



SAD0301011_SAD/BEL STUDY & CONSULTANCY FUND

ANNUAL REPORT

VERSION 01

31.12.2007

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1 PROJECT SHEET

Project Title:	Establishment of the SADC/BEL Study & Consultancy Fund	
Project ID:	SAD0301011	
N.I. DGIC:	19521/11	
Start:	5-Aug-2003	
Finnish:	4-Aug-2007	
Partner Agency:	SADC Secretariat	
Fund Director	Mr. Remigious Makumbe	
Position:	Chief Director	
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Sector:	Indicative Programme 2001 - 2005	
Date Specific Agreement signed:	5-Aug-2003	
Duration:	4 years	
Specific Agreement Amendments	Reactivation & No-cost extension requested : 29-Jul-2007	Expected New Finnish: 31-Dec-2008
Fund Co-Director	Mr. Dijon Hilzinger-Maas	
Position:	Resident Representative BTC SAF	
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E-Mail:	representationsaf@btcctb.org	
Date Convention signed:	16-Jun-2004	
Budget:	€ 1,423,091.00	
Regie:	€ 0.00	
Cogestion:	€ 1,423,091.00	
cash calls to date:	€ 819,227.00	
balance:	€ 603,864	

2 BRIEF FACTUAL OVERVIEW

The SADC country was dropped from the list of countries benefiting from Belgian funding and as a result Belgium's focus has shifted with regard to the servicing the SADC institution. This is evidenced by the time it has taken for Belgium to respond to SADC's request for the no-cost extension to allow for the smooth completion of the approved studies. The fund is 100% committed to activities, but during the course of implementation some studies leave unspent balances and it has become very difficult for Belgium to agree on recommitting such left-over funds.

The SADC/BEL study and consultancy fund is an important instrument created by the parties for the purpose of facilitating institutional development of the SADC institution. In this regard the parties to the implementation of the stud and consultancy fund are the SADC secretariat, Belgian technical cooperation and the DGDC. The three parties constitute an complete quorum for the fund's steering committee meeting with is a body that oversees the management of the fund through approving studying, consultancies, conferences, workshops and meetings that will have been submitted by SADC and its institutions in line with the operational requirements of the fund. So far twenty-seven (27) studies have been approved and implemented through the fund. The steering committee is held every six months and or when the need arises.

The implementation of activities is generally slow, especially with consultancies, when the engagement of a consultant needs to go through the SADC tender procedure. The SADC tender procedure requires that any tender should be published in the main newspapers in each member state and then a panel of adjudicators who then convene to assess the respondents. This normally takes not less than three months and or even one year. As a result the timing of the activity is mismatched as most of the time is lost during the preparation stage. This is a worry because the relevance of the activities is reduced if the completion is out of schedule and furthermore financial resources are tied up to an activity whose relevance is reduced.

SADC and its institutions do not pragmatically submit reports to btc for completed activities. Btc has to employ extra effort to get the activities' final reports.

3. OVERVIEW OF ACTIVITY PLANNING

3.1. Activity overview

Bud Code	Activity	Remarks
SAD0301011_A_03_01	Training of Practicing Professionals in the SADC Water Sector	complete
SAD0301011_A_04_01	Production of the State of the Environment Report for Southern Africa, 2004	Work-in-progress
SAD0301011_A_05_01	Development of the implementation tools of the SADC Corporate Communications & Promotional Strategy	complete
SAD0301011_A_08_01	Meeting of experts on Gender and Policy Development (Phase 1)	complete
SAD0301011_A_11_01	Regional Workshop on positioning of SADC on Economic Partnership Agreement	complete
SAD0301011_A_14_01	Regional Food Reserve Facility for the SADC Region	Complete.
SAD0301011_A_15_01	Corridors/Spatial Development Initiative Programme	Work-in-progress: to complete in June 2008
SAD0301011_A_16_01	Harmonization of Petroleum and Gas Policies	Work-in-progress: to complete in August 2008
SAD0301011_A_17_01	Harmonization and Development of a Draft Regional Gender Policy	Complete
SAD0301011_A_19_01	Policy Guidelines for attraction and retention of Human Resources in the Health Sector	Complete
SAD0301011_A_20_01	Development of Evaluation Criteria for Qualifications Equivalences	Complete
SAD0301011_A_21_01	Study on development of Regional Mechanisms for monitoring and Evaluation of Collaborative TB/HIV Activity	Complete.
SAD0301011_A_23_01	Development of a SADC Resource Mobilization Strategy	Study still at the stage of the choice of a consultant
SAD0301011_A_24_01	Job Evaluation Study	Complete
SAD0301011_A_25_01	SADC Regional Avian & Human Influenza Preparedness and Response Plan (28.405 USD)	Complete.
SAD0301011_A_26_01	Audit of Implementation of the Protocol on Education and Training	Complete

