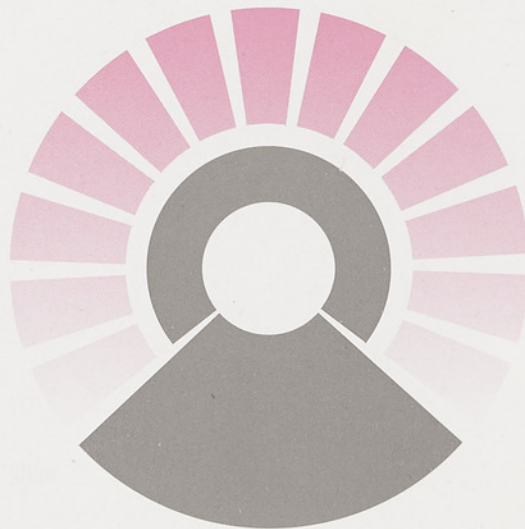


**DEVELOPMENT
THROUGH TRUST
AND NEGOTIATION**

ANNUAL REVIEW 1991 / 92

SECOSAF's Mission Statement

SECOSAF's mission is to
facilitate change and sustainable development
in Southern Africa through impartial, well-managed
process-services to relevant parties
negotiating equitable and acceptable conditions
in order to promote maximum prosperity for all.



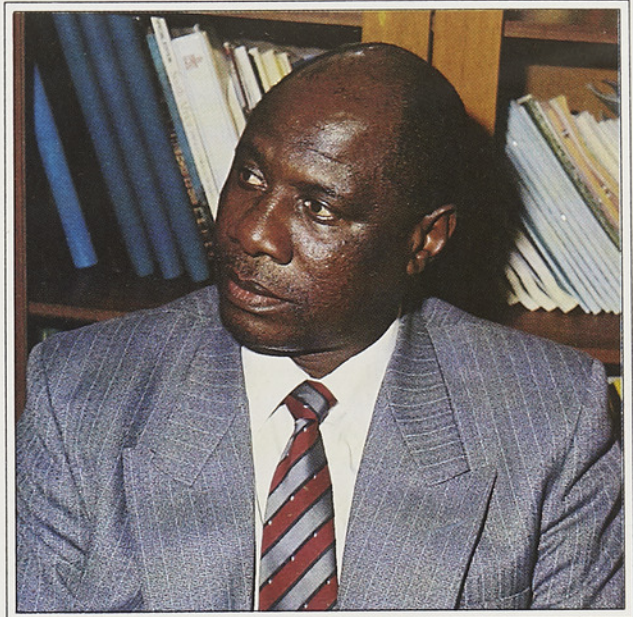


Message by the Chairman of the IWG - SECOSAF'S Board of Directors

The combined natural resources of Southern Africa form the treasury for our future prosperity. This vision of prosperity can only come true if the nations of the greater subcontinent join forces to develop and benefit those resources. The processes of profound change, sweeping South Africa and the world, are offering promising signs that this vision may be realised.

Over the past years, SECOSAF has developed expertise in the field of multilateral co-operation which is probably unmatched in the Southern African region. This has been achieved through innovation, and through SECOSAF's sound management of the multilateral movement constituting the present Economic Community of Southern Africa.

We are confident that this expertise will play an increasingly incisive role in the facilitation of development and economic co-operation, to the benefit of all the people on the subcontinent.



S E Moeti
Secretary-General:
Council of National Unity, Venda

SECOSAF's Board of Directors	ECOSA Chief Government Liaison Officers
Venda Mr S E Moeti (Chairman)	South Africa Mr J H C Starbuck
Bophuthatswana Mr M I M'enong (Vice-Chairman)	Transkei Mr G M Memela
South Africa Mr A Venter	Bophuthatswana Mr F I Mtjali
Transkei Mr W Z Lusu	Venda Mr C M Neluvhalani
Ciskei Mr R Mle	Ciskei Mr G F Godden



Secretary-General's Statement

The Secretariat of the Economic Community of Southern Africa (SECOSAF) exists because of the needs of the Economic Community of Southern Africa (ECOSA) and its member States. It is an international and, above all, neutral organisation assisting the ECOSA in achieving the objectives of multilateral and regional co-operation.

Notwithstanding the fact that it will most certainly take some time to finalise a new constitutional dispensation in the Republic of South Africa, and notwithstanding a degree of uncertainty regarding the involvement of the other ECOSA States in this process, it is nevertheless clear that an exciting and determining role awaits the ECOSA in the Southern African subcontinent - a role which will hold many advantages for the entire ECOSA region. Not a day goes by without the industrialised West, and to an increasing extent Africa, urging our region to become involved in a broader Southern Africa and even further afield. There is a move away from the strict ideological viewpoints of the past, towards practical views which take account of the realities of Southern Africa. Pragmatism is emerging and growing in our part of the world. Only a few months ago, the Secretary-General of the Preferential Trade Area (PTA) said: "South Africa has a critical role to play in the region." He went on to argue in favour of a "new dialogue" to be followed by efforts to design a mutually beneficial political, economic, social and cultural relationship between the PTA States and a new South Africa. Mozambican President Chissano echoed this sentiment at the opening of a recent meeting of SADCC: "We are ready to accept a democratic and apartheid-free South Africa as a member. There is no justification for the SADCC to divorce itself from South Africa any longer. To get a Southern African development programme off the ground, we can make use of existing structures in South Africa and in the SADCC countries."

