scope to encompass some of the

functions, which were performed by the Legal Sector.

**g) DIRECTORATES**

These constitute those clusters of activities and services, which are closely inter-related, and cross-cutting which Member States and Council may identify.

It should be noted that water is appearing under the Directorate of Infrastructure and Services and the Directorate of Food, Agriculture and Natural Resources (FANR) because its harnessing entails investment and development in physical infrastructure whilst also looking at its utilisation as a natural resource in a sustainable way. There is therefore a need for coordination and joint programming between these Directorates. The Job Evaluation Exercise shall explore the possibility of water issues to be covered by one Directorate.

The centralisation of functions at the Secretariat shall be on matters pertaining to policy development, coordination, harmonisation, and evaluation, monitoring and resource mobilisation. However, physical infrastructure and projects shall continue to be implemented by Member States and other stakeholders in the context of the principle of subsidiarity.

In this regard, Commissions and other SADC institutions that are generating their own resources such as RETOSA and Southern Africa Power Pool should submit proposals to the Review Committee on their future operations. This however, should not delay the restructuring process.

An audit of physical assets in all Commissions and SCUs shall be undertaken to determine how they may be utilised after the establishment of Directorates

With regard to gender issues, the Job Evaluation Exercise shall examine an appropriate structure at both policy and technical levels and personnel requirements of the gender function. The exercise shall take into account the need to address gender mainstreaming across all activities of the Organisation and empowerment programmes aimed at fast tracking the achievement of gender equality in the region.

**4. Implementation of the Restructuring Exercise.**

The implementation of new structures shall be managed in a proper manner to ensure smooth transfer of functions from abolished structures to created structures. It will also have far-reaching implications for staff employed in regional institutions such as Commissions and SCUs.

It is expected that not all members of staff in SCUs shall be automatically transferred to the SADC Headquarters when the SCUs are phased out. It is therefore incumbent upon the Member States to re-deploy them. They are at liberty to apply for jobs at the Secretariat as and when they are advertised.

With regard to regionally recruited staff at the SADC Secretariat and Commissions, these shall be re-deployed or retrenched on the basis of the job evaluation and in conformity with acceptable labour practices and existing administrative procedures. These changes may affect the job description but not the conditions of service. For the regionally recruited staff, existing contracts shall be allowed to run their course. As part of the rationalisation process certain posts may not be required

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in the new structure. In such cases due legal process shall be applied.

With respect to the secondment of staff to the Directorates, due consideration shall be given to all Member States to second staff irrespective of the Sectors they are currently coordinating. Where possible, resources shall be mobilised to assist Member States to second staff. The Secretariat shall be responsible for determining the number and skills requirements of the staff as well as the selection and placement on a competitive basis. All seconded staff shall report to the Chief Director.

There shall be an audit of assets and on-going projects to determine their status and disposal. The implementation of physical projects shall continue to be undertaken in Member States with the SADC Headquarters providing overall co-ordination and monitoring. Furthermore, the process of protocol development and implementation shall continue notwithstanding the process of reviewing and amending the Treaty, Sectoral Protocols and other legal instruments.

The Review Committee shall be represented at annual sectoral meetings to explain and clarify Summit decisions on the Restructuring Exercise and the implementation process.