

FINAL REPORT

PROJECT TITLE AND IDENTIFICATION NUMBER

BTC Code: SAD0301011

NI Code: 19527/11

“Establishment and Operation of the Study and Consultancy Fund”

BASIC INFORMATION ON THE PROJECT

Country : SADC Secretariat

DAC Sector and subsector : Multi-sectors

National or regional institution in charge of the execution: SADC Secretariat

Agencies in charge of the execution : SADC Directorates

Number of BTC international cooperation experts: none

Duration of the project (according to SA/SC) : 4 years – extended to 6 years

Start date of the project:
 according to SA/SC : 05/08/2003
 effective : 05/08/2003

End date of the project:
 according to SA/SC : 04/08/2007
 effective : 31/12/2009

Project management methods : Co-management

Total budget for the project : 1.526.144,71 €

Period covered by the report: : 05/08/2003 – 31/12/2009

Annexes		Yes	No
1.	Results summary	✓	
2.	Situation of receipts and expenses for the year considered	✓	
3.	Disbursement rate of the project	✓	
4.	Personnel of the project		✓
5.	Subcontracting activities and invitations to tender		✓
6.	Equipments		✓
7.	Trainings		✓
8.	Backers		✓

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PART ONE : APPRAISAL

Evaluate the relevance and the performance of the project by means of the following assessments:

- 1. - *Very satisfactory*
- 2. - *Satisfactory*
- 3. - *Non satisfactory, in spite of some positive elements*
- 4. - *Non satisfactory*
- X. - *Unfounded*

Write down your answer in the column corresponding to your functions during the project execution:

	SADC execution official	BTC execution official
RELEVANCE¹ (cf. PRIMA, §70, p.19)		
1. Is the project relevant compared to the national development priorities?	1	1
2. Is the project relevant compared to the Belgian development policy? Indicate your result according to the three themes below: a) Gender b) Environment c) Social economy	n/a n/a n/a	n/a n/a n/a
3. Were the objectives of the project always relevant?	1	1
4. Did the project meet the needs of the target groups?	1	1
5. According to its objectives, did the project rely on the appropriate local execution organs?	1	1

¹ According to PRIMA, §70, p.19, it is a matter "of appreciating if the choices regarding to the objectives, the target groups and the local execution organs remain relevant and consistent according to the general principles of a useful and efficient aid, and according to the execution of the local, regional, international and Belgian development policies and strategies".

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63

	SADC execution official	BTC execution official
RELEVANCE² (PRIMA, §71, pp.19-20)		
1. Did the results of the project contribute to the carrying out of its objectives ³ ? (efficiency)	1	2
2. Evaluate the intermediate results (efficiency)	2	2
3. Are the management methods of the project appropriated? (efficiency)	2	3
4. Were the following resources appropriated (efficiency):		
a. Financial means?	1	1
b. Human resources?	n/a	n/a
c. Material and equipments?	n/a	n/a
5. Were the project resources effectively used and optimized in order to reach the foreseen results? (efficiency)	1	2
6. Was the project satisfactory on a cost-efficiency approach in comparison to similar interventions? (efficiency)	2	2
7. According to the execution planning, assess the speed of the execution. (respect of deadlines)	2	3

² According to PRIMA, §71, pp. 19-20, it is a matter of "appreciate and measure the foreseen performances agreed during the preparation traineeships according to the 4 criteria and the indicators established during the formulation. (The 4 criteria are efficiency, suitability, respect of deadlines and quality of the personnel)".

³ See annex 1 for further information

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Indicate your global evaluation of the project by means of the following appreciations:

- 1 - Very satisfactory
- 2 - Satisfactory
- 3 - Non satisfactory, in spite of some positive elements
- 4 - Non satisfactory
- X - Unfounded

	SADC execution official	BTC execution official
Global evaluation of the project	2	2

Comment your evaluation, which can be broader than the strict framework of the above-mentioned relevance and performance criteria and differ from the given evaluation.

The implementation of the second SADC/BELGIUM Study and Consultancy Fund dovetailed the expiry dates of the first fund. This report covers activities executed mainly from 5th August 2003 to 31st December 2009. The three addendums to the original CMO dated 16/06/2004; 22/02/2009 and xx/11/2009 have resulted in the initial CMO budget increasing from 1.250.000€ to 1.526.144,71 because of the approvals for the transfers of bank balances from other SADC/BEL projects that have been closed and they are as follows:

Description	Co-Management (EUR)
Financial Contribution non-reimbursable	1.250.000,00 €
Project bank balance SAD/00/006 1 st Study Fund	138.643,68 €
Project bank balance SAD/00/005 Fund for Capacity Building	19.706,70 €
Project bank balance SAD/00/004 REPN Project	22.593,00 €
Project bank balance SAD/00/007 Crop Project	0 €
Project bank balance SAD0200911 Information 21 Project	95.201,33 €
Bank interest accrued	3.389,47 €
TOTAL	1.529.534,18 €

The relevance of all activities approved by the fund's JLCB and executed by the SADC Secretariat under the co-management of the BTC remained within the priorities of the bilateral cooperation. The objectives of the studies remained relevant to the institution of SADC. All structures of the SADC institution are now located in Gaborone, Botswana and

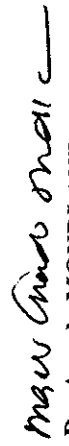

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therefore the follow-up mechanism of activities were simplified as all directorates are housed in one place. The reporting of completed activities remained very much below par, as was the case with the first fund.

