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Mainstreaming

SADC Regional Integration Agenda in Mozambique National Development Plan

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Overview

1.1 *Regional Integration Process*

SADC has in place a number of Legal Instruments (Treaty, Protocols MoUs, Charters, Declarations, Regulations, Guidelines, etc.) and strategic plans as the Regional Indicative Development Strategic Plan (RISDP), the blueprint for development, and the Strategic Indicative Plan for the Organ on Politics, Defence and Security Cooperation (SIPO), that spell out the objectives of the regional integration agenda.

The majority of policy makers and politicians of Member States consider SADC regional integration process as key to their effective participation in the global economy and the new development paradigm. But the benefits of this process depends very much on the effectiveness of the “mainstreaming” of the regional integration (RI) agenda into national development plans as set up by the Regional Indicative Development Strategic Plan (RISDP). The process of mainstreaming refers to the systematic *integrating of the objectives and related initiatives of the RI as well as the process of creating the ownership of the agenda into the overall national development plans, poverty reduction strategies and in the society in order to attain the “popular legitimacy” necessary for the success of regional integration. More broadly, the concept of mainstreaming RI initiatives should contribute ultimately to economic growth, poverty alleviation and overall socio-economic development.*

The “mainstreaming” process has two interrelated components. The institutional one which concerns the ratification of agreed protocols, setting up of the institutions for the management of the regional integration agenda, the translation of integration goals in national plans, the implementation of agreed programs, and the harmonization and unification of national legal systems.

The second component refers to the process of domestication of the regional integration agenda, which means introducing “a certain way of thinking and acting into the mainstream and to let it develop into a natural behaviour in order to penetrate and lead to change of mentality in the mainstream” (Charles Edward Minega, 2007). The regional perspective should be integrated in all areas, programs and activities of the national institutions in such a way that it should no longer be considered an issue reserved to high level committees (Head of State, Ministers, Senior officials) but should become part of the national concern in the society, institutions and a duty to all the community and its citizens.

The two components are interrelated. Creation of the institutional framework for RI should go hand in hand with popularizing the legitimacy of the process speed up the process and realize the benefits of RI at the country level. Furthermore, RI at the national requires ownership and commitment at national level. All in all, doing nothing or too little at national level to implement agreed programs can severely hamper the integration agenda. Ownership and commitment entail harmonizing the objectives and instruments of regional integration with national economic policy by among other ways timely ratifying and implementing decisions, agreed protocols and instruments. Important for trade and

overall socio-economic development, member States have to adhere to agreed macro-economic policy convergence parameters and promote public debate on RI at the national level involving all groups - civil society, the private sector, political parties, and parliamentarians.

1.2 Types Objectives of Regional Integration

Regional integration arrangements take a variety of forms:

- ✓ *Preferential trade area*: an arrangement in which members apply lower tariffs to imports produced by other members than to imports produced by non-members.
- ✓ *Free trade area*: a preferential trade area with no tariffs on imports from other members. Preferential and free trade areas both allow members to determine tariffs on imports from non-members.
- ✓ *Customs union*: essentially a free trade area except that members must impose common tariffs on non-members. Members may also cede sovereignty to a single customs administration.
- ✓ *Common market*: a customs union that also allows free movement of factors of production (such as capital and labor) across national borders within the integration area.
- ✓ *Economic union*: a common market with unified monetary and fiscal policies, including a common currency.
- ✓ *Political union*: the ultimate stage of integration, where members become one nation. National governments cede sovereignty over economic and social policies to a supranational authority, establishing common institutions and judicial and legislative processes.

To ensure that RI is mainstreamed at the national level, the SADC Common Agenda is provided for as spelt out in Article 5 of the Treaty as amended, and on The Report of the Review of the Operations of SADC Institutions. The objectives of SADC Common Agenda seek to:

- promote sustainable and equitable economic growth and socio-economic development that will ensure poverty alleviation with the ultimate objective of its eradication; to improve the pattern and the quality of life of the people of Southern Africa, to support them socially, through the regional integration;
- promote values, common political values, systems and other shared values which are transmitted through institutions which are democratic, legitimate, and effective;
- consolidate, defend and maintain democracy, peace, security, and stability;
- promote self-sustaining development on the basis of collective self-reliance, and the interdependence of Member States;

- achieve complementarity between national and regional strategies programs;
- promote and maximize productive employment and utilization of the resources of the Region;
- achieve sustainable utilization of the natural resources and effective protection of the environment;
- strengthen and consolidate the long standing historical, social and cultural affinities and the links among the people of the Region;
- combat HIV and AIDS and other deadly or communicable diseases;
- ensure that poverty eradication is addressed in all SADC activities and programs;
- mainstream gender in the process of community building.

In order to fulfil these objectives SADC member states have to:

- harmonize political socio-economic policies and plans of Member States;
- encourage the people of the Region and their institutions to take initiatives to develop economic, social and cultural ties across the Region, and to participate fully in the implementation of the programmes and projects of SADC;
- create appropriate institutions and mechanisms for the mobilization of requisite resources for the implementation of programs and operations of SADC and its institutions;
- develop policies aimed at the progressive elimination of obstacles to the free movements of capitals and labour, goods and services, and of the people's of the region generally, among Members States;
- promote the development transfer and mastery of technology;
- improve the economic management and performance through regional cooperation;
- promote the coordination and harmonization of the international relationships of Member States; and
- secure international understanding, cooperation and support, and mobilize the inflow affluences of public and private resources into the region.

To implement SADC regional integration requires the accomplishment at national level extensive structural changes that positively impact on all social, economic, political and legal aspects of the society. Each country should decide how to harmonize its national legal system, how much of the national sovereignty it wants to attribute to the regional institutions, set the priorities, which are the most urgent reforms, and finally how to coordinate their own action with the rest of the region.

1.3 Opportunities for Regional Integration in Mozambique

Several opportunities exist to accelerate the RI process at both the national and regional levels.

Mozambique is among the founding members of SADC, and it is committed to the success of the regional integration process. The withdrawal from the Common Market for Eastern and Southern Africa (COMESA), and the appointment of a prominent political figure as SADC Executive Secretary, are evidences of Mozambique's commitment to SADC and overcoming dual membership that is currently a major factor slowing the process of RI.

In 1987, Mozambique abandoned the socialist model in favour of a market-oriented economy and in the same year adopted the first International Monetary Fund (IMF) structural program (*Plano de Reabilitação Económica, PRE*). In 1992, the long civil war ended with the signature of the peace agreements "*Acordos de Roma*." Since then, the country has enjoyed political stability and remarkable economic improvements and the democratic system rests on sound basis. Structural reforms, prudent macroeconomic policy, and political stability averted the economic decline and brought about a striking economic upswing in performance. Since the mid - eighties the economy grew at sustained rate, well above the average growth of the SADC region, and the poverty headcount fell substantially.

Mozambique has a broadly based economic structure and has enormous potential in sectors not yet developed. In 2006, agriculture, fishing and forestry accounted for 23.5 percent of GDP, industry for 34 percent (of which manufacturing was 12.6 percent), and services for 42.5 percent. The challenge for the future will be the development of natural resources based industries (particularly mining), mega-projects, and tourism. To exploit the potential of the economy, however, the Government has to improve infrastructure, boost the efficiency of public administration, and maintain macroeconomic stability.

