



***CTB***



**ANNUAL REPORT 2011**  
**PROJECT SAF0901711\_STUDY AND**  
**CONSULTANCY FUND**

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## 1 Project form

Project name	Belgian / South African Study and Consultancy Fund
Project Code	SAF0901711
Location	Pretoria
Budget	€2 092 203.77
Key persons	Mr. Robin Toli – Fund Director Mr. Tom Smis – Co-Fund Director
Partner Institution	National Treasury – International Development Cooperation
Date of implementation Agreement	16 April 2010
Duration (months)	60 months
Target groups	Ministries & Government Agencies of South Africa related to the main sectors of the Indicative Bilateral Cooperation Programme; the International Development Cooperation within the Department of National Treasury and the related sections of the Ministry of Foreign Affairs for the implementation of the Paris Declaration.
Global Objective	To strengthen the capacity of public institutions of South Africa, on the one hand in support of the prioritised sectors of the Belgian cooperation and the preparation of a new indicative program of cooperation, and on the other hand through the implementation of the Paris Declaration on harmonisation and alignment of aid.
Specific Objective	No specific objective
Results	<ol style="list-style-type: none"> <li>1. Analysing information gaps in the FET College sub system : Department of Higher Education &amp; Training</li> <li>2. Seminar on LEAN Methodology to the public sector : National Department of Health</li> <li>3. Stakeholder Consultation for the Standard Chart of Accounts for Local Government: National Treasury</li> <li>4. Assets Management Seminar in line with Municipal Finance Management Act Implementation: National Treasury</li> <li>5. Feasibility study for a comprehensive Poverty Reduction, Improved Service Delivery and Integrated Development Programme for Ba-Phalaborwa Local Municipality</li> <li>6. External Review of the Institute for Poverty Land and Agrarian Studies Teaching Programme: University of the Western Cape</li> <li>7. Feasibility study for Finance Capacity Building Programme: SALGA Free State</li> <li>8. State Owned Enterprises: Presidential SOE Committee</li> <li>9. Technical Assistant for Gauteng Provincial Department of Health: Gauteng Provincial Treasury</li> <li>10. Technical Assistant for Free State Provincial Department of Police, Roads and Transport: Free State Provincial Treasury</li> <li>11. Establishment of a Competency Framework &amp; Capacity Building curriculum: Nelson Mandela Bay District Municipality</li> <li>12. Feasibility Study for the Dev of a Sustainable Agricultural Development Project for Nkangala District Municipality: Mpumalanga Department of Agriculture and Rural Development and Land Administration (DARDLA)</li> </ol>

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## 2 Summary

### 2.1 Analysis of the intervention

Intervention logic	Efficiency	Effectiveness	Sustainability
<b>Specific objective</b>			
<b>Result 1:</b> Analysing information gaps in the Further Education and Training College sub system	C	C	X
<b>Result 2:</b> Seminar on LEAN Methodology to the public sector	B	B	X
<b>Result 3:</b> Stakeholder Consultation- Standard Chart of Accounts for Local Government	B	B	X
<b>Result 4:</b> Assets Management Seminar- Municipal Financial Management Act Implementation	A	A	X
<b>Result 5:</b> Feasibility study for a comprehensive Poverty Reduction, Improved Service Delivery and Integrated Development Programme for Ba-Phalaborwa Local Municipality	B	B	X
<b>Result 6:</b> External Review of the Institute for the Programme on Land and Agrarian Studies Teaching Programme	A	A	X
<b>Result 7:</b> Feasibility study for Finance Capacity Building Programme in Free State	D	D	X
<b>Result 8:</b> Review of State Owned Enterprises	C	C	X
<b>Result 9:</b> Technical Assistant for Gauteng Provincial Treasury to assist the Gauteng Provincial Department of Health	B	B	X
<b>Result 10:</b> Technical Assistant for Free State Provincial Treasury to assist the Free State Provincial Department of Police, Road and Transport	B	B	X
<b>Result 11:</b> Consultancy for the establishment of a Competency Framework & Capacity Building curriculum for the Nelson Mandela District Municipality	X	X	X
<b>Result 12:</b> Feasibility Study for the development of a Sustainable Agricultural Development Project for Nkangala District Municipality	X	X	X

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Budget	Expenditure per year	Total expenditure year N (31/12/2011)	Balance of the budget	Execution rate
€ 2.092.207	€ 86.213,96	€152.975,40	€ 1.853.017,97	11%

## 2.2 Key elements

The fund is aimed at improving effectiveness and quality of service delivery at all levels of government and by enhancing skills development in the small business and informal sectors through engaging consultants capable of transferring the requisite knowledge and skills to the local institutions. The fund is focussed on those niche areas where government departments and agencies lack proficiency but require being better informed so that they can effectively deliver the required services and/or make informed decisions. The selection and reporting requirements are well documented in the fund's procedure manual. Each approved project/activity is unique in that it addresses a felt need by the beneficiary institution/department/agency.

## 2.3 Key Risks

There are risks foreseen in the operation of the fund because all activities are filtered first by IDC and then by BTC before funding is allocated for implementation. The activities are managed by steering committees appointed by the beneficiary institutions and therefore decisions are promptly taken as each milestone is delivered.

## 2.4 Key lessons learned and recommendations

The priorities of the government institutions and agencies have shifted from planning future dependency to addressing the current needs of improving the delivery of public services to the population and henceforth the majority of activities implemented through the fund are focused on service delivery and improvement of the people's skills (capacity building).

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## 3 Analysis of the intervention

Since 2009 the South African residents have resorted to a wave of protests erupting in townships across the country over shoddy housing and public services, and this has added pressure on the government to deliver on promised frontline services that directly fight poverty. The primary reason, it would appear, is dissatisfaction with the delivery of basic municipal services such as running water, electricity and toilets, and employment creation, especially in informal settlements. Unemployment, high levels of poverty, poor infrastructure, and the lack of houses add to the growing dissatisfaction in these and other poor communities.

In that regard the government of South Africa came up with the Service Delivery Improvement Plan & Implementation. This has led to the establishment of various "cross-cutting" functional objectives for service delivery with the aim of insuring impact sensitivity and awareness that the delivery of services must be carried out in such a way as to dismantle poverty and bring about the overarching purpose of eradicating poverty and improving the quality of life for all citizens.

The underlying essence is that it is not sufficient to purely deliver services efficiently, they must also be delivered effectively - in such a way so as to also achieve the strategic objectives for the cross-cutting, qualitative aspects of sustainability, together with the overarching purpose to eradicate poverty and improve the quality of life for all citizens, is to be achieved.