Regional development is of the utmost importance to a greater Southern Africa. With a combined population of more than 100 million, and blessed with extremely valuable natural resources, the greater subcontinent has the potential to develop into one of the more prosperous regions in the world. For this to come true, the nations of the region, (divided for so long), will have to join forces, plan together and work together. Obviously, the ECOSA will have a major role to play in bridging these historical chasms. There is a growing consensus that regional co-operation between ECOSA and the other Southern African States is vital for our common survival. Without such regional co-operation, Southern Africa's chances of progress and prosperity are remote. The Secretariat, with the approval of its principals, has started taking the first but firm steps in this direction.



SECOSAF is making progress in attaining a more balanced reflection of the multilateral character of the participating States in its staff make-up. SECOSAF wishes to express its appreciation to the ECOSA States for seconding highly motivated and dedicated personnel to our organisation.

SECOSAF has steadily acquired expertise in public sector strategy facilitation. This service guides senior managers through a process of strategy analysis, planning and implementation. Successful assistance to ECOSA States, has been rendered at Cabinet level to a number of departments and parastatals and to various other ECOSA bodies. A number of training courses were also presented during the past year.

SECOSAF is committed to a continuing search for excellence in its services to the ECOSA. Our main priorities continue to be the ECOSA States. We are privileged to serve the Economic Community of Southern Africa.

D G Grobler



Message for SECOSAF's Annual Review 1991/92

The profound changes which have occurred in Southern Africa since last year are continuing with increasing urgency. A process of such momentous change is never easy, but despite some setbacks, much encouraging progress has been made. This progress relates mainly to preparations for negotiation on the future shape of our society.

At home and abroad, we are witnessing fundamental transformation. Change is strengthening democracy, securing personal freedom and prompting economic and social restructuring. Some nations are experiencing a remarkable renaissance. We are living in an age of great expectations.

It is also a time requiring great responsibility from leaders in the social, business and political fields. Change in Southern Africa is taking place against the background of the collapse, in Europe and the USSR, of one of the world's major ideologies. The spirit of our times supports endeavours to jointly negotiate and install an equitable, just and lasting new order. This new order will only survive the test of time if it promotes the well-being of all our people.

Apart from the much needed constitutional reforms, the well-being of our people must be promoted through accelerated development. Development in its true sense, is not merely aimed at addressing backlogs, but is directed at enabling individuals and the community to achieve their full potential. Effective development means hard work, good management of our resources, and using the lessons learnt by the successful nations of the world to our best advantage.

Because of our altered geo-political environment and changes in government priorities, we are able to divert a substantial portion of our resources to care for the needy, improved education, health and social services. Yet, in order to achieve real economic growth of the magnitude required by our rising population, we in Southern Africa must be a competitive force within the global economy. To that end, we must cherish our existing centres of excellence and where needed, create others in the private and public domain, so that we may increase the production of world-class outputs. Hence the urgent need that we maintain our national and regional assets and infrastructure as the basis for our future growth.

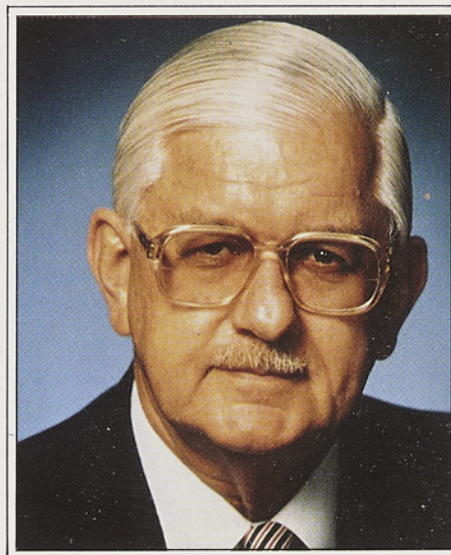
The future and the interests of the people in the ECOSA are inextricably bound together. Our common interests are the reasons for our multilateral and bilateral co-operation. Through the multilateral system, we have built a history of shared interests and established a

proficient means to negotiate about them. In the area of technical co-operation, the ECOSA States have, for instance, successfully negotiated a new Regional Industrial Development Programme. We are jointly working towards formulating multisectoral development strategies for the nine Development Regions in the ECOSA. These are recent examples of how we can co-operate effectively, and within the means of our economies, achieve sustainable development. Progress in many other areas of economic and development co-operation is described elsewhere in this Annual Review.

New ties between our part of Africa and the rest of the continent are being established. SECOSAF has already begun making a contribution in this regard, albeit on a modest scale.

The world we live in today is a far different place from what it was a year ago. Our major challenges remain, but there is reason to believe that we shall meet these challenges together and, in meeting them, turn our problems into opportunities for development and prosperity.

We rely heavily on our officials in achieving our objectives - and I thank them, on behalf of the ECOSA Governments, for their commitment.