Regional integration is one of the priorities in Mozambique's development policy so as to avoid marginalization from the world economy, to stimulate domestic productive sectors efficiency, and facilitate the export sector to grasp the benefits of a wider regional market. Mozambique has a strategic position with respect to its landlocked neighbours. Road and rail infrastructure provides access to the sea to Malawi and Zimbabwe (through the ports of Nacala and Beira), and northern South Africa (through Maputo). The development of the Beira and Nacala corridors, a SADC infrastructure priority, will benefit the country by facilitating a large increase in traffic volumes.

Regional investors financed many of the projects that boosted Mozambique's economic growth. Mauritian capital revitalized the sugar sector, Zimbabwean farmers the tobacco sector, South Africa led the financing of mega-projects and the inflow of cross-border investments will soar in the future as more mega-projects are in the pipeline. The opening of the economy to international and regional competition pressurized a dormant domestic private sector more prone to exploit a rent-seeking position than to take on risks.

SADC's trade protocol and the recent establishment of SADC Summit customs union have been welcomed as important steps toward regional integration and as an opportunity for export growth in the region. Even though the mega-projects exports changed Mozambique's export path, South Africa and Zimbabwe are relevant regional

trade partners in energy export, and the trade of traditional goods with other neighbouring African countries grew in recent years. For such reason, Mozambique is negotiating its possible accession to the Southern African Customs Union (SACU) as it provides, for the time being, Mozambique with a larger and more stable export market than SADC. The opening of regional markets will boost Mozambique's traditional exports.

The authorities are giving full attention to the issue of SADC's plans for deeper integration, common market by 2015, and monetary union by 2018. However, it is not a political priority at present. The benefits of a common market, with complete liberalization of trade in goods and services, as well as free movements of factors of production, are clear to Mozambique's policy makers. The reduction of transaction costs resulting from the harmonization of the legal procedures and regulatory framework will certainly benefit Mozambique's private sector.

Mozambique has signed and ratified all SADC protocols. The ratification process is under government jurisdiction and the National Assembly does not have enough information and instruments to assess the implication of such common legal instruments on the economy and the social life of the country and to translate them into national laws.

The Mozambican priorities as far as SADC regional integration agenda is concerned, are in the area of trade integration and macroeconomic convergence policies. Trade integration which is the immediate objective of regional integration, primarily requires adherence to the agreed tariff liberalisation timetable and genuine efforts to remove non-tariff barriers to trade. Mozambique is committed to achieve SADC Macroeconomic Convergence targets and the development indicators, as stated in RIDSP, through political stability, and a strong government's commitment to carry on with structural reforms.

1.4 Challenges

While opportunities exist in member States of SADC to mainstream RI into their national development plans, several and serious challenges exist that are to a large extent responsible for slowing the overall RI process. However, several challenges exist in attempt to mainstream regional integration in Mozambique's national development plan.

Full participation in the integration process will depend very much on one side on the ability of the politicians to maintain the economic and social stability in the country, and on the other side, on the resolution of the structural problems that slow down the full potential of the productive sector.

Mozambique in the short-medium period faces big challenges that will encroach on future development.

The first challenge is the reduction of the poverty incidence ratio, a result that can be achieved only if the benefit of the economic growth embraces everyone. The Government programme focuses on rural development and on the protection of the environmental assets on which rural growth is partly dependent.

The second challenge is the stabilization of the budget balance through the mobilization of domestic revenues. There is room for the increase of revenues through a

better administration of existing taxes and receipts. However, only the enlargement of the tax base, which will be possible when the poverty issue is resolved, will grant the stabilization of the budget balance.

The development of the financial system, which in Mozambique remains small, dollarized and highly concentrated is another priority. Even though the Central Bank liberalized the financial markets, commercial banks, rather than more diversified range of financial institutions, dominate the financial system. Commercial banks experience wide intermediation margins – the gap between deposit and lending rates – owing to limited access and high exposure to credit risk. Legal and institutional barriers to credit selection and recovery, weak assurances of contract enforcement through the legal system, the absence of property markets as a form of loans collateral, and a weak repayment culture enhance the credit risk. Commercial banks have made little progress in extending their services to the majority of the population especially in rural areas.

Finally, there is the need to diversify the economy and the export sector to maintain a stable balance of payments.

The projected medium term rapid growth rests, however, on the strong government commitment to adhere to its reform programme, which aims to:

- Modernize the public administration;
- Upgrade infrastructure;
- Facilitate foreign direct investments;
- Sustain the national private sector in its process of growth, and
- Maintain a stable socio-economic environment.

Last but not least, the accuracy of statistical data is questionable and serious shortcomings in data provision hamper any economic and social analysis making it difficult to assess the implementation process. The interpretation of any statistics is sometimes confusing when consulting different sources. Mozambique's national information database remains weak, particularly in the areas of real sector, government finances, balance of payment and social statistics. The authorities, aware of these deficiencies, are working to strengthen their statistical system, but experience huge financial constraints, as statistical information is costly. SADC Secretariat and donors should play a pivotal role in providing technical and financial means, using the international financial funds expected to support the implementation programme of regional integration agenda.

Mozambique does not have a ministry dedicated solely to regional integration and as most countries has designated more than one Ministry to serve as focal point for regional integration. The Ministries of Foreign Affairs, Planning, Trade and Commerce, and Finance are the main ministries that assume the role of coordinating the integration agenda in a number of countries and the Ministry of Affairs plays overall coordination role hosting the SADC National Committee. However its role does not appear to be very effective in ensuring effective participation in statutory and technical meetings of regional

economic communities, in the coordination of the activities of the inter-ministerial coordinating committees and in performing consensus building and public support to the integration process.

Economic mismanagement and years of war following independence hampered Mozambique's economic development. Since independence¹ - and for more than a decade - the economy was run according to a socialist-planning model: a state-led, import substituting development strategy, based on the nationalization of privately held enterprises, a hostile attitude toward private foreign investors, extensive price controls, an overvalued exchange rate, taxation of exports, and levy of heavy duties on imports. The extended programme of nationalisation of all sectors of the economy, poor management, and lack of incentives for workers took production to almost standstill.

The efficiency and effectiveness of institutions at the national level can also be compromised if:

- The rights and duties of member states are not clearly defined in treaties
- The structure and objectives of the integration arrangement do not reflect the specific conditions of the member countries
- Regional-level decision-makers are not accountable to the people who are expected to benefit from integration arrangements.
- There is no body that is responsible for monitoring and evaluating the progress of member States and their RECs towards their ultimate objectives
- There are no sanctions against those member states who fail to implement signed treaties and protocols, or who deliberately delay implementation of protocols

¹ Mozambique attained independence on 25th of June 1975.

2. Mainstreaming Practices of Regional Integration in Mozambique

Mainstreaming refers to the process of *integrating into the overall matrix of national development plans and poverty reduction strategies* the objectives and related initiatives of the integration agenda, and to the process of *creating the ownership* of the agenda in the society in order to attain the “*popular legitimacy*” necessary for the success of regional integration.