It is against this background that frontline service delivery institutions are coming up with studies and consultancies that are aimed at improving the efficiency, effectiveness and sustainability of their services to the population. The types of studies that have been received so far reflect this paradigm shift as most of these consultancies originate from municipalities.

### 3.1 Context

The fund is anchored at the Chief Directorate of International Development Cooperation which is under the Department of National Treasury of the Ministry of Finance. The fund is meant for all public institutions and government agencies. The IDC is responsible for ensuring the optimal utilisation of Official Development Assistance (ODA), in the context of South Africa's broader international relations, and in support of South African, regional and African development priorities. In this regard the IDC becomes the most suitable anchorage for the fund.

The fund follows the co-management modality of execution whereby both IDC and BTC are the co-managers and also sign jointly the Fund's bank account. This makes much sense in that IDC has leverage on all government departments and agencies and as such the follow-up of activities is left onto their hands.

#### 3.1.1 Evolution of the context

The public protests and marches that have occurred since 2009 have had a remarkable influence on the logic of the intervention. The most popular activities are now centred on municipal management and in particular how the municipalities can create jobs, deliver public service utilities and generate income for their sustainability. However, this has no deviation from the specific objective of the fund as these institutions are being



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strengthened and capacitated.

### 3.1.2 Institutional Anchoring

Score: (**Very Appropriate**, Appropriate, Not appropriate, Not appropriate at all)

### 3.1.3 Execution Modalities

Score: (**Very Appropriate**, Appropriate, Not appropriate, Not appropriate at all)

### 3.1.4 Harmo-dynamics

The results of each activity are not dependent on the other. Each activity has its own merits and objectives. However, all activities should aim at satisfying the fund's objectives, mentioned above, that is, support to the prioritised sectors of the Belgian/South African Development Cooperation; preparatory studies in the context of new Belgian/South African Indicative Development Cooperation Program; and activities in support of the implementation of the Paris Declaration on Aid Effectiveness.

The utilisation of the fund is well harmonised with the initiatives of other development actors in such a way that some activities are jointly funded, for example, activities with GTZ in the Capacity Building Directorate of the Accountant General's Office at National Treasury.

The activities of the fund are also properly aligned with partner strategies, and also that the results of activities are owned by the beneficiary partner departments. Although, according to Article 10 of the Specific Agreement, "neither the South African authorities nor the beneficiary departments may sell or give the results of the studies without the foregoing written consent of Belgium", the studies/consultancies remain the property of the South African institutions.

## 3.2 Specific objective

### 3.2.1 Indicators

<b>Specific objective:</b> To strengthen the capacity of public institutions of South Africa, on the one hand in support of the prioritised sectors of the Belgian cooperation and the preparation of a new indicative program of cooperation, and on the other hand through the implementation of the Paris Declaration on harmonisation and alignment of aid.						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
<b>Result 1:</b> Analysing information gaps in the Further Education and Training College sub system	0	€ 0	100%	100%	100%	This activity had to go into a no-cost extension after delays were encountered

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						due to internal bureaucracies of the new Department of Higher Education and Training.
<b>Result 2:</b> Seminar on LEAN Methodology to the public sector	0	100%	0%	100%	100%	Complete on time and within budget limits
<b>Result 3:</b> Stakeholder Consultation on the Standard Chart of Accounts for Local Government	0	100%	0%	100%	100%	Completed on time and within budget limits
<b>Result 4:</b> Assets Management Seminar- Municipal Financial Management Act Implementation	0	100%	0%	100%	100%	Completed on time and within budget limits
<b>Result 5:</b> Feasibility study for a comprehensive Poverty Reduction, Improved Service Delivery and Integrated Development Programme for Ba-Phalaborwa Local Municipality	0	0%	35%	100%	35%	Activity is on schedule regardless that the budgeted cost was not paid as planned
<b>Result 6:</b> External Review of the Institute for the Programme on Land and Agrarian Studies Teaching Programme	0	0%	100%	100%	100%	Completed on time and within budget limits
<b>Result 7:</b> Feasibility study for Finance Capacity Building Programme for Free State Municipalities	0	0%	0%	100%	0%	This activity never started because the beneficiary institution did not want going to tender in order to appoint a service provider
<b>Result 8:</b> Review of State Owned Enterprises	0	0%	0%	100%	0%	This activity has also been delayed by the need for the presentation to the Fund Co-Director of tender documentation for the selection of a service provider without going to tender.
<b>Result 9:</b> Technical Assistant for Gauteng Provincial Treasury to assist the Gauteng Provincial Department of Health	0	0%	17%	17%	17%	Implementation is in accordance to schedule and within budget limits.
<b>Result 10:</b> Technical Assistant for Free State Provincial Treasury to assist the Free State Provincial Department of Police, Road and Transport	0	0%	17%	17%	17%	Implementation is in accordance to schedule and within budget limits.
<b>Result 11:</b> Consultancy for the establishment of a Competency Framework & Capacity Building curriculum for the Nelson Mandela District Municipality	0	0%	0%	0%	0%	Activity has been approved in December and preparations for implementation are on course
<b>Result 12:</b> Feasibility Study for the development of a Sustainable Agricultural Development Project for Nkangala District Municipality	0	0%	0%	0%	0%	Activity has been approved in December and preparations for implementation are on course

### 3.2.2 Analysis of progress made

1. *Relation between the results and the Specific Objective:*  
The Study and Consultancy Fund is not a project and therefore has no logical framework. However, the results of studies/consultancies are coherent with the Specific Objective of the fund, i.e. the achieved results of each activity are meant to foster change among the beneficiary institutions. The filtering process of activities at the point of approval ensures that each activity is aimed at strengthening the capacity of the beneficiary institution. The output

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of each activity is also assessed as to whether it has satisfied the predetermined outcome. The only grey area is on whether the beneficiary institutions translate the results of the study/consultancy into their operations. This is an aspect that is beyond the reach of the management of the fund.