Dr Gyan N Viljoen
Minister of Constitutional Development,
South Africa



Divisions

Office of the Secretary-General



Secretary-General D G Grobler and Anita Cairns

Organisational Development

Administration



Seated (left to right) : Willie Jordaan, Marius Rezelman, Gert Botha
Standing : Busiswa Bam, Eleanor Boshuizen, Charmaine Kriel, Angela Roodt



Seated (left to right) : Pamela Mogothwane, Peter Setoaba, Zuretha Fantozzi, Diana Claaste, Johanna Ngobeni
Standing : Reuben Makena, Denise Hosking, Louisa de Waal, Leon Sutton, Trui van der Merwe, Ina Steyn, Edward Moale
Absent : Kobus Serfontein



Divisions

Division A



Seated (left to right) : Suzette Grobler, Ernst van den Berg, Eulala Kruger
Standing: : Richard Gobela, Marike Krause, Huntley Pringle, Pieter Roux

Division B



Seated (left to right) : Marina Botha, Johan van Wyk, Pitso Montwedi, Ilze Bezuidenhout
Standing : Christiaan Saaiman, Jaco van der Merwe, Johann Fourie, Mark Reynhardt

Division C



Seated (left to right) : Noeline du Toit, Adriaan Woudstra, Lizl Denton
Standing : Aaron Mudimeli, Michael Chemaly, Dan Kelembe
Absent : Pieter Duvenhage, Estelle du Plessis

Division D



Seated (left to right) : Stanley Munyai, Pat Mdoda, Christina Chiti
Standing : Christo van Noordwyk, Mbulelo Mtswa



Agriculture, Environment and Water Affairs

As a primary economic sector, agriculture forms an essential part of development in the ECOSA. Multilateral co-operation among the ECOSA States, during the past year, was directed at ensuring the sustained and well-managed utilisation of the region's resources. Interest in co-operation is also being shown from outside the ECOSA region.

The repeal of the 1913 and 1936 Land Acts by the RSA, as well as the introduction of the South African White Paper on Land Reform, will ensure the better utilisation of the available agricultural resources in that country. A Task Team is currently investigating the implications of the White Paper's proposals on agriculture in the RSA, as well as its possible effects on the other ECOSA States. The investigation will cover issues such as land ownership, selling of state land to private individuals and the surveying of agricultural land.

Recommendations to assist small livestock farmers in the developing areas were endorsed by the ECOSA Ministers of Agriculture. The Working Group on Agriculture Training and Extension finalised a training manual: *The Practice of Agriculture Extension*, and a field manual: *Practical Guidelines for Agriculture Extension Workers*, during the year.

In future, commercial foresters in Southern Africa will undergo their training at the Saasveld Forestry College. Training in rural development forestry will be undertaken by Fort Cox Agricultural College. Both facilities will then be used to their full capacity. A Woodlot Development Manual is also currently being compiled under the auspices of the Working Group on Forestry.

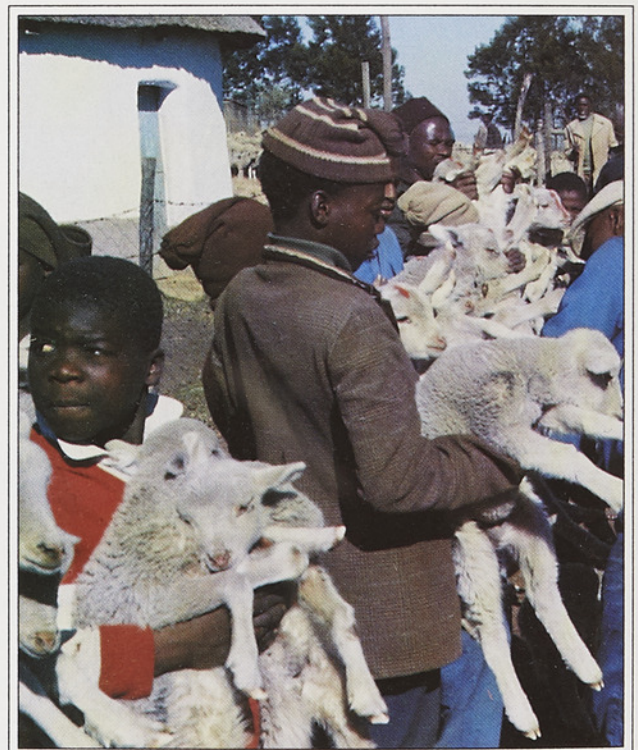
A document containing guidelines on irrigation development, preparation of standard project documents and the assessment of land suitability for irrigation, is envisaged to be finalised at the end of 1991. Attention is also given to the training of soil survey technicians from the ECOSA States.

Draft uniform coastal and marine legislation for Transkei, Ciskei and South Africa has been compiled. A Joint Technical Advisory Committee between South Africa and Transkei, and another between South Africa and Ciskei, have been appointed to advise the respective Ministers on the allocation of quotas for fish and other marine products. Attention will also be given to a support programme for developing a small fishermen's industry in Ciskei and Transkei.

The Working Group on Environmental Affairs is drafting proposals for harmonising conservation legislation in the ECOSA States. A workshop on this subject, involving the ECOSA States as well as the Self-Governing Territories, is planned for early 1992.