3.2. Analysis of activity planning (1 page)

The following activities have been planned for implementation in the year 2007.

Activity	Start date	Duration	Status at end of Period under consideration
1. Training of Practising Professionals in the SADC Water Sector	8-Mar-05	9 months	Complete
2. Production of the State of the Environment Report for Southern Africa, 2004	29-Nov-04	6 months	Work-in-Progress
3. Development of the implementation tools of the SADC Corporate Communications & Promotional Strategy	23-May-05	3 months	Complete
4. Meeting of experts on Gender and Policy Development (Phase 1)	23-May-05	4 months	Complete
5. Regional Food Reserve Facility for the SADC Region	10-Nov-05	4 months	Complete
6. Corridors/Spatial Development Initiative Programme	10-Nov-05	8 months	Work-in-Progress
7. Harmonisation of Petroleum and Gas Policies	10-Nov-05	6 months	Work-in-Progress
8. Harmonisation and Development of a Draft Regional Gender Policy	10-Nov-05	4 months	Complete
9. Policy Guidelines for attraction and retention of Human Resources in the Health Sector	10-Nov-05	3 months	Complete
10. Development of Evaluation Criteria for Qualifications Equivalences	10-Nov-05	6 months	Complete
11. Study on development of Regional Mechanisms for monitoring and Evaluation of Collaborative TB/HIV Activity	10-Nov-05	3 months	Complete
12. Development of a SADC Resource Mobilisation Strategy	30-May-06	20 days	Still under preparation
13. Status and Capacities for Implementation of the Protocol on Education and Training in Member States	30-May-06	6 months	Complete
14. Job Evaluation of the SADC Secretariat	30-May-06	2 months	Complete
15. Audit of Implementation of the Protocol on Education and Training	26-Sep-06	4 months	Complete