2. *Sensitive (success or failure) factors and influencing factors:*  
Studies/Consultancies are filtered jointly by IDC and BTC at the point of selection. This ensures that only activities that have results that will contribute to the achievement of the Specific Objective of the fund are funded and implemented. There are therefore no elements that could foster change – or not – with regards to the Specific Objective on the basis of the results.
3. *Unexpected results:*  
Some studies/consultancies fail to take off just after approval due the following factor(s):
  - *Some beneficiary institutions do not want to comply to the South African Tender Procedures when it comes to the procurement of services. They apply for funding when they already have the service providers on board. When asked to provide the adjudication papers, they fall short and such activities are eventually cancelled.*
  - *Enormous delays in implementation that go beyond 12 months after approval of study/consultancy. Institutions end up requesting for extended period of implementation.*

### 3.2.3 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Failure to observe South African Tender Procedures	L	Some beneficiaries has preferred service providers and would not want to go to tender for the procurement of services.	L	A
Delays in implementation due to inadequacy of required documentation	L	Some institution delayed the implementation of studies because of their internal process regarding the procurement processes.	L	A
Delays in the payment of service providers	L	Delays in the replacement of staff leaving the IDC Directorate negatively affected the payments of service providers.	L	A

### 3.2.4 Quality criteria

Criteria	Score	Comments
<b>Effectiveness</b>	<b>B</b>	Studies/consultancies that carry the risk of non-compliance to tender procedures are cancelled and so this will not affect the specific objective of the fund.
<b>Efficiency</b>	<b>A</b>	Financial resources have been spent as planned in the year under review.
<b>Sustainability</b>	<b>X</b>	The sustainability of the fund is doubtful as neither the GoSA or other funding agencies have made a buy-in and invested some resources into the fund. This is regardless of the overwhelming response from government institutions on the utilisation of the fund.
<b>Relevance</b>	<b>A</b>	The fund is operated in line with the local national policies and priorities.

### 3.2.5 Potential Impact

The activities financed by the fund are short-term as they do not go beyond the period of 12 months. The results of each activity are unique and the activities are spread over all sectors of the public service. On the overall the results of each study/consultancy contribute towards the strengthening of capacity of government departments and agencies in the delivery of public service.

### 3.2.6 Recommendations

Recommendations	Source	Actor	Deadline
That all beneficiaries who cannot comply with funds' operational procedures should have their activities cancelled.	3.2.3	Fund Director and Co-Fund Director	Quarterly
That all activities not implemented within the period of 12 months are cancelled as they might seem not of high priority to the beneficiary institution.	3.2.3	Fund Director and Co-Fund Director	Quarterly

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### 3.3 Result 1

The output indicator for this project is the delivery of a detailed report of available information regarding the Further Education and Training (FET) sub-system and the identification of information gaps thereof. This information would be used to make further consultancies/studies to ensure adequate knowledge is available as the department integrates the FET sub-system into the formal higher education mainstream. This study is meant to feed into the exploration of the possibilities of including the skills training in the new ICP to be prepared.

<b>Result 1:</b> Analysing information gaps in the Further Education and Training College sub system						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
1. Project proposal filtering by Fund Directors (IDC & BTC)	0%	100%	0%	100%	100%	Concluded on time
2. Approval of project proposal (IDC, BTC and DGDC)	0%	100%	0%	100%	100%	Concluded on time
3. Appointment of Project Manager/Supervisor and procurement of service providers	0%	100%	0%	100%	100%	There were delays in the appointment of consultant regardless of the adjudication had been done on time
4. Adaptation of implementation plan	0%	0%	100%	100%	100%	Had some delays resulting from internal bureaucracies
5. Project implementation (management, organisation, monitoring, control and reporting)	0%	0%	100%	100%	100%	First report was rejected by BTC and so had to be re-done.
6. Project closure	0%	0%	100%	100%	100%	Project is now closed.

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### 3.4 Result 2

The output indicator for this project was the successful delivery of a LEAN methodology of diagnosis and resolving problems in service delivery at health facilities. This would be done through a workshop organised by the Quality Assurance Unit of the National Department of Health.

<b>Result 2:</b> Seminar on LEAN Methodology to the public sector						
<b>Indicators</b>	<b>Baseline value</b>	<b>Progress year N-1</b>	<b>Progress year N</b>	<b>Target year N</b>	<b>End Target</b>	<b>Comments</b>
1. Project proposal filtering by Fund Directors (IDC & BTC)	0%	100%	0%	0%	100%	Concluded on time
2. Approval of project proposal (IDC, BTC and DGDC)	0%	100%	0%	0%	100%	Concluded on time
3. Appointment of Project Manager/Supervisor and procurement of service providers	0%	100%	0%	0%	100%	Concluded on time
4. Adaptation of implementation plan	0%	100%	0%	0%	100%	Concluded on time
5. Project implementation (management, organisation, monitoring, control and reporting)	0%	100%	0%	0%	100%	Concluded on time
6. Project closure	0%	100%	0%	0%	100%	Concluded on time

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### 3.5 Result 3

Currently only the Standard Chart of Accounts is only available at the level of national departments. In order to enhance the obtaining of consolidated accounts for the entire national budget all spheres of government should have the same chart of accounts. Accurate reporting emanates from accurate budgeting and financial planning. The Standard Chart Accounts across all spheres of governments enables a unified interpretation of accounts. The purpose of this study/consultancy is to facilitate this process and this guarantees uniformity in the interpretation of budget lines and cost centres regardless of whether it is a provincial, district or local municipality.

<b>Result 3:</b> Stakeholder Consultation on the Standard Chart of Accounts for Local Government						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
1. Project proposal filtering by Fund Directors (IDC & BTC)	0%	100%	0%	0%	100%	<b>Concluded on time and within budget limits.</b>
2. Approval of project proposal (IDC, BTC and DGDC)	0%	100%	0%	0%	100%	
3. Appointment of Project Manager/Supervisor and procurement of service providers	0%	100%	0%	0%	100%	
4. Adaptation of implementation plan	0%	100%	0%	0%	100%	
5. Project implementation (management, organisation, monitoring, control and reporting)	0%	100%	0%	0%	100%	
6. Project closure	0%	100%	0%	0%	100%	

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### 3.6 Result 4

Municipal assets constitute an integral part of the municipalities' balance sheet. Yet most of these assets remain unchecked on whether they are still in their useful life span. Also the aspect on whether the asset registers are up-to-date or not. The replacement period and values remain anyone's guess. It therefore became imperative that a workshop be organised by the Accountant General Office through the Budget Office of National Treasury to educate the municipalities on all these aspects. This activity was organised jointly with GTZ who provided the travel costs, printed workshop modules and conference costs while the fund covered accommodation and meals.

<b>Result 4:</b> Assets Management Seminar-Municipal Financial Management Act Implementation						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
1. Project proposal filtering by Fund Directors (IDC & BTC)	0%	100%	0%	0%	100%	Concluded on time and within budget limits.
2. Approval of project proposal (IDC, BTC and DGDC)	0%	100%	0%	0%	100%	
3. Appointment of Project Manager/Supervisor and procurement of service providers	0%	100%	0%	0%	100%	
4. Adaptation of implementation plan	0%	100%	0%	0%	100%	
5. Project implementation (management, organisation, monitoring, control and reporting)	0%	100%	0%	0%	100%	
6. Project closure	0%	100%	0%	0%	100%	



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### 3.7 Result 5

The overall objective of this intervention is to develop a development implementation programme for the Ba-Phalaborwa Municipality within the key performance areas. Specific attention should be given to the land reform process and sustainable, economic viable solutions for the landowners.