The Working Group on Water Affairs has made progress in various fields related to water affairs. A Task Team has completed two volumes of a manual on hydrological data collection. Bilateral agreements between South Africa and Transkei, as well as between South Africa and Ciskei respectively, have been drafted on the disposal of effluent to the sea. It is envisaged that an agreement will be signed during 1992. A draft model for dam safety has been adopted by the participating States. A draft agreement on dam safety regulations and recommendations on the institutional arrangements for its implementation is being completed.

The Task Team on Water Resources Development is developing a regional planning structure for the optimum utilisation of water resources. The application of the Helsinki Rules on the Uses of the Water of International Rivers to Southern African conditions is also being considered.



Programmes are launched to assist small livestock farmers in developing areas.



Industries and Commerce

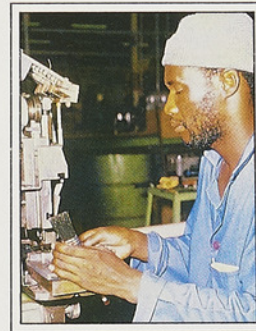
In April 1991, the Governments of the ECOSA announced the introduction of a new Regional Industrial Development Programme (RIDP) with effect from 1 May 1991. The adoption of the new RIDP is the culmination of a process of extensive research, consultations, and negotiations between the ECOSA States.

The new RIDP represents a landmark within the multilateral system of co-operation, because it underpins the notion of an integrated Southern African economy and addresses the needs of the less-developed areas throughout the region.

It is believed that the new RIDP will stimulate the much needed economic growth of the ECOSA region by introducing a market-oriented approach to regional development, by facilitating the free flow of production factors, and by rewarding viable undertakings. Productivity monitoring of industries receiving incentives under the new RIDP is continuing with the assistance of the National Productivity Institute (NPI), to ensure that they become self-sustaining, profitable enterprises.

The development of small industries and small businesses is crucial for the economic empowerment of all Southern Africa's people. A Task Team is devising a strategic framework for growth of this sector of the economy.

The ECOSA States are working on the compilation of a multisectoral approach towards development, which will be supported by regional development strategies. These regional development strategies will be based on the comparative locational advantages of each region for its own economic development, and are due during 1992.



Brushware factory located in Babelegi, Bophuthatswana.



Energy Affairs



Members of the Ciskei Energy Action Committee viewing the application of photovoltaic systems in rural schools.

The establishment of Appropriate Energy Action Committees in each of the participating States has proved most effective in the promotion of interdepartmental co-ordination on the uses of appropriate energy in development, the provision of an information exchange forum for government departments, parastatals and private organisations, the monitoring and guidance of

demonstration projects and the provision of an advisory mechanism to policy-makers. Involvement in communities at a grassroots level and the generation of practical solutions to urgent development needs are pursued by these committees.

Through the Subcommittee on Energy Affairs, attention is focused on the pricing structure of liquid fuels, the status of the Equalisation Fund and improvements in the distribution process and safety levels of illuminating paraffin. The importance of the latter rests upon the dependence of developing communities on this form of fuel for cooking, heating and lighting.

Steady progress is being made by the Working Group on Electricity and Water Development regarding the piloting, evaluation and monitoring of hydro-electrical project proposals in Transkei, Venda and Ciskei. Completion of the Reconnaissance Phase, in terms of the multilateral framework, is anticipated by November 1991; each State will decide whether to proceed further with the next phase. Economic viability will be the key determining factor in this regard.



Transport

The Multilateral Technical Committee on Transport, together with its subsidiary committees, is furthering its main objective of developing an effective cross-border transport policy for Southern Africa.

The Working Group on Civil Aviation is devoting attention to aviation safety and the deregulation of air services in the ECOSA States. Regional airline development is, with the assistance of the Development Bank of Southern Africa, making good progress towards the facilitation, formulation and implementation of a centralised regional Airline Management Services (AMS) structure. Bilateral air service agreements between South Africa and each of the other ECOSA States are being considered.

The Working Group on Land Transport, Road Safety and Marine Matters is attending to the rational development of ECOSA traffic safety, freight and passenger transport, co-ordination of road traffic standards and the upgrading of road traffic control and traffic information systems. Agreements on cross-border freight and passenger transport are expected to be concluded in the near future to harmonise the relevant legislation of the ECOSA States.

The building and maintenance of ECOSA roads falls within the ambit of the Working Group on Road Matters. The three Task Teams under this Working Group are continually addressing ECOSA road safety aspects, road maintenance contracts, road planning and the quality of roads. The harmonising of the ECOSA road safety legislation is being considered. The ECOSA States are presently considering using the private sector to an increasing extent for road maintenance.



The maintenance of effective transport infrastructure is essential in supporting economic development in Southern Africa.



Tourism



Tourism is a substantial earner of foreign revenue and has the potential of becoming the largest economic sector in Southern Africa.

Tourism is a major industry with the potential to become the largest economic sector in Southern Africa, especially due to changes in sentiment and perceptions by foreign nations. It is already a substantial earner of foreign revenue; it is creating employment opportunities, and could lead to the further development of infrastructure.