4. FINANCIAL OVERVIEW

4.1. Overview of expenditure versus financial planning

Bud Code	Activity	Planned	Actual	Variance
SAD0301011_A_03_01	Training of Practising Professionals in the SADC Water Sector	12,019.93	(12,019.93)	0.00
SAD0301011_A_04_01	Production of the State of the Environment Report for Southern Africa, 2004	10,600.00	0.00	10,600.00
SAD0301011_A_05_01	Development of the implementation tools of the SADC Corporate Communications & Promotional Strategy	1,012.97	(1,012.97)	0.00
SAD0301011_A_08_01	Meeting of experts on Gender and Policy Development (Phase 1)	1,134.96	(1,134.96)	0.00
SAD0301011_A_11_01	Regional Workshop on positioning of SADC on Economic Partnership Agreement	19,074.34	(19,074.34)	0.00
SAD0301011_A_14_01	Regional Food Reserve Facility for the SADC Region	60,000.00	(57,803.64)	2,196.36
SAD0301011_A_15_01	Corridors/Spatial Development Initiative Programme	150,000.00	(79,131.24)	70,868.76
SAD0301011_A_16_01	Harmonisation of Petroleum and Gas Policies	50,000.00	0.00	50,000.00
SAD0301011_A_17_01	Harmonisation and Development of a Draft Regional Gender Policy	46,417.05	(38,417.75)	7,999.30
SAD0301011_A_19_01	Policy Guidelines for attraction and retention of Human Resources in the Health Sector	6,229.07	1,737.39	7,966.46
SAD0301011_A_20_01	Development of Evaluation Criteria for Qualifications Equivalences	40,694.36	(35,981.70)	4,712.66
SAD0301011_A_21_01	Study on development of Regional Mechanisms for monitoring and Evaluation of Collaborative TB/HIV Activity	8,635.81	(8,635.81)	0.00
SAD0301011_A_23_01	Development of a SADC Resource Mobilization Strategy	50,000.00	0.00	50,000.00
SAD0301011_A_24_01	Job Evaluation Study	61,192.34	(61,192.34)	0.00
SAD0301011_A_25_01	SADC Regional Avian & Human Influenza Preparedness and Response Plan (28.405 USD)	579.47	(579.47)	0.00
SAD0301011_A_26_01	Audit of Implementation of the Protocol on Education and Training	50,000.00	(44,933.34)	5,066.66
TOTALS		556,378.04	(358,180.10)	198,197.94

4.2. Analysis of financial planning (1 page)

- i. The study "Training for Practicing Professionals" spent more than planned because the study took longer than anticipated period to complete. The excess resulted from additional travel costs by consultants as they had to travel in three member states, one more than originally planned.
- ii. The study "Production of the State of the Environment Report for Southern Africa, 2004" has delayed completion and there has been satisfactory reason given by SADC. However SADC has informed that the publication will be concluded.
- iii. The study "Development of the implementation tools of the SADC Corporate Communications & Promotional Strategy" was concluded using funds from the Information 21 Project. The balance available has since been transferred to new studies or those that have overspent.
- iv. The budget balance on the study "Meeting of experts on Gender and Policy Development (Phase 1)" has since been availed to new studies and it was not utilized.
- v. The study "Regional Food Reserve Facility for the SADC Region" has been concluded and the remaining budget balance has been utilized in other studies.
- vi. The implementation of the study "Corridors/Spatial Development Initiative Programme" is in progress. The study is foreseen to conclude in June 2008.
- vii. The long and delayed appointment of the consultants for the study "Harmonization of Petroleum and Gas Policies" has finally been concluded. SADC has requested for extension of the period of implementation of the Memorandum of Understanding so that the study concludes by August 2008.
- viii. The implementation of the study "Harmonization and Development of a Draft Regional Gender Policy" is now complete. However the final report has not yet been submitted to BTC.
- ix. The study "Policy Guidelines for attraction and retention of Human Resources in the Health Sector" is now complete and reported.
- x. The implementation of the study "Development of Evaluation Criteria for Qualifications Equivalences" is complete and reported.
- xi. The study "Study on development of Regional Mechanisms for monitoring and Evaluation of Collaborative TB/HIV Activity" spent 8% more than the allocated budget. However, the study is complete and reported.
- xii. The preparations for the study "Development of a SADC Resource Mobilization Strategy" are not concluded as the consultants have a dispute with SADC after signing an implementation agreement. The dispute has arisen because of one clause in the agreement. The issue is expected to be resolved.

- xiii. The study "Job Evaluation Study" is complete but not yet reported. The study spent more than the allocated budget as travel costs were underestimated during the budgeting session.
- xiv. The implementation of the study "SADC Regional Avian & Human Influenza Preparedness and Response Plan (28.405 USD)" is complete and reported.
- xv. The study "Audit of Implementation of the Protocol on Education and Training" is in the reporting phase.

5. MONITORING OF THE INDICATORS (MAX 3 PAGES)

5.1. Specific objective

The specific objective of the Fund shall be to finance:

- The identification, instruction, appraisal or evaluation of projects related to the Belgian-SADC cooperation;
- Studies and consultancies related to the functioning of SADC Institutions.
- Workshops, seminars, regional meetings and conferences related to the functioning of the SADC Institutions.