In particular the intervention will assess the following:

- The current IDP and other relevant reports and studies conducted over the past three years;
- Viable, sustainable local economic development focal areas;
- Sustainable job creation and poverty alleviant interventions;
- Effectiveness of intergovernmental relations and level of alignment of interventions between National, Provincial, District and municipalities;
- Current governance model and capabilities of the Ba-Phalaborwa municipality;
- The current status of the land reform process and viable solutions that will provide sustainable and economic viable solutions for new landowners with specific focus on agriculture and tourism sectors;
- Outlining integrated management approach to ensure comprehensive and sustainable solutions;
- Development of an integrated implementation programme;
- Provide funding models and options for the implementation plan; and
- Prepare a governance model and capacity development framework.

<b>Result 5:</b> Feasibility study for a comprehensive Poverty Reduction, Improved Service Delivery and Integrated Development Programme for Ba-Phalaborwa Local Municipality						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
1. Project proposal filtering by Fund Directors (IDC & BTC)	0%	0%	100%	100%	100%	<b>Implementation is on schedule and within budget limits</b>
2. Approval of project proposal (IDC, BTC and DGDC)	0%	0%	100%	100%	100%	
3. Appointment of Project Manager/Supervisor and procurement of service providers	0%	0%	100%	100%	100%	
4. Adaptation of implementation plan	0%	0%	100%	100%	100%	
5. Project implementation (management, organisation, monitoring, control and reporting)	0%	0%	35%	100%	35%	
6. Project closure	0%	0%	0%	0%	0%	

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### 3.8 Result 6

The postgraduate teaching programme was initiated in 2001 and the aim is to provide conceptual training to policy makers, planners, managers and fieldworkers who work in land reform and rural development. It seeks to enhance the capacity of government and civil society organisations; and to achieve both the redistribution of productive assets and sustainable development. The programme objectives are to develop appropriate knowledge and skills to:

- Conceptualise key policy issues of land and agrarian reform
- Analyse problems of policy formulation and programme design
- Plan effective programmes and projects
- Undertake research on important questions of policy and practice

The teaching programme has dealt with some of the weaknesses through addressing the content to include more reading material from Southern Africa. However, PLAAS staff members indicate that the current programme needs to expand its course modules to include the agro-food value chain restructuring, stronger emphasis on politics of food and rural development. Hence, the need for a critical external review would aid in assisting the PLAAS teaching programme with a strategic focus. The purpose of the external review is to evaluate the programme, draw lessons from experience, and make the required adjustments, where possible.

<b>Result 6:</b> External Review of the Institute for the Programme on Land and Agrarian Studies Teaching Programme						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
1. Project proposal filtering by Fund Directors (IDC & BTC)	0	0%	100%	100%	100%	<b>Intervention complete, reported and closed.</b>
2. Approval of project proposal (IDC, BTC and DGDC)	0	0%	100%	100%	100%	
3. Appointment of Project Manager/Supervisor and procurement of service providers	0	0%	100%	100%	100%	
4. Adaptation of implementation plan	0	0%	100%	100%	100%	
5. Project implementation (management, organisation, monitoring, control and reporting)	0	0%	100%	100%	100%	
6. Project closure	0	0%	100%	100%	100%	

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### 3.9 Result 7

The need for the feasibility study is based on previous assessments conducted by SALGA Free State on Municipal Financial viability and sustainability. It has become evident that there are widespread capacity constraints on Municipal financial management in the province.

It is notably important that SALGA Free State having identified such capacity gaps, as presented during its governance structural process such as the Provincial Municipal Financial Working Group. By means of rendering the necessary support to municipalities on fast tracking a coordinated programme by embarking on a feasibility study envisaged to be conducted by an external service provider.

<b>Result 7:</b> Feasibility study for Finance Capacity Building Programme for Free State Municipalities						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
1. Project proposal filtering by Fund Directors (IDC & BTC)	0%	0%	100%	100%	100%	Concluded on time
2. Approval of project proposal (IDC, BTC and DGDC)	0%	0%	100%	100%	100%	Concluded on time
3. Appointment of Project Manager/Supervisor and procurement of service providers	0%	0%	100%	100%	100%	This could not go through as the beneficiary did not want to go to tender.
4. Adaptation of implementation plan	0%	0%	0%	100%	0%	Not done
5. Project implementation (management, organisation, monitoring, control and reporting)	0%	0%	0%	50%	0%	Not done
6. Project closure	0%	0%	0%	100%	0%	Not done

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### 3.10 Result 8

The main objective of the Presidential Review Committee is to review the role of SOEs in a developmental state. This establishment is a response to the acknowledgement that there is a need to strengthen the role of SOEs to ensure that whilst they remain financially viable, they respond to a clearly defined public mandate and support the developmental state aspirations of government. The SOEs are also expected to respond to the industrial policy and economic transformation objectives of government.

The review of State Owned Enterprises (“SOEs”) is intended to facilitate Government’s efforts towards strengthening government oversight on state owned enterprises, and specifically to achieve the goal of aligning SOEs to the developmental agenda. Whilst recognising that there have been SOE reforms and some improvements in the past years, the current national debate on the state and future of SOEs suggest that there is a need to review and make cardinal recommendations on the role and relationship of SOEs with government.

<b>Result 8:</b> Review of State Owned Enterprises						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
1. Project proposal filtering by Fund Directors (IDC & BTC)	0%	0%	100%	100%	100%	Concluded on time
2. Approval of project proposal (IDC, BTC and DGDC)	0%	0%	100%	100%	100%	Concluded on time
3. Appointment of Project Manager/Supervisor and procurement of service providers	0%	0%	100%	100%	100%	Appointment of study supervisor done on time, but the procurement of service provider has been delayed. PRC has preferred service provider but they are not motivating why they did not go to tender. This is against the Fund's Procedures.
4. Adaptation of implementation plan	0%	0%	0%	100%	0%	Not yet done
5. Project implementation (management, organisation, monitoring, control and reporting)	0%	0%	0%	50%	0%	Not yet done
6. Project closure	0%	0%	0%	100%	0%	Not yet done

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### 3.11 Result 9

The overall objective is to raise the Gauteng Department of Health (GDoH) financial management performance and accounting practices on a sustainable basis by providing advice and spearheading the implementation of the necessary structure, development of policies for critical discipline in the department such as and not limited to contract management, risk management and internal controls. The purpose of the intervention is to strengthen the finance management capacities and capabilities at the GDoH through supporting the implementation of the PFMA and from there initiate the professionalization and capacity-building process in the GDoH.