A strategic framework for tourism in South Africa and Southern Africa has been designed by the Development Bank of Southern Africa (DBSA) in conjunction with SATOUR. The framework is presently being considered by a group of advisers from the government and the private sector in the ECOSA States. Proposals flowing from these deliberations will be considered for implementation by ECOSA Ministers of Tourism.



Health and Welfare

The health of the individual is paramount in the upliftment of the people of Southern Africa. A country's people have the right to expect an acceptable, affordable and equitable health service. With these principles in mind, Multilateral Technical Committee on Health and Welfare has devised strategies to prevent illness and to provide people with the necessary knowledge to assume responsibility for their own and their families' health.

Concerted attention has recently been given to the prevention of Acquired Immune Deficiency Syndrome (AIDS). The ECOSA States are concerned about the increasing incidences of AIDS and HIV infection. A joint strategy on dealing with the pandemic is being planned. An AIDS agreement between the ECOSA States was signed in 1989.

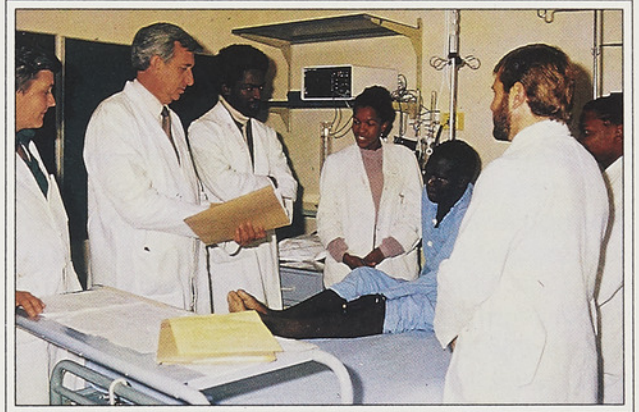
The correlation between TB and AIDS is of great concern to the ECOSA, as the former disease affects mostly the underprivileged in Southern Africa. Other diseases of major concern are diarrhoea and measles. Emphasis is being placed on primary health care to combat the spread of these diseases.

Due to the present economic recession in Southern Africa, there is an increasing demand for more and better welfare services. To meet this demand, the ECOSA Ministers responsible for Health and Welfare Matters signed agreements regarding social welfare services, grants and allowances.

The social welfare fraternity in Southern Africa plays a prominent part in ensuring that the basic needs of the people (such as security, shelter, food, etc.), over a broad

spectrum, are met within the constraints of the economy. Attempts are being made to prevent drug and alcohol abuse. The problems of street children are being addressed and a comprehensive Family Enhancement Programme is being implemented in the ECOSA States. Malnutrition is also being tackled. Recommendations were made on how to deal with the effect of the impending impact of VAT on the impoverished section of the population.

The Department of National Health and Population Development has set aside an amount of R220 million to alleviate the plight of the poor in the ECOSA, on a short-term basis. A conference was arranged through SECOSAF, and various recommendations were made by various parties on how the money should be spent. Consensus was reached that the money should be spent solely on the poor and not on administrative matters.



Social upliftment is supported by careful attention to primary health care.

Population Development



Enhancement of the quality of life is an essential objective of the ECOSA population development programme.

The rapid growth of Africa's population is threatening its economic recovery. A Population Development

Programme was introduced by the ECOSA States to address this problem. Bilateral and multilateral cooperation in this field, since 1984, has been aiming at the acceleration of fertility decline from 4.2 (1989) to 2.2 by the year 2010.

The Population Development Programme revolves around the need to change current perceptions on family norms. Strategies are being formulated and campaigns launched to make the public aware of the correlation between their socio-economic status and demographic realities, with special emphasis on the involvement of politicians, traditional leaders, women and youth groups.

Unless population growth is kept within reasonable limits, our natural resources will not be able to support the needs of the population.



Urbanisation, Housing and Local Government

The Multilateral Technical Committee on Urbanisation, assisted by its working groups, has as its general objective the identification of areas of co-operation and co-ordination to promote urban and rural housing development. This body also seeks to promote sound local government within the ECOSA.

Urban Development

An ECOSA General Strategy for Urbanisation and Urban Development was approved by the ECOSA Ministers responsible for Urbanisation in April 1991. This general strategy will be applied in all the participating States. Close interaction is also envisaged between the new regional development policies at large and the implementation of the general urbanisation strategy in the ECOSA States.

Housing

The ECOSA States are currently taking part in the activities of the De Loor Task Group, which is investigating all matters pertaining to housing in South Africa. The investigation is expected to result in new housing policies and strategies in all the participating States. Hinging on this, is the harmonisation of housing subsidies with the introduction of a capital subsidy for prospective homeowners. Further results of these negotiations are the participation of the TBVC States in the Independent Development Trust and the Loan Guarantee Fund Scheme, as well as efforts aimed at increased private sector involvement in the provision of housing.

Local Government

A harmonised policy framework on local government bodies in the ECOSA States, including rural authorities, is being finalised. The training of personnel in rural administration and handling of finances is one of the key issues that is being addressed. The ECOSA Governments regard the policy framework as an important step towards the compilation of new legislation on local government in the ECOSA States.