Regional integration initiatives are not undertaken for their own sake, but for the contribution that they make to attain a sustainable development strategy, i.e. a strategy that entails approaches that are pro-poor and pro-growth:

- pro growth, because private saving and investment generate wealth necessary to fund public goods and investment in social infrastructure; and
- pro-poor, because developing appropriate macroeconomic, fiscal and regulatory frameworks necessarily entails adjustment to a globalized economy which in turn requires investment in health, education and social infrastructure. This is required to look after the most vulnerable and to ensure equitable income distribution.

Mainstreaming SADC regional integration agenda into Mozambique development plan it is matter of not merely including the SADC issues in documents to satisfy a mandate, but actually considering what SADC regional integration agenda issues are, prioritizing them, formulating, implementing and monitoring adequate policies and structural reforms needed, and setting up core institutional responsibilities.

The main institutional vehicle for mainstreaming SADC regional integration agenda into development is the Mozambique country-led Poverty Reduction Strategy Plan.

2.1 Development Issues in Mozambique

The Government programme is an exhaustive programme of interventions in all sectors of the Mozambican society, in order to assure a *durable* and *equitable* economic and social development. The policy mix includes measures that address the following issues:

- Improvement of standards of governance dealing with public administration efficiency, social stability, security, and political stability;
- Improvement in fiscal discipline, implementing the necessary reforms of the fiscal administration, of fiscal codes, of customs, of the public administration, and setting stringent rules for provincial budget autonomy;
- Introduction of all the reforms necessary to make the financial sector more efficient both in term of institutions (bank and other financial intermediaries) and of financial instruments;

- Diversification of the economy by reforming and reorganizing the productive sectors of the economy, opening the market to competition, and guiding the transformation towards market economy;
- Creation of a healthy investment climate, removing unnecessary administrative and regulatory constraints, creating the certainty of the law, maintaining economic and social stability, and rehabilitating the infrastructures;
- Increase productivity and diversification in agriculture, by supporting agriculture commercialization and rural credit for the subsistence sector and the revitalization of the agriculture export sector;
- Issue of a legal framework for landownership that avoids big concentration of land in the hands of the advantaged few;
- Increase export diversification by creating conditions for the growth of the export sectors, involving the private sector through continued improvement of the investment climate;
- Improvement of the quality of macroeconomic statistics to allow a more accurate monitoring of the progress of the economy and of the progress in achieving the SADC targets;
- Maintenance of a prudent policy of external indebtedness; avoiding taking on any external debt on commercial terms, and assuring that any borrowing is on highly concessional terms; taking advantage of grants.

These policy objectives are in line with SADC regional integration agenda, however, the expected positive results will depend on consistent implementation of the policies conceived. The success of these policies will depend on setting up effective institutions both at the regional and national levels, on strengthening of national capabilities to plan, implement and manage their integration policies and programs both at the sub regional and regional levels, and on increasing public ownership of the regional integration objectives.

2.2 Mozambique development strategies, plans and instruments

The Government's development strategy is enshrined in the Poverty Reduction Strategy Paper, the "*Plano de Acção para a Redução da Pobreza Absoluta*" (PARPA), which was officially adopted by Mozambique in 2001. Whereas previous development plans drew in short-term policies to reduce poverty, PARPA widens the horizon to medium long-term policies.

As a medium-term programming instrument, PARPA defines Government strategies, policy objectives, sector programs, medium term (three year) program of public investment, and the one-year operational plans (*Plano Económico e Social do Orçamento do Estado*). PARPA's overall objective is the "substantial reduction of the absolute poverty in Mozambique specifically to reduce the absolute poverty headcount from 70 percent in 1997 to 60percent in 2005 and to less than 50 percent in 2010".

The basic assumption is the maintenance of the “socio-political stability” in the country. To this end it is recognized that “rapid economic growth is an essential and powerful instrument” to achieve the goal of poverty reduction, and that economic growth must be in favour of the less privileged sectors of society.

The technical instrument to identify the priorities and the distribution of the resources is the “*Cenário Fiscal de Médio Prazo*” (CFMP). CFMP defines the priorities based on the plans prepared by the sectors. PARPA establishes that the budget expenditures must prioritize those sectors that contribute more to “human development” and “rapid, sustainable, and equitable economic growth”: education, health, infrastructures (road, water, etc), rural development, governance (specifically, legal sector, security, and public administration) and the priority must be given to the most densely populated and poor areas.

In terms of macroeconomic and financial stability, the medium-term objective is “to maintain a GDP growth rate not inferior to 8 percent, to increase income per capita and private consumption by 5 percent per annum and to restrict annual inflation to 5-7 percent.”

All these objectives are present in the five-year Government programme. The programme aims to ensure macroeconomic stability, maintain high and sustainable rates of poverty-reducing growth, and improve social services. In this field the main priorities of the new Government are the strengthening of the administration of justice and the reorganization of the police forces that up to now seem unable to fight the increasing criminality that undermines the security of citizens.

The technical instrument to achieve the objectives of the Government programme is the “*Orçamento Geral do Estado*” approved by the Parliament (*Assembleia da República*). The budget’s macroeconomic targets and related figures were agreed with the IMF as part of the PARPA review.

In conclusion it can be said that Mozambique has already in place enough technical instrument to mainstream SADC regional integration agenda. However the coordination process is lying behind and little is done to achieve the popular legitimacy of SADC experience. In this sense the project of the Faculty of Law is pivotal in Mozambique and in the region and significant for the mainstreaming process.

2.3 The Faculty of Law project and the mainstreaming of the regional integration agenda

The project of the Faculty of Law of the Eduardo Mondlane University (FD-UEM) started with the organization of the “*First International Conference on the Regional Integration Issues and SADC Law*” held in Maputo from April 23 to April 25 2008. The participants, drawn from various sectors of academia, government services, parliaments, private sector, local administrations, civil society and professional organizations, identified the main challenges and obstacles to the regional integration and the harmonization of the national legal systems. It was pointed out that the process of integration of SADC is moving forward at a quite fast pace, in accordance with the

agenda defined in the Regional Indicative Strategic Development Plan (RISDP) and that the implementation of the agenda obliges Member States to introduce a substantial number of structural reforms in all the sectors of society. However, it was noted that SADC's integration agenda is not known among the population of the region, and that the subject of the harmonization and unification of the national legal systems, as well as the impact of SADC legal instruments on national legal systems is not sufficiently discussed.