<b>Result 9:</b> Technical Assistant for Gauteng Provincial Treasury to assist the Gauteng Provincial Department of Health						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
1. Project proposal filtering by Fund Directors (IDC & BTC)	0	0%	100%	100%	100%	Concluded on time
2. Approval of project proposal (IDC, BTC and DGDC)	0	0%	100%	100%	100%	Concluded on time
3. Appointment of Project Manager/Supervisor and procurement of service providers	0	0%	100%	100%	100%	Concluded on time
4. Adaptation of implementation plan	0	0%	100%	100%	100%	Concluded on time
5. Project implementation (management, organisation, monitoring, control and reporting)	0	0%	17%	17%	17%	Implementation in good progress and on schedule
6. Project closure	0	0%	0%	0%	0%	Not yet done

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### 3.12 Result 10

The overall objective is to raise the Provincial Treasury's financial management and monitoring and oversight performance in Free State and to accomplish this on a sustainable basis. In addition the program is to ultimately strengthen the finance management capacities and capabilities in the department of Police, Roads and Transport through supporting the implementation of the PFMA and from there initiate the professionalization and capacity-building processes.

<b>Result 10:</b> Technical Assistant for Free State Provincial Treasury to assist the Free State Provincial Department of Police, Road and Transport						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
1. Project proposal filtering by Fund Directors (IDC & BTC)	0	0%	100%	100%	100%	Concluded on time
2. Approval of project proposal (IDC, BTC and DGDC)	0	0%	100%	100%	100%	Concluded on time
3. Appointment of Project Manager/Supervisor and procurement of service providers	0	0%	100%	100%	100%	Concluded on time
4. Adaptation of implementation plan	0	0%	100%	100%	100%	Concluded on time
5. Project implementation (management, organisation, monitoring, control and reporting)	0	0%	17%	17%	17%	Implementation in good progress and on schedule
6. Project closure	0	0%	0%	0%	0%	Not yet done

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### 3.13 Result 11

With the advent of the urban renewal in Nelson Mandela Bay Municipality a needs assessment to ensure the appropriate skills are factored into employment, seems to have been absent. This is evident in the number and nature of challenges experienced by the various nodal areas and urban renewal programmes country-wide. This is evident even in the MURP where employees possess a variety of different educational skills and worked in very diverse fields prior to been employed in urban renewal. These skills and employment experiences do not, however, meet the skills that are proposed for successful implementation of urban renewal projects and programmes.

<b>Result 11:</b> Consultancy for the establishment of a Competency Framework & Capacity Building curriculum for the Nelson Mandela Bay District Municipality						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
1. Project proposal filtering by Fund Directors (IDC & BTC)	0	0%	100%	100%	100%	Concluded on time
2. Approval of project proposal (IDC, BTC and DGDC)	0	0%	100%	100%	100%	Concluded on time
3. Appointment of Project Manager/Supervisor and procurement of service providers	0	0%	100%	100%	100%	In progress
4. Adaptation of implementation plan	0	0%	0%	0%	0%	In progress
5. Project implementation (management, organisation, monitoring, control and reporting)	0	0%	0%	0%	0%	Not yet done
6. Project closure	0	0%	0%	0%	0%	Not yet done

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### 3.14 Result 12

The overall objective of this project is therefore to create sustainable profitable, large scale agri-businesses to utilize the large areas of redistributed land, provide additional employment to the local communities and provide capacity and skills to train the local small holders and enable the relevant local educational institutions to transfer knowledge more effectively.

This study will be carried out in the Nkangala District, but must allow for international and regional inputs as lessons learnt and best practices. The approach followed must allow for thorough consultation with key stakeholders.

<b>Result 12:</b> Feasibility Study for the development of a Sustainable Agricultural Development Project for Nkangala District Municipality						
Indicators	Baseline value	Progress year N-1	Progress year N	Target year N	End Target	Comments
1. Project proposal filtering by Fund Directors (IDC & BTC)	0	0%	100%	100%	100%	Concluded on time
2. Approval of project proposal (IDC, BTC and DGDC)	0	0%	100%	100%	100%	Concluded on time
3. Appointment of Project Manager/Supervisor and procurement of service providers	0	0%	100%	100%	100%	In progress
4. Adaptation of implementation plan	0	0%	0%	0%	0%	In progress
5. Project implementation (management, organisation, monitoring, control and reporting)	0	0%	0%	0%	0%	Not yet done
6. Project closure	0	0%	0%	0%	0%	Not yet done

### 3.15 Evaluation of activities

Activities (See guidelines for interpretation of scores)	Progress:				Comments (only if the value is C or D)
	A	B	C	D	
1. Analysing information gaps in the Further Education and Training College sub system			X		Completed but with difficulties
2. Seminar on LEAN Methodology to the public sector		X			
3. Stakeholder Consultation-Standard Chart of Accounts for Local Government	X				
4. Assets Management Seminar-Municipal Financial Management Act Implementation	X				
5. Feasibility study for a comprehensive Poverty Reduction, Improved Service Delivery and Integrated Development Programme for Ba-Phalaborwa Local Municipality		X			
6. External Review of the Institute for the Programme on Land and Agrarian Studies Teaching Programme	X				
7. Feasibility study for Finance Capacity Building Programme in Free State				X	Never kicked-off after approval – study should be cancelled
8. Review of State Owned Enterprises			X		Experiencing difficulties for implementation to



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					start
9. Technical Assistant for Gauteng Provincial Treasury to assist the Gauteng Provincial Department of Health	X				
10. Technical Assistant for Free State Provincial Treasury to assist the Free State Provincial Department of Police, Road and Transport	X				
11. Consultancy for the establishment of a Competency Framework & Capacity Building curriculum for the Nelson Mandela District Municipality		X			
12. Feasibility Study for the development of a Sustainable Agricultural Development Project for Nkangala District Municipality		X			

### 3.16 Analysis of progress made

1. *Relation between activities and the Result:*

The results of each activity is independent – that is, there is no relationship between the outputs of each activity and they are like stand alone projects. The execution of each project is different and has a separate Steering Committee overseeing its delivery process. The underlying fact is that all the small projects/activities contribute to the overall objective of the Fund, that is, “strengthening the capacity of public institutions in support of the prioritised sectors of the Belgian cooperation; the preparation of a new indicative program of cooperation; and the implementation of the Paris Declaration on harmonisation and alignment of aid”.

2. *Sensitive (success or failure) factors and influencing factors:*

The elements of the success of each activity/project are unique and as such they cannot be collectively used to assess how they enable the achievement of the overall objective of the Fund.