5.2. Results

All studies funded are spread over the SADC Secretariat's operational directorates and operative units, namely:

- Food Agriculture and Natural Resources (FANR);
- Trade, Industry, Finance and Investment (TIFI);
- Social, Health, Education and Special Programmes (SHE&SP - Education)
- Infrastructure Services Directorate (ISD)
- Corporate communications Unit (CCU)
- Gender Unit (SHE&SP - GU)

5.3. Indicator evolution (chart)

Activity	Planned			Actual			Remarks
	Start date	End date	Duration	Start date	End date	Duration	
03. Training of Practising Professionals in the SADC Water Sector	08-03-05	07-12-05	9 months	01-11-05	08-08-07	19 months	Completion delayed due to regional nature in implementation.
04. Production of the State of the Environment Report for Southern Africa, 2004	29-11-04	28-05-05	6 months	16-02-05			Completion delayed due to confusion within SADC as seconded staff, which started the study, has been disengaged.
05. Development of the implementation tools of the SADC Corporate Communications & Promotional Strategy	23-05-05	22-08-05	3 months	19-12-05	25-01-07	25 months	95% of the study funded through INFO 21 Project. The budget balance availed to new studies or those overspent.
08. Meeting of experts on Gender and Policy Development (Phase 1)	23-05-05	22-09-05	4 months	14-10-05	19-01-07	15 months	Time taken in the appointment of consultant delayed the commencing of implementation.
14. Regional Food Reserve Facility for the SADC Region	10-11-05	09-03-06	4 months	02-03-07	14-12-07	9 months	Start date delayed due to selection period of consultants
15. Corridors/Spatial Development Initiative Programme	10-11-05	09-07-06	8 months	05-09-07			Start date delayed due approval criteria from DGDC. Implementation is still in progress.
16. Harmonisation of Petroleum and Gas Policies	10-11-05	09-05-06	6 months				Start date delayed due to selection period of consultants. Implementation has not yet started.
17. Harmonisation and Development of a Draft Regional Gender Policy	10-11-05	09-03-06	4 months	22-11-06	13-12-07	14 months	Implementation of second had a very slow start. However study is complete.
19. Policy Guidelines for attraction and retention of Human Resources in the Health Sector	10-11-05	09-02-06	3 months	26-06-06	25-07-07	14 months	Delayed start resulted in delayed finish.

Belgian Technical Cooperation

20. Development of Evaluation Criteria for Qualifications Equivalences	10-11-05	09-05-06	6 months	27-06-06	27-07-07	14 months	Delayed start resulted in delayed finish.
21. Study on development of Regional Mechanisms for monitoring and Evaluation of Collaborative TB/HIV Activity	10-11-05	09-02-06	3 months	24-01-06	08-02-07	14 months	Delayed start resulted in delayed finish.
23. Development of a SADC Resource Mobilization Strategy	30-05-06	19-06-06	20 days				Start date delayed due to selection period of consultants. Study is still not yet started on reporting date.
24. Job Evaluation Study	30-05-06	29-11-06	6 months	16-03-07	09-10-07	7 months	Study accurately implemented besides that the budget allocated (50,000€) was low.
25. SADC Regional Avian & Human Influenza Preparedness and Response Plan	30-05-06	29-07-06	2 months	07-06-06	05-07-06	2 months	SADC pre-financed the study as it was very urgent to address the XDR TB pandemic in the region.
26. Audit of Implementation of the Protocol on Education and Training	26-09-06	25-01-07	4 months	14-05-07	12-11-07	6 months	Delayed start due to tendering process of consultants. Study is however complete and reported.

6. ASSESSMENT OF MONITORING CRITERIA (MAX. 3 PAGES)

6.1. Efficiency

Only one study was completed within the planned implementation time, that is, "SADC Regional Avian & Human Influenza Preparedness and Response Plan" mainly because the study was meant to feed into the workshop meant to combat the spread of TB XDR. The SADC Secretariat is generally not efficient in the implementation of studies within their foreseen and agreed timeframe, mainly due to the time lost when sourcing consultants.