In order to address these points the final conclusions focused on three main areas:

- *Harmonization and unification of the national legal systems;*
- *Implementation of the regional integration agenda, and the need to develop a bottom up approach to the process; and*
- *SADC's institutional architecture.*

To ensure the effective implementation of SADC's regional integration agenda, the conference recommended the following priority actions:

- Transformation of the International Conference on the Regional Integration Issues and SADC Law in a recurrent event, to facilitate the follow up and the exchange of knowledge on the implementation of the protocols and of SADC's agenda.
- Creation of a Regional Centre of Studies on Integration and SADC Law to be hosted in the UEM. The main tasks of this Centre of Studies being to:
 - (i) promote the investigation on the regional integration and the harmonization and unification of the legal systems of the region;
 - (ii) coordinate the investigation activities and of capacity building of the Regional Network;
 - (iii) collect and publish among SADC institutions and members states the relevant legal material;
 - (iv) organize studies, debates, formation, investigation, seminars, workshops and conferences on specific themes (harmonization of the legislations in varied areas and publication of summaries on the Commercial Right, Economic law, codes of the investments, fiscal right, right of intellectual property and transport right, etc.);
 - (iv) serve as independent regional observatory on the execution and the implementation of SADC's agenda.
- Setting up a Regional Academic Network (RARD) to deal with the relevant issues of integration at regional level. The success of regional integration depends crucially on sharing its values and objectives among all citizens. The main objective of the regional network is to create a common understanding and sharing of values through the exchange of knowledge, people, experiences in the areas of research, training and capacity building and domestication of SADC's regional integration agenda.

Both CREID and RARD projects aim to become pivotal actors in the process of the implementation of SADC's regional integration agenda working on three levels:

i) Research on regional integration issues. Even though the focus will be on legal issues, like the harmonization and unification of national legal system, economic law, industrial property law, investment law, law of transports, etc. the research activity will be open to any relevant regional integration issue, economic, social, political, etc. The objective is to provide the policy makers with sound instruments to reach balanced decisions respectful of the desires, the aspirations and the interests of citizens.

ii) Capacity building and training activities of the national and regional official involved in the implementation of the regional integration agenda. The first activity will be the revision of the curriculum of the Faculty of Law of the Eduardo Mondlane University to include regional integration issues as a basic component of lawyers' training. To such an extent there is already a project to edit a textbook on SADC law that will benefit from the synergy that CREID and RARD will create.

iii) Domestication of the regional integration agenda, which means the embracing from the civil society of SADC objectives and philosophy. CREID aims to participate to the familiarization process with two activities: *promotion and participation to debates on the regional integration; participation to sensitization and information campaigns* for the civil society and for the local communities. The campaigns intend to popularize the programs and objectives of the regional integration through production of divulgation material in local languages, the organization of seminars and the cooperation with national and local media to develop popularizing programs.

3. A Framework for Mainstreaming Regional Integration into Mozambique's National Development Plan

3.1 National Commitment

Regional integration initiatives do require a large degree of public management and implementation at the national level. Without an absolute commitment to implementation at the national level, there can be little progress at the sub-regional level. Doing nothing or too little to implement agreed programs at the national level can severely hamper the integration agenda. The Regional Economic Communities, which constitute the building blocs for the African integration agenda are as strong or weak as the members that constitute it.

If member States proclaim a strong political commitment for integration, then they should demonstrate it at the national level through serious measures and actions to implement and be seen to implement REC decisions. In this context, member States are expected to ensure efficient coordination between the objectives and instruments of regional integration and national economic policy making, and speedily ratify and implement decisions, agreed protocols and instruments in a timely manner. Member States also have other obligations to fulfil in terms of completing transport missing links attributed to the country as part of cross-border physical networks, adhering to agreed robust macro-economic policy convergence parameters, and encouraging or institutionalizing parliamentary and public debate on integration at the national level by developing a coherent national strategy to ensure that all groups—including civil society, the private sector, political parties, parliamentarians, and immigration and customs officials—are fully consulted and participate in formulating and implementing regional integration policies.

These are among some of the key responsibilities of member States participating in regional integration initiatives to ensure the success of these initiatives. However, owing to a variety of problems including capacity deficits, and resource constraints such responsibilities are not always fulfilled.

It is against this background that an integrated framework needs to be developed for ensuring that SADC regional integration agenda objectives are streamlined into overall country development plans.

3.2 Framework

An integrated framework of regional integration agenda is build on five principle: it is country driven, it is comprehensive as it must include structural reforms, it is meant to be focused on medium long term strategies, it must be result oriented and coordinated with partners. The rational to integrate the framework into national development plan is that these are features shared with any development plan.

A framework for mainstreaming RI can have two components: the *institutional* one which implies the allocation of responsibilities at the right level of the decision process and the *domestication* of the regional integration agenda in order that society attains the effective ownership of its objective and commitments. Effective mainstreaming

of regional integration at the national level requires certain functional capacities including strong legal and institutional systems.

3.2.1 Institutional setup and management of regional integration at the national level

The success of regional integration in Africa depends on national and sub-regional commitment and development of adequate capacities to deal with the complex procedures that the regional integration process involves. Weak national institutions seriously hamper effective cooperation and integration. Thus national mechanisms for economic cooperation and integration need to be well equipped and structured to ensure that integration measures are effectively implemented.

Even though most African countries belong to more than one regional economic community, only a few have a ministry dedicated solely to regional integration. Most countries cite that the diverse scope of the integration agenda has compelled them to designate more than one Ministry to serve as focal point for regional integration. The Ministries of Foreign Affairs, Planning, Trade and Commerce, and Finance are the main ministries that assume the role of coordinating the integration agenda in a number of countries. In many instances, the Ministry of Affairs assumes overall coordination role.

In the countries with a dedicated Ministry of regional integration, the Ministry plays a dedicated role as a technical and administrative institution. It ensures effective participation in statutory and technical meetings of regional economic communities and the African Union and evaluates and reports on progress in integration. Policymaking is one of the key functions of such a Ministry. Consensus building and ensuring public support are also important functions.

When different ministries serve as focal points for different elements of integration, such a dedicated function is not easily discernible. Coordination is compounded by membership of the country to several blocs. With different focal points, inter-ministerial coordinating committees are used. However, in a number of countries, there is no mechanism in place that allows for the sharing of information among the different ministries involved in regional integration.

A ministry of regional integration can be effective only if it receives support. It must have well trained and well remunerated professionals, and a stable operating budget.

3.2.2 Translating integration goals into national plans

National development plans and their associated budgets are important instruments for the realization of regional economic community goals at the national level. Many countries find it difficult to integrate regional economic community goals into their programmes because of lack of resources. Integration of regional economic community agendas into national programmes also faces capacity constraints and a lack of laws to implement the regional integration agenda. These constraints multiply with overlapping memberships to regional economic communities. Membership of a country to several RECs leads to many competing demands for resources and implementation of multiple programs, and sometimes duplicative programs.

In many African countries regional integration does not go beyond signing treaties and protocols. The objectives of the treaties are not integrated at the right time or with the requisite commitment in national development plans or in the sectoral programmes of appropriate sectoral ministries. The inability to translate regional economic community goals into budgets and national plans can also be attributed to lack of commitment to integration. Where political commitment exists and is strong, it should be easier for a country to draw up its national development plans, strategies, and programmes with regional considerations and with the regional market and REC programs as the point of reference.

3.2.3 Implementation record of agreed programmes

While the institutional setting for integration at the multilateral level is important, as primary stakeholders, the member countries have an important role to play in ensuring that commonly agreed policies are implemented at the national level. One project that almost all the regional economic communities are involved in is the Trans-African Highway. Countries are expected to integrate into their national investment programmes the construction of Trans-African Highway links within their borders. The completion of the transboundary highway is thus a useful measure of countries' ability to realize the goal of physical integration within their respective regional economic community in particular, and across Africa in general.