3. *Unexpected results:*

The unexpected results or outputs of each project/activity are controlled and rectified by each respective steering committee. BTC sits in each steering committee to ensure quality control of the consultants’ output. If unforeseen/ unexpected changes with regards to the Result of a particular activity/project are noted the steering committee of the activity/project in question has to make a decision on the basis of the new developments. These unexpected results may be positive or negative.

### 3.17 Risks and Assumptions

Risk (describe)	Probability (score)	Potential implications		Risk Level (score)
		Describe	Score	
Inadequate and/or low quality reports from consultants	L	Reports that do not fully address the outputs foreseen in the terms of reference.	B	High

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Delays in preparation of activities for implementation	M	The preparation of activities/projects for implementation (organising, management, procurement, etc) is delayed for more than 3 months after approval by Fund Directors.	B	Medium
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### 3.18 Quality criteria

Criteria	Score	Comments
<b>Effectiveness</b>	<b>B</b>	Studies/consultancies that carry the risk of non-compliance to tender procedures are cancelled and so this will not affect the specific objective of the fund. Sub-standard and/or inadequate reports or outputs are rejected by the steering committees and correct delivery requested accordingly before any claims for payment are honoured.
<b>Efficiency</b>	<b>A</b>	Financial resources have been spent as planned in the year under review. All payments are in accordance to fulfilment of milestones set during the preparation for implementation phase.
<b>Sustainability</b>	<b>X</b>	The sustainability of the fund is doubtful as neither the GoSA or other funding agencies have made a buy-in and invested some resources into the fund. This is regardless of the overwhelming response from government institutions on the utilisation of the fund.

### 3.19 Budget execution

Refer to Annexure 7.3 below

### 3.20 Recommendations

Recommendations	Source	Actor	Deadline
That all proposals handed in with pre-selected service providers must be filtered out at selection points. This should constitute a filtering criterion.	3.9	Fund Directors	Each time selections are considered

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## 4 Transversal Themes

### 4.1 Gender

Result Area	Degree of relevance			
	Gender Neutral	Gender sensitive	Gender specific	Strengthening of "gender machinery"
1. Analysing information gaps in the Further Education and Training College sub system	100%			
2. Seminar on LEAN Methodology to the public sector	100%			
3. Stakeholder Consultation-Standard Chart of Accounts for Local Government	100%			
4. Assets Management Seminar-Municipal Financial Management Act Implementation	100%			
5. Feasibility study for a comprehensive Poverty Reduction, Improved Service Delivery and Integrated Development Programme for Ba-Phalaborwa Local Municipality	60%	40% for women & youth		
6. External Review of the Institute for the Programme on Land and Agrarian Studies Teaching Programme	100%			
7. Feasibility study for Finance Capacity Building Programme in Free State	100%			
8. Review of State Owned Enterprises	70%	30% women leadership		
9. Technical Assistant for Gauteng Provincial Treasury to assist the Gauteng Provincial Department of Health	100%			
10. Technical Assistant for Free State Provincial Treasury to assist the Free State Provincial Department of Police, Road and Transport	100%			
11. Consultancy for the establishment of a Competency Framework & Capacity Building curriculum for the Nelson Mandela District Municipality	100%			
12. Feasibility Study for the development of a Sustainable Agricultural Development Projects for Nkangala District Municipality	80%	20%		

- i. **Blue** : activities that contribute to 'gender neutral' effects
- ii. **Green** : activities that contribute to 'gender sensible' effects
- iii. **Orange** : activities that contribute to 'gender spécifique' effects
- iv. **Yellow** : activities that contribute to « Gender machinerie » effects

### 4.2 Environment

Result Area	Degree of relevance			
	Environment Neutral	Environment sensitive	Environment specific	Environment-institutional
1. Analysing information gaps in the Further Education and Training College sub system	100%			
2. Seminar on LEAN Methodology to the public sector	100%			

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3. Stakeholder Consultation-Standard Chart of Accounts for Local Government	100%			
4. Assets Management Seminar-Municipal Financial Management Act Implementation	100%			
1. Feasibility study for a comprehensive Poverty Reduction, Improved Service Delivery and Integrated Development Programme for Ba-Phalaborwa Local Municipality	60%	40% use of reclaimed land		
5. External Review of the Institute for the Programme on Land and Agrarian Studies Teaching Programme	50%			50% environmental tutorials
6. Feasibility study for Finance Capacity Building Programme in Free State	100%			
7. Review of State Owned Enterprises	70%			30% fight against climate change
8. Technical Assistant for Gauteng Provincial Treasury to assist the Gauteng Provincial Department of Health	70%	30% disposal of waste		
9. Technical Assistant for Free State Provincial Treasury to assist the Free State Provincial Department of Police, Road and Transport	100%			
10. Consultancy for the establishment of a Competency Framework & Capacity Building curriculum for the Nelson Mandela District Municipality	100%			
11. Feasibility Study for the development of a Sustainable Agricultural Development Projects for Nkangala District Municipality	30%		70% use of reclaimed land	

- i. **Blue** : activities that contribute to 'Environment neutral ' effects
- ii. **Green** : activities that contribute to 'Environment responsive' effects
- iii. **Orange** : activities that contribute to 'Environment specific' effects
- iv. **Yellow** : activities that contribute to 'Environment-institutional' effects

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## 5 Decisions taken by the JLCB and follow-up

Decisions	Source	Actor	Time of decision	Status
To cancel studies/consultancies that refuse to comply with South African tender procedures	Emanating from a recommendation from to the Fund Directors from the BTC Program Officer	Fund Directors	Q1-2012 at JLCB	Recommended for cancellation to the Fund Directors

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## 6 Lessons Learned

Lessons learned	Target audience
Proposals received for funding are homogenous (mainly focussed on agriculture) and therefore there is need to educate the public institutions and agencies to have a diversified choice in all sectors.	Public institutions and agencies

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## 7 Annexes

### 7.1 Logical framework

No logical framework is available for the Fund

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## 7.2 M&E activities

The Fund can be audited at any point and time through the call to do so by the JLCB. According to article 4.4 of the Specific Agreement, the JLCB may order evaluations to assess the relevance and the quality of the results of the operations as well as the Fund's results and impact. There were no audits and/or evaluations sanctioned by the JLCB in the year under review, however, the Belgian court of auditors audited the fund in November 2011 as a procedure for the audit of BTC Representations.