With regard to some studies with budgets over and above the Study Fund approval threshold (62,500€), that need to be sent to DGDC HQ for formal approval, delays are encountered in this process.

Generally all studies are completed within their budget requirements. Only a few studies spend more than their allocations, but this is compensated for by under-expenditures in most studies/activities.

6.2. Effectiveness

The fact that all the studies have contributed immensely towards the restructuring of the SADC institution and also in the harmonization of policies and workshops for important decisions before the council meetings, the Study and Consultancy Fund has remained an effective tool for SADC. Despite the delays experienced in the preparation and implementation of studies, the studies remain effective and important for the SADC institution.

6.3. Sustainability

The activities/studies implemented through the Study and Consultancy Fund are not measurable with regard to sustainability because they are mainly short term activities aimed at augmenting the functioning of the SADC and its institutions.

7. MEASURES AND RECOMMENDATIONS (MAX. 2 PAGES)

7.1. Overview of the Assessment Criteria

Generally SADC is not efficient in implementing studies after they have been approved. The implementation of most studies takes place six or months after their approval by the Quarterly Meeting (JLCB).

However, the studies are effective in that they contribute very much to the functioning of the SADC institution and that they address felt needs of the SADC Region. The fund has been effective in fast tracking documentation of desired facts in time they are needed through consultants, considering that SADC is still going through a restructuring process. In this regard the fund has been used to bridge gaps that would have been executed by full-time employees.

The sustainability criterion of the fund is difficult to measure as SADC survives on ICP funds. Belgium is the only ICP who provides the fund for the formulation of new projects and also for carrying out in-depth studies, workshops and consultancies.

Despite the fact that different directorates or institutions of SADC are beneficiaries of the fund, impact assessment can be through financial reports and the magnitude of studies that have produced results approved by the highest organs of SADC like the Integrated Council of Ministers.

7.2. Recommendations

The fund is currently in the no-cost extension period of implementation regardless of that no formal approval of the extension has been received by SADC. The slow implementation of the activities is likely to cause problems for SADC if it happens that the extension is not approved. It is therefore recommendable that SADC:

- That SADC implements studies on time and respect the deadlines set up at approval

8. PLANNING FOR THE UPCOMING YEAR (YEAR N+1) (MAX. 4 PAGES)

8.1. Activity Planning Year N+1

- SAD0301011_A_15_01 Corridors/Spatial Development Initiative Programme
 SAD0301011_A_23_01 Development of a SADC Resource Mobilization Strategy
 SAD0301011_A_16_01 Harmonisation of Petroleum and Gas Policies
 SAD0301011_A_27_01 Study to evaluate an appropriate model for the SADC Customs Union

8.2. Financial planning year N+1

Budget Code	Study/Activity Description	Plan 2008
SAD0301011_A_15_01	Corridors/Spatial Development Initiative Programme	70,868.76 €
SAD0301011_A_16_01	Harmonisation of Petroleum and Gas Policies	50,000.00 €
SAD0301011_A_23_01	Development of a SADC Resource Mobilization Strategy	50,000.00 €
SAD0301011_A_27_01	Study to Evaluate an appropriate model for the SADC Customs Union	90,000.00 €

9. CONCLUSIONS

9.1. Activities and Finance

All the activities/studies that will be implemented in 2008 are in the no-cost extension in accordance to their MOU signed between SADC Secretariat and BTC. The MOUs state the expected periods of start and implementation and to all of them the starting periods have been reviewed due to the length of the process of engaging consultants.

The available funding is enough to see all the studies coming to their conclusion. The total fund budget is not expected to be exhausted because no more new studies will be approved regardless of the accumulated left over balances arising from implementation.