Despite the importance of physical connectivity, only a handful of African countries have completed the links within their borders. Lack of resources is often cited as the main culprit. Problems between neighboring countries and security and political reasons are another explanation.

Implementation of agreements under trade protocols is also a good indicator of the regional economic communities' current situation. The implementation record of elements of agreed trade policies at the national level varies, but overall a lot remains to be done. Consider tariff reduction, which is an important element of the free trade and custom union objectives. In a number of instances, only a few countries have reduced tariffs to levels agreed to by their RECs. Several countries are still implementing tariff reductions that are supposed to have been completed long ago—an indication of a lagging integration agenda slowed by inaction at the national level. There are also huge problems in removing non-tariff barriers—major impediments to increasing intra-African trade.

However, more progress has been made in harmonizing customs documentation and nomenclature, with many countries completing the required alignment of customs procedures and documentation with RECs' norms.

There is also some progress on the movement of people across borders within regional economic communities. Many countries have abolished entry visas for all or some regional economic community members, or do grant visas with the same duration of stay for citizens from member countries. A few RECs such as ECOWAS have adopted a common regional economic community passport, which is recognized at the national level. But less progress has been made in granting right of establishment to nationals of regional economic community members. Only a handful of countries have done so.

Countries tend to take a selective and discriminating approach at the national level in implementing the right of establishment.

3.2.4 Legislative processes for integration matters

SADC has protocols that lay out practical steps for implementing their treaties. Because the treaties merely set out broad areas of agreement and general objectives, principles, and commitments, implementing instruments are needed. It slows the implementation of agreed programmes when members of a regional economic community fail to sign or ratify a treaty or to submit a ratified treaty in a timely fashion. Delays in signing and ratification make it more difficult for regional economic communities to make progress on their treaty provisions. For instance, many, if not all trade liberalization schemes in Africa have been rescheduled.

Countries use different mechanisms to ratify international agreements. In many African countries the legislature alone ratifies treaties and protocols. Because legislative timetables and agendas vary by country, ratifications under multiple memberships may be impossible to coordinate for these countries. Other countries either require both the parliament and the Head of state to ratify treaties and protocols or allow the cabinet alone to ratify protocols. Another problem in the ratification process is lack of expertise, often in translating treaties and protocols into national laws. The differential costs and benefits that accrue to member countries from particular protocols could also affect the speed of ratification. For example, small island countries have little interest in signing and implementing protocols on rail, road, or inland water transport.

Many countries cite protocols on trade as of key importance to them. Similarly, protocols on transport and communication are viewed as of high priority. Countries also recognize the role of regional integration in peace and security. Past integration initiatives' failure to realize the expected gains from such protocols in a timely manner may explain overlapping membership and duplication, especially if countries join multiple regional economic communities because some are seen to display greater competence and speed in some areas than others.

3.2.5 Fulfilling financial obligations to the regional economic communities

SADC depends on assessed contributions from their member countries for their operations. Many countries cite limited resources as the main reason for not honoring their assessed contributions fully and in time. In terms of the methods of assessing contributions, the method based on equal contributions appears to be the least popular.

A number of countries support a method based on country GDP, denoting capacity to pay.

To gain a sounder financial footing, some regional economic communities—such as ECOWAS have explored self-financing mechanisms based on a levy on imports from third countries. COMESA has also established the COMESA Fund, which is yet to be become fully operational. The prime objective of these self-financing initiatives is to make the economic integration process more financially solid and the regional economic communities less dependent on member countries and external sources. The mechanisms

aim to mobilize more substantial and regular resources to cover budgets of the secretariats, provide funds for compensating loss of revenue arising from trade liberalization programs, and financing regional programs and projects, etc.

3.2.6 Private sector partnership

Before the economic reforms of the mid-1980s African governments and nongovernmental organizations drove regional integration initiatives. The private sector was not seen as a partner in development that could be relied on to foster economic growth. But today the role of the private sector in regional integration is growing. Because production is no longer predominantly in the responsibility of governments, the private sector and nongovernmental institutions must implement the changes in production that stem from integration agreements.

One area where the private sector can have a positive impact is political decision-making at the national and regional levels. A well-organized private sector can participate in policy formation, provide advice to governments, and lobby for continued implementation of positive reforms.

By providing human and financial resources for regional projects, the private sector creates jobs, increases market size, and induces positive externalities, including technological spillovers.

By removing the key constraints to increasing the size and efficiency of the private sector, regional integration facilitates the formation of larger markets through trade liberalization and harmonization and increases the potential scale of business and profit opportunities. And macroeconomic policy harmonization across most regional economic communities reduces economic uncertainty and risk, stimulating private sector activity. The banking sector in some regional economic communities can also benefit from increased competition and knowledge sharing, which creates a conducive environment for financial intermediation through efficient resource mobilization and allocation. Both of these outcomes benefit the private sector as well.

In terms of promoting dialogue with the private sector, countries use a variety of mechanisms including periodic consultative meetings and seminars. Organization of trade fairs and study tours is also common practice to stimulate private sector participation in the integration process.

3.2.7 Involving civil society in regional integration

Democratizing regionalism is critical for African governments to build a popular base for regional integration. Governments and intergovernmental organizations so far have generally monopolized the dialogue on integration. Nonetheless, there is emerging recognition of the need to involve civil society in the process (e.g. African Union's June 2001 and 2002 meetings on civil society involvement in Africa's integration).

A number of countries use trade fairs, seminars and training, and periodic meetings with civil society to discuss integration issues. National debates are not widely used, but debates in parliament are more common. An integration process that involves civil society stands a much better chance of success than one that is led by governments

alone. Unless the people are aware of regional integration and interested in its success, the regional integration process will face difficulties in terms of ownership and public support.

Civil society organizations (CSO) in Mozambique are weak and have a limited impact on society. However some interesting changes are taking place. Since 2003 has been set up an organization called G20, an umbrella body of over 400 civil society organizations, which is smoothly gaining strength giving a relevant contribute to the country's development. In 2004, G20 has produced a poverty report, which produced some conclusions that the government gradually took on board. In 2005 it participated in the consultation and dissemination process of the country's second Poverty reduction strategy Paper, known as PARPA II.

However, according to the G20 General Secretary, the implementation level of the policies represents the weak link between civil society and policy makers as the capacity of speeding up, and checking the process is still inexistent. But as well at this level something is changing. In fact, since 2004 G20 participates in the Poverty Observatory, a permanent forum for dialogue between government, donors and civil society on the design and direction of the country's social and economic policies. The participation of Mozambican civil society in the Observatory has been hailed as a success to the extent that at the International Consultative Conference on Poverty and Development held in Mauritius in April 2008, SADC decided to set up a Regional Poverty Observatory. The Mauritius conference was also the first time that civil society was invited to participate to SADC meeting.