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### 7.3 “Budget versus current (y – m)” Report

Budget vs Actuals (Year to Month, Last 5 Years) of SAF0901711											
Project Title : <b>Creation of a Belgo South African Fund for Transfer of Know-How, Studies and Consultancies</b>											
Budget Version : <b>C6</b> Year to month : 31/12/2011											
Currency : <b>EUR</b>											
YtM : <b>Report includes all closed transactions until the end date of the chosen closing</b>											
	Status	Fin Mode	Amount	Start to 2007	2008	2009	2010	Expenses	Total	Balance	% Exec
<b>A FONDS NON-ALLOUÉS</b>			1.504.077,33				-215,85	<b>-127,82</b>	-343,67	1.504.421,00	0%
01 Fonds non-alloués			1.504.077,33				-215,85	<b>-127,82</b>	-343,67	1.504.421,00	0%
01 Fonds non-alloués		COGES	1.504.077,33				-215,85	<b>-127,82</b>	-343,67	1.504.421,00	0%
<b>Z ALLOCATED FUNDS</b>			588.130,00				86.429,81	<b>153.103,22</b>	239.533,03	348.596,97	41%
01 Department of Higher Education & Training			35.000,00					<b>32.749,66</b>	32.749,66	2.250,34	94%
01 FET College Lecturer Development		COGES	35.000,00					<b>32.749,66</b>	32.749,66	2.250,34	94%
02 National Department of Health			7.350,00				7.353,09	<b>0,00</b>	7.353,09	-3,09	100%
01 Seminar-Lean Methodology to Public Sector		COGES	7.350,00				7.353,09	<b>0,00</b>	7.353,09	-3,09	100%
03 National Treasury - SCOA			73.770,00				15.466,34	<b>58.255,38</b>	73.721,72	48,28	100%
01 Development of Standard chart of accounts		COGES	73.770,00				15.466,34	<b>58.255,38</b>	73.721,72	48,28	100%
04 National Treasury - GRAP			63.610,00				63.610,38	<b>0,00</b>	63.610,38	-0,38	100%
01 Seminar - Municipal Mngmnt Reform		COGES	63.610,00				63.610,38	<b>0,00</b>	63.610,38	-0,38	100%
05 Ba-Phalaborwa Municipality			53.000,00					<b>15.680,54</b>	15.680,54	37.319,46	30%
01 Feasible Solution on Poverty reduction,		COGES	53.000,00					<b>15.680,54</b>	15.680,54	37.319,46	30%
06 University of Western Cape			33.000,00					<b>27.703,54</b>	27.703,54	5.296,46	84%
01 External review of Plaas Teaching		COGES	33.000,00					<b>27.703,54</b>	27.703,54	5.296,46	84%
07 South African Local Government			55.000,00					<b>0,00</b>	0,00	55.000,00	0%
01 Feasibility study on Roll out of Finance		COGES	55.000,00					<b>0,00</b>	0,00	55.000,00	0%
08 Presidential SOE Review Committee			62.000,00					<b>0,00</b>	0,00	62.000,00	0%
01 Establishment of the Presidential State		COGES	62.000,00					<b>0,00</b>	0,00	62.000,00	0%
		REGIE									
		COGEST	2.092.207,33				86.213,96	<b>152.975,40</b>	239.189,36	1.853.017,97	11%
		<b>TOTAL</b>	<b>2.092.207,33</b>				<b>86.213,96</b>	<b>152.975,40</b>	<b>239.189,36</b>	<b>1.853.017,97</b>	<b>11%</b>

Budget vs Actuals (Year to Month, Last 5 Years) of SAF0901711 Printed on maandag 23 januari 2012

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### Budget vs Actuals (Year to Month, Last 5 Years) of SAF0901711

Project Title : **Creation of a Belgo South African Fund for Transfer of Know-How, Studies and Consultancies**

Budget Version : **C6** Year to month : 31/12/2011

Currency : **EUR**

YtM : **Report includes all closed transactions until the end date of the chosen closing**

	Status	Fin Mode	Amount	Start to 2007	2008	2009	2010	Expenses	Total	Balance	% Exec
<b>09 Free State Provincial Treasury</b>			57.000,00					<b>9.357,05</b>	<b>9.357,05</b>	<b>47.642,95</b>	<b>16%</b>
01 Technical Assistance for the Public Sector		COGES	57.000,00					<b>9.357,05</b>	<b>9.357,05</b>	<b>47.642,95</b>	<b>16%</b>
<b>10 Gauteng Provincial Treasury</b>			57.000,00					<b>9.357,05</b>	<b>9.357,05</b>	<b>47.642,95</b>	<b>16%</b>
01 Technical Assistance to strengthen PFM		COGES	57.000,00					<b>9.357,05</b>	<b>9.357,05</b>	<b>47.642,95</b>	<b>16%</b>
<b>11 NMBM</b>			45.700,00					<b>0,00</b>	<b>0,00</b>	<b>45.700,00</b>	<b>0%</b>
01 Establishment of a Competency Framework		COGES	45.700,00					<b>0,00</b>	<b>0,00</b>	<b>45.700,00</b>	<b>0%</b>
<b>12 DARDLA-MPU</b>			45.700,00					<b>0,00</b>	<b>0,00</b>	<b>45.700,00</b>	<b>0%</b>
01 Feasibility Study for the Dev of a Sustainable		COGES	45.700,00					<b>0,00</b>	<b>0,00</b>	<b>45.700,00</b>	<b>0%</b>
<b>REGIE</b>											
<b>COGEST</b>			2.092.207,33				86.213,96	<b>152.975,40</b>	239.189,36	1.853.017,97	11%
<b>TOTAL</b>			2.092.207,33				86.213,96	<b>152.975,40</b>	239.189,36	1.853.017,97	11%



Budget vs Actuals (Year to Month, Last 5 Years) of SAF0901711 Printed on maandag 23 januari 2012

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## 7.4 Beneficiaries

- i. Department of Higher Education and Training
- ii. National Department of Health
- iii. National Treasury – Chief Directorate of Capacity Building
- iv. National Treasury – Chief Directorate MFMA Implementation Unit
- v. Ba-Phalaborwa Local Municipality
- vi. University of the Western Cape – Institute for Poverty, Land and Agrarian Studies
- vii. South African Local Government Association-Free State Province
- viii. Presidential Review Committee on State Owned Enterprises
- ix. Gauteng Provincial Department of Health – Gauteng Provincial Treasury
- x. Free State Provincial Department of Police, Roads and Transport – Free State Provincial Treasury
- xi. Nelson Mandela Bay District Municipality
- xii. Nkangala District Municipality – Mpumalanga Provincial Department of Agriculture and Land Affairs

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## 7.5 Operational planning Q1-2011