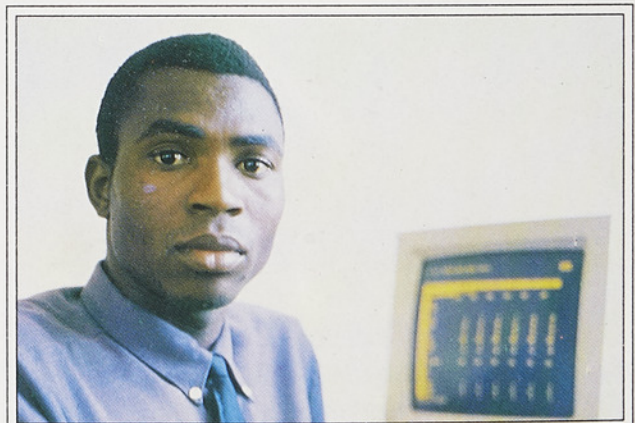
The provision of sufficient low cost housing presents a major challenge.



Central Government and Public Personnel Administration

A multilateral investigation into the creation of a mechanism for the removal of disparities in conditions of service amongst the various States was launched during 1991.

Harmonisation within public personnel administration and continued effective administration are also key issues.



Computerisation is used increasingly to improve the efficiency of ECOSA public administration.



Manpower



Employees at a shoe factory located in Umtata, Transkei. The acquisition of marketable skills is important in ensuring the effective development of manpower.

The ECOSA States have been investigating the possibility of forming a joint Unemployment Insurance Fund. The aim of the investigation is to limit the complications and difficulties related to operating five separate funds. ECOSA States are attempting to finalise the investigation and decision-making process so as to achieve a satisfactory outcome during 1991 or early 1992.

Manpower training has progressed considerably during 1991, concluding with the publication of the results of an investigation into the subject by the National Training Board of South Africa and the Human Sciences Research Council. Harmonisation of legislation of the ECOSA States is being addressed to give effect to the realities imposed by the shared economy and labour market.



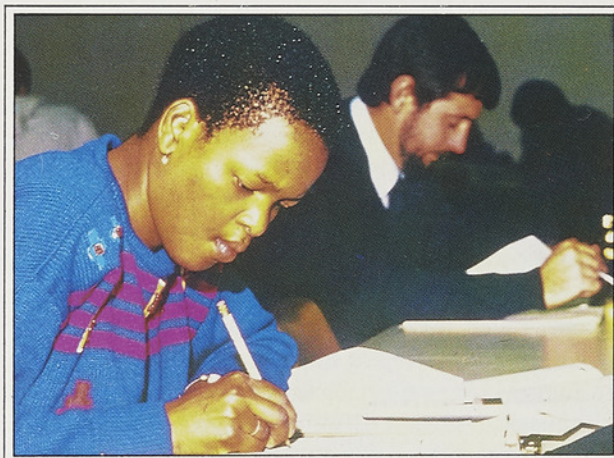
Education

The Multilateral Technical Committee on Education has undertaken to develop a unitary education system which will meet the needs and aspirations of all the ECOSA States; the success of the efforts will depend on the relevance of the new educational programmes.

The bilateral agreements on Certification Councils, signed last year between South Africa and Transkei and between South Africa and Ciskei, will ensure that school leaving certificates and technikon certificates represent the same standard of education in the region. Bilateral agreements between South Africa and Venda and Bophuthatswana, respectively, will be concluded in the near future.

An education renewal strategy document, released by the South African Department of National Education for comment, is receiving attention. A special Task Team on the Education Renewal Strategy will provide collective inputs to the Committee of Heads of Education Departments. Educational programme guidelines, directed at the provision of relevant education to prepare pupils better for the demands of the future, were adopted by the ECOSA States.

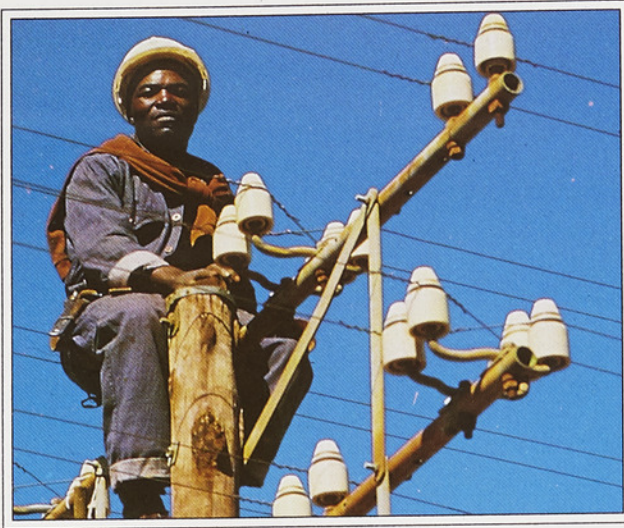
Uniform information systems for education were introduced this year. The information systems are powerful planning and management tools in support of determining national policy in respect of norms and standards for the financing of education, for syllabuses and examinations, certification of qualifications and salaries and conditions of employment for educators.



Bilateral agreements between South Africa and the other ECOSA States will ensure that technikon and school leaving certificates represents the same standard of education.



Posts and Telecommunications



Appropriate methods of maintaining and upgrading telecommunication networks are crucial.