3.2.8 Building Capacities for regional integration at the national level

The success of Africa's integration agenda is primarily the responsibility of Member States through the efforts of the RECs, national mobilization and support from partners. Member States need effective institutions both at the regional and national levels if they are to make significant headway in fulfilling their regional integration objectives, and thereby be more empowered to engage in an increasingly competitive global economy. RECs and their member States have to cope with ambitious mandates entrusted to them in their treaties and protocols. This requires strengthening their capabilities to plan, implement and manage their integration policies and programs both at the sub-regional and regional levels.

Effective mainstreaming of regional integration at the national level requires certain functional capacities including strong legal and institutional systems. These include capacities for:

- Policy development, forward planning and problem solving
- Harmonization of national laws and administrative rules with regional agreements and programs (either by replacement of national instruments

with regional instruments or adoption of identical instruments for all partners)

- Control over implementation
- Monitoring, enforcement and feedback
- Public information, consultation, consensus building
- Resource mobilization

At the level of central administration of member States, the key capacity needs largely correspond to the areas indicated above. An appropriate degree of competencies in these areas is imperative to assure achievement of regional integration goals agreed among the member States.

In some situations, a process to readjust capacities in order to respond to these functional requirements is unavoidable. To this end, the conduct of needs assessment surveys of national machineries for implementing and following up on regional integration will be useful in order to identify institutional and manpower capacity gaps and appropriate reform and training programs. These include capacities for:

- *Policy development, forward planning and problem solving*

The first key function for Member States is to ratify the protocols once they are approved by the Summit. Ratification normally requires the assent of the Parliament of the relevant Member State.

Member states have to set up the key institutions required for implementation of the regional integration agenda. These should be instituted as high-level and high profile policy-making and consultative bodies, with the express mandate to guide domestic implementation processes, developing policies, planning and efficient control processes. As to composition, they should consist of the most senior public officials and financial institutions CEO's as well as selected representatives of private sector financial institutions.

BUILD CAPACITY: MEMBER STATES SHOULD DELIBERATELY AND SYSTEMATICALLY BUILD HUMAN RESOURCES THAT WILL ALLOW THEM TO PARTICIPATE WITH CONFIDENCE IN AN INTEGRATED REGIONAL ECONOMY. THIS WILL TAKE TIME, BUT WILL NOT HAPPEN WITHOUT PLANNING AND THE ALLOCATION OF RESOURCES.

STATISTICAL AGENCIES: THE AGENCIES WITHIN MEMBER STATES THAT COLLECT AND COLLATE ECONOMIC AND FINANCIAL INFORMATION WILL CERTAINLY PLAY A SIGNIFICANT ROLE IN THE IMPLEMENTATION OF THE REGIONAL INTEGRATION AGENDA. IN PARTICULAR, THEY WILL HAVE TO

BE INVOLVED WITH THE SETTING AND APPLICATION OF REGIONAL INFORMATION STANDARDS.

- *Harmonization of national laws and administrative rules with regional agreements and programs (either by replacement of national instruments with regional instruments or adoption of identical instruments for all partners)*

The first step is to consider the objectives of the various protocols, the obligations imposed on Member States and the institutions, processes and resources that would be necessary to implement the objectives.

The implementation of the regional agenda requires massive regulatory changes so Member States should prepare the research and policies necessary to underpin them. However, opportunities to effect change will arise and these should be utilised. In the meantime, Member States should prepare the research and policies necessary to support regulatory change. An essential step on the way to reform is for Member States to assess where they are in relation to key integration agenda objectives. At the very least this should entail participation in multilateral processes seeking to build SADC-wide information platform.

- *Control over implementation*

WHEREAS THE MULTILATERAL PROCESSES WILL COORDINATE, SET STANDARDS AND TARGETS AND ASSIST C, THE KEY IMPLEMENTATION TASKS UPON WHICH THE EVENTUAL SUCCESS OF THE INTEGRATION AGENDA DEPEND ON HOW IT WILL BE PERFORMED AT MEMBER STATE LEVEL. IT IS ALSO AT MEMBER STATE LEVEL WHERE THE HIGHEST RISKS OF ECONOMIC INTEGRATION ARE PRESENT. AT NATIONAL LEVEL THE ISSUE OF THE THEORETICAL AND PRACTICAL TREATMENT OF SEQUENCING ECONOMIC REFORMS IN THE ECONOMIC AREA IS FOCAL. IT IS NECESSARY TO CREATE REGIONAL TECHNICAL TEAMS TO ASSIST MEMBER STATES WITH IMPLEMENTING THE AGENDA.

- *Monitoring, enforcement and feedback*

The ongoing monitoring and evaluation of the agenda implementation should be a core SADC Secretariat function. Member States should be required to report to the Integrated Committee of Ministers regarding the implementation of the regional integration agenda on a regular basis. All Member States must be present at the proceedings of the various multilateral processes, to participate in them, and to perform the national follow-up tasks agreed upon at the multilateral level. It is at these technical processes where key decisions are made, information exchanged and where Member States get the opportunity to draw on regional resources.

- *Public information, consultation, consensus building*

The regional integration agenda does not deal with one particular public function. It involves various public and private functions cutting across various public institutions and private sector bodies. These need to be coordinated at Member State level. In addition, Member States need to assess how the implementation of the protocols is likely to affect their economies and their social and political environment. Based on this they should develop a strategy on how to utilise the opportunities and mitigate risks.

It is critical for Member States to communicate much more proactively to the various stakeholders within their countries about the regional integration agenda. At the same time they need to draw in the private sector. Private sector interests in especially the financial sector will be closely affected by the implementation of the economic protocols. Amongst others, the competitive environment in domestic economies is likely to change. Domestic industries and financial institutions should prepare themselves for this change

- *Resource mobilization*

It is important to undertake an assessment of the current ability of each Member State to implement the various obligations imposed by the protocols and the agenda. An appropriate degree of competencies in these areas is imperative to assure achievement of regional integration goals agreed among the Member States. Most of SADC's Member States do not have sufficient resources to fully fund their participation in the regional economic integration process. The failure to mobilise external resources or support from other Member States will therefore retard the implementation agenda process. The facilitation and funding of training at a regional level is already happening in various areas (trade, customs etc.) This must be extended as the harmonisation process picks up speed. The implementation of the integration agenda function requires a proper funding. Without continuing resourcing, especially from donor agencies, the programs of a number of the technical committees will grind to a halt.

These capacities building activities of the framework are further elaborated in a separate framework on mainstreaming SADC regional integration agenda into university curricula.

4. Conclusions and Recommendations

Up to now SADC regional integration process has focused on the economic aspects paying less attention to legal and institutional components. In a sense this is understandable as the primary objective of integrating the economies is to increase the citizen's welfare, which depends very much on how much each Member State gains in term of economic efficiency. Regional integration allows small economies to avoid the marginalization from the world economy, to overhaul the problems of small domestic markets and of concentration of exports in few products, and to quicken the process of industrialization and growth of the economy. In fact, considerable progress has been made in attaining reasonable levels of economic growth in the region. Most countries have recorded positive growth for five consecutive years. However the level attained in economic growth falls short of the regional target set at 7.0 percent for 2008. Real GDP increased on average by 5.9 percent in 2007, virtually the same growth rate that was attained in 2006. As well, in terms of "trade creation", little has been achieved, as the majority of the exports of the countries, but South Africa, are concentrated in few products not relevant for other states of the region.