### R1: Support to the DHET: Analysing information gaps in the FET College sub-system

Activities	Sub activities	2011					2010						Person in charge	Remarks - Difficulties – Points of attention		
		J	F	M	A	M	J	J	A	S	O	N			D	
<b>A.1.1 : Request for Funding</b>	Funding proposal prepared and submitted to Fund Director.														DHET	Completed as per plan
<b>A.1.2 : Approval of request</b>	Receipt and consideration of funding proposal by Fund Director														Fund Director & Fund Co-Director	Completed as per plan
	Fund Director and Co-Fund Director agreement on the desirability and admissibility of the application for funding														Fund Director & BTC	Completed as per plan
	Fund Director submission and request to the Attaché for International Cooperation for no-objection note.														Fund Director & DGD	Completed as per plan
<b>A.1.3 : Implementation of study</b>	Terms of Reference for Consultant drawn and submitted to FD & co-FD.								Plan				Revise plan		DHET	Complete
	Tender for consultants								Plan				Revise plan		DHET	Complete
	Selection process of Consultants	Revise plan								Plan					DHET & BTC	Complete
	Award of tender		Revise plan							Plan					DHET	Complete
	Overview of available research				Revise plan							Plan			Consultant	In progress
<b>A.1.4 : Reporting and Closure</b>	Draft report and recommendations														Consultant	New plan for 2011
	Final report and Terms of Reference														Consultant	Foreseen in end of Q3-2011
	Activity closure														DHET & BTC	Foreseen in end of Q3-2011

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## R2: Seminar on LEAN Methodology in the Public Service

Activities	Sub activities	2011					2010						Person in charge	Remarks - Difficulties – Points of attention		
		J	F	M	A	M	J	J	A	S	O	N			D	
<b>A.2.1 : Request for Funding</b>	Funding proposal prepared and submitted to Fund Director.														National Department of Health	Complete
	Terms of Reference for Consultant drawn and submitted to Fund Director.														National Department of Health	Complete
<b>A.2.2 : Approval of request</b>	Receipt and consideration of funding proposal by Fund Director														Fund Director	Complete
	Fund Director and Co-Fund Director agreement on the desirability and admissibility of the application for funding														Fund Director & Co-Fund Director	Complete
	Fund Director submission and request to the Attaché for International Cooperation for no-objection note.														Fund Director	Complete
<b>A.2.3 : Implementation of study</b>	Tender for consultants														National Department of Health	Complete
	Selection process of Consultants														National Department of Health & BTC	Complete
	Award of tender														National Department of Health	Complete
	Holding of workshop														National Department of Health	Complete
<b>A.2.4 : Reporting and Closure</b>	Workshop report submitted to BTC						Rev plan								National Department of Health	Pending
	Closure confirmation						Rev plan								National Department of Health & BTC	Pending

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**R3: Terms of Reference for Stakeholder Management and sector capacity building initiation in respect of the Development of a Standard Chart of Accounts specific to Local Government**

Activities	Sub activities	2011					2010						Person in charge	Remarks - Difficulties – Points of attention	
		J	F	M	A	M	J	J	A	S	O	N			D
<b>A.3.1 : Request for Funding</b>	Funding proposal prepared and submitted to Fund Director.													NT- LGBA Unit	Complete
	Terms of Reference for Consultant drawn and submitted to Fund Director.													NT- LGBA Unit	Complete
<b>A.3.2 : Approval of request</b>	Receipt and consideration of funding proposal by Fund Director													Fund Director	Complete
	Fund Director and Co-Fund Director agreement on the desirability and admissibility of the application for funding													Fund Director & Co-Fund Director	Complete
	Fund Director submission and request to the Attaché for International Cooperation for no-objection note.													Fund Director	Complete
<b>A.3.3 : Implementation of study</b>	Tender for consultants													NT- LGBA Unit	Complete
	Selection process of Consultants													NT- LGBA Unit & BTC	Complete
	Award of tender													LGBA Unit	Complete
	Conducting consultations Desk work-compiling chart of accounts													NT-LGBA Unit	In progress – draft framework is now available.
<b>A.3.4 : Reporting and Closure</b>	Training report submitted to BTC													NT-LGBA Unit	Pending completion of consultations
	Closure confirmation													NT-LGBA Unit & BTC	Pending submission of acceptable report

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#### R4: Seminar on Financial Management Reforms

Activities	Sub activities	2011					2010							Person in charge	Remarks - Difficulties – Points of attention	
		J	F	M	A	M	J	J	A	S	O	N	D			
<b>A.4.1 : Request for Funding</b>	Funding proposal prepared and submitted to Fund Director.														NT-MFMR Unit	Complete
	Terms of Reference for Consultant drawn and submitted to Fund Director.														NT-MFMR Unit	Complete
<b>A.4.2 : Approval of request</b>	Receipt and consideration of funding proposal by Fund Director														Fund Director	Complete
	Fund Director and Co-Fund Director agreement on the desirability and admissibility of the application for funding														Fund Director & Co-Fund Director	Complete
	Fund Director submission and request to the Attaché for International Cooperation for no-objection note.														Fund Director	Complete
<b>A.4.3 : Implementation of study</b>	Tender for consultants														n/a	n/a
	Selection process of Consultants														n/a	n/a
	Award of tender														n/a	n/a
	Holding of seminar														NT-MFMR Unit	Complete
<b>A.4.4 : Reporting and Closure</b>	Seminar report submitted to BTC														NT-MFMR Unit	Complete
	Closure confirmation														NT-MFMR Unit with BTC	Complete

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### R5: Feasibility study for a comprehensive Poverty Reduction, Improved Service Delivery and Integration Development Programme

Activities	Sub activities	2011												Person in charge	Remarks - Difficulties – Points of attention	
		J	F	M	A	M	J	J	A	S	O	N	D			
<b>A.4.1 : Request for Funding</b>	Funding proposal prepared and submitted to Fund Director.														P&D Director	Complete
<b>A.4.2 : Approval of request</b>	Receipt and consideration of funding proposal by Fund Director														Fund Director	Complete
	Fund Director and Co-Fund Director agreement on the desirability and admissibility of the application for funding														Fund Director & Co-Fund Director	Complete
	Fund Director submission and request to the Attaché for International Cooperation for no-objection note.														Fund Director	Complete
<b>A.4.3 : Implementation of study</b>	Terms of Reference for Consultant drawn and submitted to Fund Director.														P&D Director	Complete
	Tender for consultants														P&D Director	In progress
	Selection process of Consultants														P&D Director	Pending tender process
	Award of tender														P&D Director	Pending selection process
	Execution														P&D Director & Consultant	Pending tender award procedure
<b>A.4.4 : Reporting and Closure</b>	Final Report submitted to BTC														P&D Director	Pending execution
	Closure confirmation														P&D Director & BTC	Pending acceptable report