The Multilateral Technical Committee on Posts and Telecommunications promotes the development of postal and telecommunication networks, including broadcasting, in the ECOSA States.

As part of an integrated posts and telecommunications approach within the Southern African region, the ECOSA States adopted the toll free call scheme which was introduced by South African Posts and Telecommunications (SAPT) for selected subscribers. The implementation of the scheme is currently under investigation. The participating States are also examining the prospects of affording subscribers in the ECOSA with access to the Beltel Service.

The determination of standards, levels and contents of training syllabuses for the universal recognition of technical qualifications obtained in the ECOSA States, is another issue which is being addressed.



Prison Services

Correctional supervision as an alternative sentencing option has recently been introduced in South Africa. Correctional supervision provides an opportunity for offenders to be dealt with in a more balanced manner. Only those who constitute a threat to the community will be imprisoned. This concept was presented to the Commissioners and Deputy-Commissioners of the other ECOSA Prisons at a management seminar during June 1991 and the ECOSA States are currently considering the system.

Annual Management Seminars presented to the Commissioners and Deputy Commissioners of the ECOSA Prison Services, have focused on achieving greater cost effectiveness in the provision of correctional services.

Training courses covering every aspect of the administrative and functional duties of prisons personnel are presented at all ECOSA Prison Services.

Better health care in ECOSA Prisons is being promoted by the distribution of information concerning the combating of infectious diseases, (in particular AIDS), a caterers' manual and dietary scales.

Disciplinary measures in prisons and the treatment of prisoners who have committed sexual offenses are under review.

A course on economical prison farming was presented to ECOSA prison farm managers early in 1991. This matter receives ongoing attention.



Finance



Vatcom was established during 1990 to review all representations concerning the implementation of VAT. Approximately 1100 representations were received from individuals, private companies, consumer bodies, municipalities, extra-parliamentary bodies, welfare organisations and the public sector.

During the past year, multilateral co-operation on finance concentrated on the implementation of Value Added Tax (VAT) in all the ECOSA States.

This co-operation resulted in training seminars for officials and traders in each of the participating States, the consolidation of VAT legislation, the development of harmonised VAT information systems, proposals for the functioning of a VAT clearinghouse and participation by all the ECOSA States in the poverty relief programme designed to channel assistance to those that require it most.

The Subcommittee on Financial Statistics greatly assisted in the co-ordination of the population censuses conducted in each of the ECOSA States during the course of April and May 1991. This committee has also been instrumental in establishing training courses for statisticians from the ECOSA States and the Self-Governing Territories. These courses will commence in February 1992.



Juridical Matters

Co-operation in juridical matters is continuing in the interest of law harmonisation which will be to the benefit of all the member States and their citizens. The administration of justice in a single economic unit, such as the ECOSA, will thus support the development of the entire community, and citizens of one State will be able to obtain quick and easy relief from the courts of another.

International agreements and model uniform legislation are being initiated. Uniform legislation has already been introduced regarding: Enforcement of Civil Judgements; Enforcement of Maintenance Orders; and Service of Process in Civil Matters.

A multilateral Convention on Extradition has been signed between the Republics of South Africa, Bophuthatswana, Venda and Ciskei. Bilateral Extradition Agreements have since been signed between the Republic of Transkei and the Republics of South Africa, Bophuthatswana and Venda. A multilateral agreement on Suspended Sentences is also being prepared.

Negotiations are continuing in respect of the following: Reciprocal legislation in respect of criminal summonses; jurisdiction of criminal courts; service and enforcement of subpoenas; and admissibility of documents emanating from one State as evidence in legal proceedings in another State.

In the field of law reform, the possible harmonisation of common law and customary law in various areas of private law is being investigated. The matrimonial property rights resulting from customary unions, and possible legislation for the recognition of customary unions as valid marriages, is under consideration.

A Law Reform Conference is held annually to highlight aspects of current and future importance to law reformers throughout the ECOSA.



Regional Co-operation

Region D

South Africa (Eastern Cape), Southern Transkei and Ciskei

A regional secretariat office for Region D, working closely with SECOSAF, has been established. This office provides professional process services to meetings of the Region D Joint Working Committees, which comprise all the aspects of socio-economic development in the region.

Important issues discussed in the work programmes of the Joint Working Committees are: an investigation of the sharing of airport and harbour facilities in Region D to facilitate imports and exports; a proposed educational conference for Regions D and E which will take place early in 1992; the co-ordination of training programmes between technikons and technical colleges in Region D; a water resource plan for the region - water being one of the major resources in this region; promotion of tourism in Region D; and strategic planning for a multisectoral development approach for Region D.

Region E

South Africa (Southern Natal) and Northern Transkei

After consultations with all parties involved, the Regional Liaison Committee for Region E has begun a Macro Guidelines Study for a development strategy for the entire region. The RLC plans to hold a strategic planning session during October to assess the activities of the various committees functioning under its auspices. Tourism and education are areas of specific interest to the RLC.

Region G

South Africa (Northern Transvaal), including Lebowa, Gazankulu and Venda

Based on the recommendation by the Committee for Economic Affairs of the SA President's Council contained in the 1987 report: *Strategy for Employment Creation and Labour Intensive Development*, Region G embarked on a Coherent Development Strategy aimed at alleviating the high rate of unemployment and poverty in that area.