But, economic integration does not necessarily secure an economic gain, as it can bring about market instability stemming from the structural adjustments needed for successful regional integration. Unlike national markets which tend to be supported by domestic regulatory and political institutions, regional markets are only "weakly embedded". To build a sound economic integration process the economic integration must be accompanied by a regional monopolies authority, a regional lender of last resort, regional regulators, regional safety nets, and on the political side on agreed form of democracy. Regional markets must rest on sound governance, otherwise the economic costs will overcome the benefits and regional integration project will lose popular legitimacy, as an instable economy will seldom gain the popular support. All these aspects affect Member States as they call for deep changes in the economic, social, political, and legal structures

SADC Member States consider the regional integration process a sound development strategy, which will convey prosperity and allow poverty reduction, avoiding isolation as in the world economy, integrated markets are dominant and international institutions are more sensitive to the interest of these markets than to the specific interest of a single market.

However, to foster regional integration in order to turn it the leverage of the development Members States have to come out with clear mainstreaming strategies of SADC regional integration agenda into national development plans, as the key implementation tasks will be performed at Member State level. SADC institutions can and will coordinate and assist Member States in the implementation of the regional integration agenda, but the final result will depend mainly on the commitment of Member States: the issues of the theoretical and practical sharing of responsibilities, the inclusion of all sectors of the civil society in the process are focal areas. Member States have to define the key functions that need to be performed at different levels of governance, the institutions and the capacities needed to implement the regional integration agenda.

Furthermore, the success of regional integration in all its aspects (legal, economic, political and institutional) will be facilitated if all sectors of the society will be aware of objectives, processes, costs and benefits involved.

Among the things countries need to consider at the national level to demonstrate their commitment to implementing agreed regional integration programs at the national level are:

- Setting up integration ministries, relevant sub-national structures and appointing a coordinator all with full powers and capacities to coordinate mobilize the society and enforce the country's responsibilities towards the REC's integration agenda. Such responsibilities include:
 - ✓ Paying assessed contributions regularly and in full
 - ✓ Implementing agreed programs on tariff and non-tariff reduction and on free movement in full and on schedule
 - ✓ Ratifying RECs' protocols without undue delay and fully implementing provisions contained therein
 - ✓ Completing transport missing links attributed to the country as part of cross-border physical networks
 - ✓ Adhering to agreed policy convergence parameters
 - ✓ Putting an end to conflicts
 - ✓ Respecting the OAU Charter on human rights and people rights.
 - ✓ Institutionalizing parliamentary and public debate on integration
 - ✓ Fully participating in all REC policy and technical meetings at the required levels
 - ✓ There will be a need for the country to set up a national task force including representatives from the private sector and civil society to map out a strategy to fulfil the above responsibilities and mobilize public support for its effective participation in the REC and AU integration processes.
 - ✓ The country also needs to take measures to adapt capacities for fulfilling its regional integration commitments at the national level in order to avoid the risk of capacity deficits, leading to ineffectiveness and inability to implement commonly agreed programs.

SADC National Committees are the main instrument to coordinate the implementation of the regional integration agenda at national level. Up to now the results obtained do not match expectations mainly because of lack of human and technical capacities and weak financial support from SADC institutions, international donors, and national budget.

Considering Mozambique's strategy in terms of mainstreaming SADC regional integration agenda the following consideration can be drawn:

- i) *Policy Framework.* Mozambique has already in place enough instruments for mainstreaming the objectives of SADC in national development plans. PARPA is a five-year development plan encompassing all the sectors of the society built taking into consideration both the Millennium and SADC objectives. The CFMP (*Cenário Fiscal de Médio Prazo*) is the technical instrument that identifies the priorities and the distribution of the resources. CFMP defines the priorities based on the plans prepared by the sectors taking into consideration that PARPA establishes that the budget expenditures must prioritize those sectors that contribute more to “human development” and “rapid, sustainable, and equitable economic growth”: education, health, infrastructures (road, water, etc), rural development, governance (specifically, legal sector, security, and public administration) and the priority must be given to the most densely populated and poor areas. Lastly, the technical instrument to achieve the objectives of the Government programme is the “*Orçamento Geral do Estado*” approved by the Parliament (*Assembleia da Republica*).
- ii) *Policies’ Implementation.* Here the weakness of Mozambique mainstreaming process due to:
- *Coordinating activities.* Mozambique does not have a Ministry for Regional Integration but only the National SADC Commission, which theoretically should coordinate the activities of the sector committees based in each Ministry. The Ministry of Foreign Affairs is responsible for the National SADC Commission whose officials are mainly detached from this Ministry. SADC National Committee appears not to have a plan to coordinate sector committees and an efficient instrument to exchange information with sectorial committees. It is understaffed, physically isolated from the Ministries, and with lack of capacities.
 - *Lack of ownership.* The legislative power, *Assembleia da Republica*, plays a secondary role in the decision making process. Government has the power to ratify protocols so that the decisions are taken without a deep discussion and confrontation. Furthermore, the House of Commons does not have enough skills to deal with the complexity of the regional integrations issues. In the same way the civil society is not involved in any discussion on the integration process, its cost and its benefits.
 - *Lack of funds.* Donors finance half of government budget and this represents a constraint for the efficient conduct of the policy. SADC must put in place mechanism of transfer of funds to support the structural changes of Member States.
 - *Inconsistency between national legislation and integration commitments and the absence of strong enforcement mechanism.* This

point has been stressed by all the participants to the first international conference referred above. There is a real need to harmonize and unify the national judiciary systems and to develop adequate common institutions and “framework laws” to enforce the decisions taken.

Recommendations

There are many actions that can be undertaken to enhance the efficiency and effectiveness of SADC regional integration agenda mainstreaming process into Mozambican national development plan.

The first action is the assessment of the efficiency and effectiveness of institutional arrangement; is the existing decentralized organization the better solution or should Mozambique look at a more centralized one?

Whatever the chosen solution other aspects have to be considered:

- i) Is the policy framework adequate to mainstreaming of SADC regional integration agenda? Are SADC objectives and targets effectively included as milestones in the development plan?
- ii) Are the Protocols commitments effectively translated into national legislation?
- iii) Are the teaching institutions prepared to deliver updated and specific technical capacities on regional integration issues?
- iv) How is the commitment of public institutions, private and non-government organizations, civil society in the domestication of regional integration agenda?

The project developed by the Faculty of Law of the Eduardo Mondlane University (FD-UEM) represents an excellent opportunity to boost the process of mainstreaming, becoming one of the key element of the process through the various activities that it intends to develop. The main areas that the project intends to develop are:

- *Research.* One of the weaknesses of SADC’s regional integration agenda lies in the fact that it was drafted without a serious analysis of the cost and benefits. National policy makers have a weak perception and appreciation of the implications of the regional integration process. In recent times, however, the awareness of the relevance of regional integration as development policy and poverty eradication is growing and the demand for deeper debates, availability of advisory services on specific issues is flowering. CREID and RARD can support and stimulate the growth of this demand through a continuous process of development and dissemination of knowledge.

