# CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>List of figures</td>
<td>xi</td>
</tr>
<tr>
<td>List of tables</td>
<td>xii</td>
</tr>
<tr>
<td>General editors’ preface</td>
<td>xv</td>
</tr>
<tr>
<td>Preface</td>
<td>xxi</td>
</tr>
<tr>
<td>List of abbreviations</td>
<td>xxix</td>
</tr>
<tr>
<td>Chapter 1 Governance structures and processes in integration organizations</td>
<td>1</td>
</tr>
<tr>
<td>Carlos Closa</td>
<td></td>
</tr>
<tr>
<td>1.1 Introduction: credible commitments and formalization</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Methodological considerations</td>
<td>8</td>
</tr>
<tr>
<td>1.3 Objectives: creating commitments to achieving public goods</td>
<td>10</td>
</tr>
<tr>
<td>1.3.1 Evolving objectives</td>
<td>19</td>
</tr>
<tr>
<td>1.3.2 Overlapping objectives among institutions and organizations</td>
<td>25</td>
</tr>
<tr>
<td>1.4 Membership and its forms</td>
<td>43</td>
</tr>
<tr>
<td>1.4.1 Flexible membership: accession and withdrawal</td>
<td>43</td>
</tr>
<tr>
<td>1.4.2 Differentiated integration within integration schemes</td>
<td>61</td>
</tr>
<tr>
<td>1.4.3 Institutional opting-out</td>
<td>66</td>
</tr>
<tr>
<td>1.5 The institutional structure of integration organizations</td>
<td>69</td>
</tr>
<tr>
<td>1.5.1 Institutional structures and decision-making</td>
<td>76</td>
</tr>
<tr>
<td>1.5.2 Delegation to agencies: the role of secretariats</td>
<td>90</td>
</tr>
</tbody>
</table>
## CONTENTS

1.5.3 Jurisdictional organs: courts and *ad hoc* dispute settlement mechanisms 91

1.5.4 Parliaments 96

1.6 The voting rule for decision-making 116

1.7 Secondary norms and their incorporation into national orders (including compliance) 128

1.8 Models of regional integration 141

1.8.1 Free trade areas 145

1.8.2 Common markets 147

1.8.3 Communities 149

1.8.4 Political unions: n = 1 151

1.9 Conclusion 152

Chapter 2 The development of international legal regimes 154

LORENZO CASINI

2.1 Introduction 154

2.2 The context: the rise of international organizations, international regimes and . . . States 157

2.2.1 Four types of international organization 162

2.2.2 States as key actors (still) 172

2.3 The differentiation and separation of functions in international legal regimes 175

2.3.1 Towards a hierarchy of norms 177

2.3.2 The strategic role of (quasi-)judicial bodies 188

2.3.3 The development of an international administration 194

2.4 Intra- and inter-IO institutional pluralism 201

2.4.1 The domestic terminals of international legal regimes 204

2.4.2 The international regulation of national administrations 209

2.5 The proceduralization of international legal regimes 213

2.6 The adoption of multiple mechanisms for legitimacy and accountability: a “managerial” perspective 218
CONTENTS

2.7 Techniques of governance and models of legal integration beyond the State 227
  2.7.1 "Indirect rule" 227
  2.7.2 "Role-splitting" 231
  2.7.3 "Normative supremacy" 235

2.8 Conclusion 238

Study  Lead, follow or get out of the way? International secretariats in comparative perspective 247

OMRI SENDER

I  Introduction 247

II  The European Free Trade Association (EFTA) Secretariat 254
   II.i Role and functions 258
   II.ii Organizational structure 262
   II.iii The Secretary General 266
   II.iv Staff 272
   II.v Budget 282

III The Asia–Pacific Economic Cooperation (APEC) Secretariat 283
   III.i Role and functions 288
   III.ii Organizational structure 293
   III.iii The Executive Director 301
   III.iv Staff 303
   III.v Budget 307

IV The Organization of American States (OAS) General Secretariat 308
   IV.i Role and functions 310
   IV.ii Organizational structure 317
   IV.iii The Secretary General and the Assistant Secretary General 327
   IV.iv Staff 335
   IV.v Budget 343
CONTENTS

v The Economic Community of West African States (ECOWAS) Commission 347
  v.i Role and functions 356
  v.ii Organizational structure 362
  v.iii The President and Vice President of the Commission 370
  v.iv Staff 380
  v.v Budget 396

vi The Common Market of the South (MERCOSUR) Technical Secretariat 400
  vi.i Role and functions 409
  vi.ii Organizational structure 412
  vi.iii The Director 418
  vi.iv Staff 421
  vi.v Budget 428

vii The North American Free Trade Agreement (NAFTA) Secretariat 429
  vii.i Role and functions 435
  vii.ii Organizational structure 439
  vii.iii Staff and budget 444

viii Concluding observations 446
  viii.i To lead or to support? 446
  viii.ii Allowing international secretariats to succeed 453
  viii.iii A structured evolution 462

Executive summary 465
Index 471