If the requested reactivation and no-cost extension (25/Jul/2007) are approved by DGDC then the bank balances requested by SADC to be transferred from closed projects, REPN, FICAB and CROP Development, will need to be reprogrammed to new activities and be implemented and concluded before 31st December 2008.

9.2. Monitoring criteria

9.2.1. Efficiency

It is a requirement that SADC implements the remaining activities/studies within their stipulated periods. This will allow the fund to be amicably concluded and reported before 31st December 2008. In order to achieve this efficiency the DGDC should give its decision with regard to the reactivation and no-cost extension of the fund's SA and also the transfer of bank balances from completed projects.

9.2.2. Effectiveness

The effectiveness of the monitoring criteria is highly dependent on the willingness by SADC Chief Director to see the activities achieving their stated objectives. The BTC Programme Officer for SADC will need to meet and convey the importance of having the activities achieving their desired results and on time in order for the activities to be effective.

9.2.3. Sustainability

The delivery of expected results and in time for the management to make desired decisions will guarantee the sustainability of the studies. Most or all of the studies have a long-term effect for sustainability as they relate to policy framework of the regional body to chart the way forward toward an economically and politically viable regional block.

9.3. Advice of the JLCB on the recommendations

9.3.1. Recommendations on activity planning

Activities should be within the ICP priority sectors of both SADC and Belgium. The activities should address the current felt needs of the region in order to simplify or chart the way forward for economic growth, reduction of poverty and good governance. Above all the activities should aim addressing the PD and the MDGs.

9.3.2. Recommendations on financial planning

Studies/activities should spend within their allocated and approved budgets. The estimation of budgets should be as prudent as possible taking into account the experience SADC has in implementing the studies and consultancies.

9.3.3. Recommendations on Logical Framework

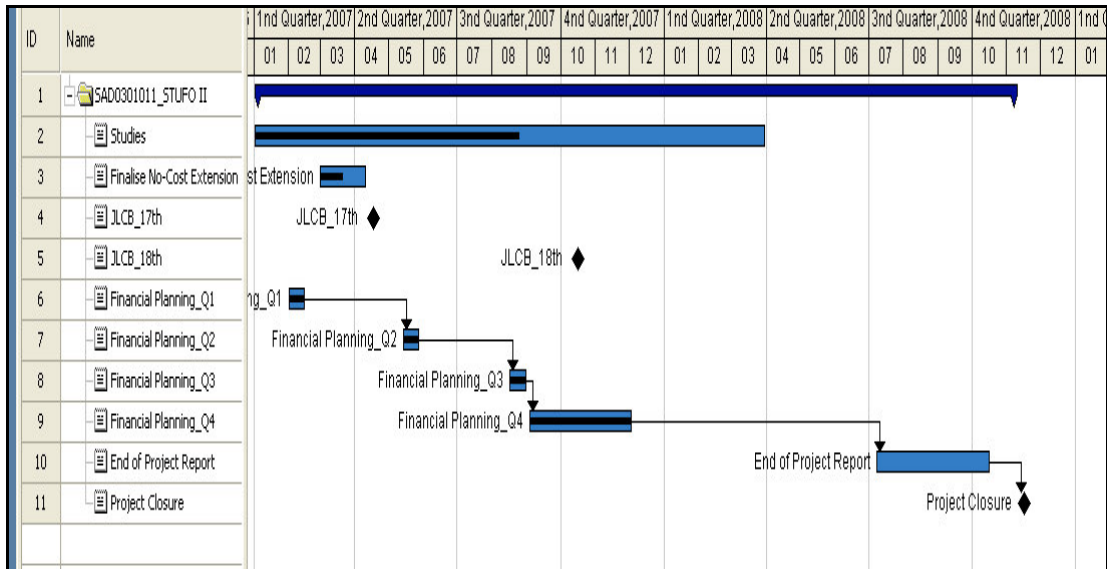
This is not applicable for the fund as it has no logical framework.