Specific strategies for the development of functional areas such as agriculture, manpower, housing and energy are being formulated.



Assembly line located in East London. Innovative strategies are being considered to facilitate sustainable economic growth in Region D.



Management Support

SECOSAF's Management Support division comprises two functions, namely training and strategic management. This division renders a support service aimed at improving the efficiency and effectiveness of both the organisation and its clients.

Strategic Management

Over the past few years, SECOSAF has built up a body of expertise in public sector strategy facilitation. Strategic management in the public sector environment differs from the private sector in critical areas of emphasis, because public sector managers often face decision factors emanating from a different environment than their counterparts in the private sector. The strategic planning service consists of a process which guides senior and middle management of client organisations through a process of strategy analysis, planning and implementation. The central principle is that only the management of an organisation can provide effective solutions to its unique strategic questions. The process of strategic management facilitation is therefore aimed at unlocking the synergy among managers.

During the past year, strategic management services were provided to the ECOSA States collectively and individually, which included bodies from their public, parastatal and private sectors.

Training

The training offered by SECOSAF, to the officials from the participating States, is promoting optimal co-operation within the multilateral system and has the spin-off of promoting individual efficiency and effectiveness.

Workshops for chairmen, which have been presented to senior government officials in the participating States, emphasise the skills which enable a chairman to derive productive participation and efficiency from delegates during the meeting cycle. Courses for departmental coordinators are presented to officers performing the liaison function between their departments and SECOSAF. In addition, extensive training in computer skills and management techniques are offered to both ECOSA and SECOSAF officials.



Strategic planning provides senior and middle management with a means of shaping the direction in which their organisations develop.



The Ubuntu Programme

SECOSAF, the Black Management Forum (BMF) and the South African Institute of Management (SAIM) are presently co-operating in exploring the possibilities of incorporating Ubuntu as an element of modern and effective management, tailored to Southern Africa's unique needs.

Translated into everyday language, the philosophy of Ubuntu means that "I am a person through other people". Central to the Ubuntu ideal is the notion that people can only be understood in relation to others.

One of the major exponents of Ubuntu as the cornerstone of nation building, Mr Aggrey Klaaste (Editor of The Sowetan), addressed SECOSAF on 19 November 1990. According to Mr Klaaste, Ubuntu pervades the culture of many Black people in Southern Africa; indeed it is seen as an important prerequisite for anyone wishing to occupy a position of leadership within society.

In African tradition, Ubuntu is demonstrated daily in the way that people greet each other; for example, the Zulu greeting "sakubona", interpreted literally as "I see you", means that "I recognise you as a person like me". This commonality which exists between all people should be recognised and consolidated so as to enhance co-operation and understanding.



Mr Aggrey Klaaste - Editor of The Sowetan.



What does SECOSAF do?

SECOSAF began life as a small secretariat, commissioned to put into operation a system of multilateral co-operation among the current member States of the Economic Community of Southern Africa (ECOSA). For that purpose, we developed the range of services and products normally associated with a multilateral secretariat. SECOSAF actually provides two levels of service to member States, namely process-secretarial services and management support services. These levels of service interlink to maintain a system which is mutually beneficial. This range is continually being refined according to the needs of our clients.

Our services and products are based on our belief that the countries of Africa share a fundamental interest in a negotiated future. SECOSAF's experience and pursuit of skills improvement are preparing us to facilitate processes of negotiation between all interested parties, in pursuit of sustainable development and maximum prosperity for all.

SECOSAF's services and products

Secretarial services and products

SECOSAF provides secretarial services and products to all participating member States:

- Administrative and logistic arrangements for meetings of the multilateral bodies (technical and ministerial) dealing with the various areas of development co-operation;
- Accurate and user-friendly documentation - such as agendas, minutes, action lists, position papers and technical backgrounders; and
- An efficient distribution network.

Advisory services

SECOSAF provides a neutral, informal advisory service to chairmen, leaders of delegations and participants:

- Chairmen of multilateral bodies are regularly briefed and advised ; and
- Delegations are assisted in preparing for meetings, and comprehensive documentation, continuous consultation and follow-up services are provided.

Liaison services

SECOSAF maintains an extensive liaison network throughout the ECOSA system, through which participants are assisted in:

- Communicating effectively in a multicultural environment;
- Prompting action by others;
- Solving problems;
- Mediating differences; and
- Building trust.

Conference services

SECOSAF recently added conferences, seminars and workshops to its range of services and products. SECOSAF makes all logistical and administrative arrangements, provides secretarial services at conferences and offers facilitation services to participants.

Training services

SECOSAF provides training in those competencies essential for effective participation in multilateral negotiations; these include

- for individuals, training in effective meetings, chairmanship and secretarial functions; and
- for organisations, training in maintaining effective liaison offices and efficient document processing systems.

Strategic management services

SECOSAF provides assistance to senior public service management in strategy formulation and implementation, especially to:

- Multilateral bodies in *strategy formulation* and *problem solving*; and
- to individual public sector organisations in *organisational strategic management*.



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