- *Academic training.* One of the project's priorities in both its components, CREID and RARD, is to introduce regional integration issues as a key component of the basic training in all *curriculum studiorum* of the University starting with the Faculty of Law, at the undergraduate, graduate and post graduate levels. Legal integration requires that operators have a homogenous legal background and that countries liberalize the legal professions. This calls for the revision of universities *curricula studiorum* at basic and specialization level, the elaboration of specific capacity building programs for improving and upgrading the background of legal professionals. Furthermore the organization of the short term specific courses aims to up-grade the knowledge of the officials involved in the implementation process of the regional integration agenda.

The National Committees will perform efficiently if the staffs have the adequate qualifications and training, CREID and RARD can support the activities of the National Committees providing capacity building programs through short term courses, seminars, and research on identified issues.

In this respect, it is worth it to mention that the Faculty of Law at the Eduardo Mondlane University (UEM), Maputo has already appointed a Task Force coordinated by Professor Gilles Cistac (Deputy-Dean for Research and Extension and Coordinator of the Regional Integration Programme) to start a brainstorming process on the academic reforms necessitated by the recent developments in the global and regional environment, and to develop new academic curricula (ref. *Despacho no. 35/FD/2008*). Other Faculties at UEM have also started the same process so as to be ready by year 2009. The new programmes is also expected to focus on new professional development courses and result-oriented *executive development training programmes* (EDTP) for the senior and mid-level members of the public/private sectors and civil society organizations in order to respond to the increasing complaints from the employers organizations about the poor quality of graduates in term of readiness for the workplace modern challenges.

- *Capacity building and outreach programmes:* The major contribution expected from both the Regional Centre of Studies on Integration and SADC Law (CREID) and the Regional Academic Network is the development of institutional capacities and individual skills both in the

public and private sectors, civil society and the independent professional organizations. According to the initial concept documents (Minega, 2007), the capacity building and outreach programme is designed to fill the gap in the knowledge development process at the level of national and regional institutions. Some of the major beneficiaries from this component are the National Parliaments in SADC Member countries and the SADC National Committees.

As it was highlighted at a Parliamentary Leadership Workshop organized by the SADC Parliamentary Forum and its Parliamentary Leadership Centre (PLC) in Maputo (2 - 4 July 2008), there is need to develop and strengthen the institutional capacities and individual skills within the Parliaments, for the technical and administrative staff, as well as for the Members of Parliaments themselves.

To this effect, the role and commitment of both the Regional Centre of Studies on Integration and SADC Law (CREID) and the Regional Academic Network need to be reinforced and well planned to meet the excessive expectations from all stakeholders. The mainstreaming of the regional integration issues in the National Development Plans is going to be a big part of the Centre in its capacity building and outreach programme. Regional and international development agencies and partners need to be fully sensitized in order to commit more funds and technical assistance for the process to bear concrete positive results. Governments need to show their commitment by supporting and facilitating the mainstreaming activities since the results will benefit for their people and facilitate the capacity of their institutions to identify and draw more benefits from the regional integration process.

- *Domestication of SADC's integration agenda.* Without a ***complete ownership and sharing of the regional integration ideal among member states***, there is no chance of any success. The Regional Academic Network and the Regional Centre of Studies on Integration and SADC Law can lead this process developing an adequate plan and a roadmap of actions at regional and national levels. In order to perform all the tasks mentioned, the CREID and RARD would have to develop a more dynamic and innovative system of communication and linkages, which minimizes costs and maximizes benefits. The Knowledge Management Programme that the UNECA expert presented appears to be a flexible, innovative, multidisciplinary and efficient tool of communication and dissemination of knowledge. However further capacity building programs are needed to

operate efficiently such a tool, if it has to become a key pillar of the mainstreaming activities for the implementation of the regional integration agenda.

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PROPOSED ACTIVITIES PLAN

FOCUS AREAS	ACTIVITIES	EXPECTED OUTPUTS	RE
<i>Institutional setup and management of regional integration at the national level</i>	<ul style="list-style-type: none"> • Appraise organization and working of SADC National Committee • Appraise organization and working SADC Ministerial Committees • Develop a plan of effective exchange of information among Committees and efficient coordination activities 	<ul style="list-style-type: none"> • Report on the current situation • Plan developed for a new and more effective organization • Evaluation of human and technical capacities needs • Plan developed for capacity building programmes 	<ul style="list-style-type: none"> • UNEC • SADC the sup
<i>Translating integration goals into national plans</i>	<ul style="list-style-type: none"> • Appraise Mozambique National development plans • Appraise Mozambique sectors plans • Develop plan of effective and efficient implementation action 	<ul style="list-style-type: none"> • Report of the current situation on national and sectors plans • Plan to make mainstreaming in National development plan more efficient and effective 	<ul style="list-style-type: none"> • UNEC • SADC sector
<i>Legislative processes for integration matters</i>	<ul style="list-style-type: none"> • Appraise Protocols ratification process • Appraise number of Protocols effectively translated in national jurisdiction 	<ul style="list-style-type: none"> • Report on the current setting • Plan to expedite protocol ratification and insertion into national jurisdiction 	<ul style="list-style-type: none"> • Centro de Direção técnica • Minist • Legal c • Parlam • da Rep
<i>Ownership and Domestication of SADC regional integration agenda</i>	<ul style="list-style-type: none"> • Develop a plan for the dissemination of SADC regional integration agenda in the civil society • Contact civil organizations existent in Mozambique (ngos, private sector G20 etc) • Set up the objectives of the 	<ul style="list-style-type: none"> • Plan of activites for <i>participation, sensitization and information campaign</i> of the civil society in the implementation process of the regional integration agenda • Definition of the objectives of the <i>Second International Conference on the Regional Integration Issues</i> 	<ul style="list-style-type: none"> • SADC • Faculty Eduard • Centro a Integ • Techni

	<p><i>Second International Conference on the Regional Integration Issues and SADC Law</i></p> <ul style="list-style-type: none"> • Plan to disseminate information through IT technology 	<p><i>and SADC Law</i></p> <ul style="list-style-type: none"> • Setting up a IT support for the activities programmed 	
<p><i>Building Capacities for regional integration at the national level</i></p>	<ul style="list-style-type: none"> • Appraise the capacities needs of the institution involved in the implementation of SADC regional integration agenda • Appraise the capability of National institutions (universities, research centres, professional bodies etc) to deal with regional integration issues • Appraise capacity needs for Mozambique statistics institute 	<ul style="list-style-type: none"> • Report on the capacities needs • Plan to fill up the capacities building needs • Plan to strenghten the production of statistic data 	<ul style="list-style-type: none"> • SADC • Univer Reitori • Istituno (INE) • Techni • CREID
<p><i>Funding</i></p>	<ul style="list-style-type: none"> • Draft a sustainable mechanism of funding 	<ul style="list-style-type: none"> • Sustainable plan of funding 	<ul style="list-style-type: none"> • SADC • Ministr