9.3.4. Other recommendations

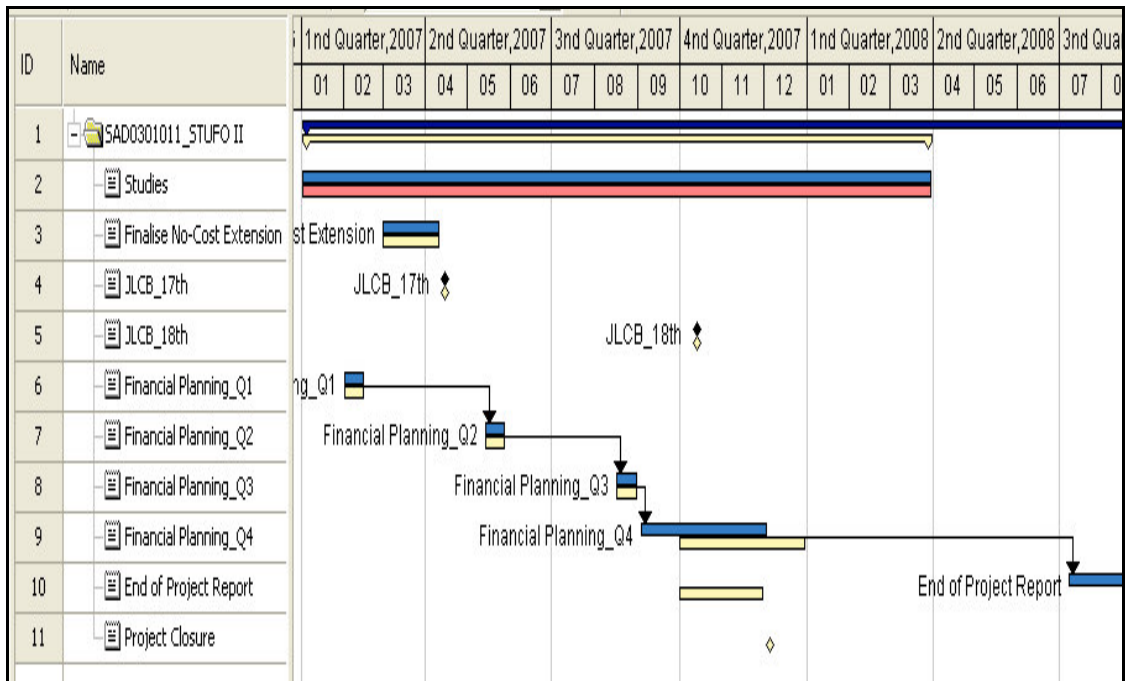
None

10. ANNEXES

10.1. Tracking Gantt view / Activities



10.2. Baseline report / Activities (Adept Tracker)



10.3. Measuring indicators

- Observance of the SADC Administrative Procedures with regard to the procurement for goods and services.
- DGDC mandates as approval for implementation of studies/consultancies.
- Appointment of Study Supervisor.
- Acceptance of final report.

10.4. Checklist efficiency

- Timely approval of studies/consultancies.
- According to the execution planning, assessment of the speed of the execution. (respect of deadlines)
- Optimal use of the resources at the disposal of the study/consultancy.
- Appropriateness of financial, human and material resources.
- Evaluation of the fund's intermediate results.
- Fund's satisfactory on a cost-efficiency approach in comparison to similar interventions.
- Whether the results of the individual studies/consultancies contribute to the carrying out of the fund's objectives.

10.5. Checklist effectiveness

- Effectiveness of studies/consultancies compared to the region's development priorities.
- Impact of studies towards SADC policies development.

10.6. Checklist sustainability

- Contribution of studies/consultancies towards the proper functioning of SADC.
- Guaranteed continued use of the studies/consultancies' results in furthering the region's objectives.

10.7. Input in PIT

- No inputs were made into the new PIT.

10.8. Logical framework year

- The fund has no Logical Framework.

10.9. Overview public contracts

- There are no public contracts.