Some activities took too long to complete, especially when the final report of an activity from a consultant was either rejected or had delayed approval by the benefiting SADC Directorate. For example, the printing of the State of the Environment Report remained unfinished and unreported until the occasion of the 17th JLCB held in June 2009. The activity had been approved in August 2005 and was scheduled to be completed in three months. It is also worth noting that some activities were over budgeted such that some funds had to be reallocated after the activities were completed without having exhausted their allocations.

The locations of the SADC Secretariat, in Gaborone, Botswana and that of the BTC, in Pretoria, South Africa also made it difficult to make activity implementation follow-ups. Funds transfers' documents and agreements had to be couriered between the two countries resulting in payment delays and thereafter reporting delays.

SADC execution official	BTC execution official
 Dr. Angelo MONDLANE Director: Policy Planning & Resource Mobilization	 Mr. Tom SMIS BTC Resident Representative for South Africa & Mozambique

PART TWO: SUMMARY OF THE PROJECT IMPLEMENTATION.

1. **If necessary, describe the Specific objectives and the Intermediate results of the project, as mentioned in the project document, as well as the implemented changes (when, how and why).**

Specific objectives: According to the Specific Agreement signed on 05/08/2003 and amended by mutual agreement of the contracting parties through the Exchange of Letters to increase its duration by two years to end on 31 December 2009, the objectives of the Study and Consultancy Fund were to finance:

- a. Studies and consultancies related to the cooperation activities between Belgium and SADC;
- b. studies and consultancies related to the functioning or strengthening of SADC Institutions; and
- c. Workshops, seminars, regional meetings and conferences related to the functioning of the SADC Institutions.

The following institutions participated as beneficiaries of the Fund:

- a. The Directorate of Infrastructure and Services (I&S);
- b. The Directorate of Food, Agriculture and Natural Resources (FANR);
- c. The Directorate of Social and Human Development & Special Programmes (SHD&SP);
- d. The Cross-cutting Programmes (Information & Communications Unit, Gender Unit, Resource Mobilization Unit) (CCP);
- e. The Directorate of Trade, Industry, Finance and Investment (TIFI)

Intermediate results: All the activities were identified in accordance with the SADC-Belgian Cooperation. The activity table analysis below shows that all the approved studies kept within the maximum budgeted amount as stated in the Specific Agreement, that is, no locally approved activity would be more than Sixty-two thousand five hundred Euros (62.500€). There were four (4) activities that had budgets above 62.500 € and were referred to DGDC for approval, as per the

requirements of the Specific Agreement, and these were duly approved and implemented on time.

The intermediate results of each approved activity were specific to that particular study, consultancy, workshop, seminar or meeting concerned. The activity deliverables and duration were also explicitly stated in each respective activity proposal, which formed part of the Memorandum of Understanding signed between the SADC Secretariat and the BTC for implementation. Any activities initially approved but that outlived their relevance were immediately cancelled without any disbursement of funds having taken place. The three parties, SADC Secretariat, The DGDC and BTC mutually agreed on the cancellations without costs involved.

Activities of the Study and Consultancy Fund:

Navision Code	Activity	Budget	Beneficiary Institution	Activity Type
A_01_01	Ministers of Justice Meeting 2002	€ 18,417.08	LU	Workshop
A_02_01	Workshop to develop the consolidated programme for the I&S	€ 16,445.07	I&S	Workshop
A_03_01	Training of Practising Professionals in the SADC Water Sector	€ 60,000.00	I&S	Workshop
A_04_01	Production of the State of the Environment Report for Southern Africa, 2004	€ 42,400.00	FANR	Publication
A_05_01	Development of the implementation tools of the SADC Corporate Communications & Promotional Strategy	€ 6,536.82	CCMU	Study & Consultancy
A_06_01	Consultative meeting on the development and update of the Implementation Plan for the SADC Protocol on Health	€ 58,378.79	SHD&SP	Workshop
A_07_01	Consultative meeting to finalise the Concept Paper on the Development of a Regional Qualification Framework	€ 43,769.29	SHD&SP	Workshop
A_08_01	Meeting of experts on Gender and Policy Development (Phase I)	€ 33,538.56	GU	Workshop
A_09_01	Terms of reference of a study on the implementation of a UNIVISA System in the SADC Region	€ 124,000.00	I&S	Study & Consultancy
A_10_01	Workshop with SADC Member States to development and update the Implementation Plan for the SADC Protocol on Education & Training	€ 60,000.00	SHD&SP	Workshop
A_11_01	Regional Workshop on positioning of SADC on Economic Partnership Agreement	€ 37,199.05	TIFI	Workshop
A_12_01	Risk Analysis Training for Animal Health Professionals in the SADC Region	€ 57,543.92	FANR	Workshop
A_13_01	Feasibility Study for the Production and Use of Bio fuels in the SADC Region	€ 49,371.11	FANR	Study & Consultancy
A_14_01	Regional Food Reserve Facility for the SADC Region	€ 58,384.44	FANR	Study & Consultancy
A_15_01	Corridors/Spatial Development Initiative Programme	€ 139,232.91	I&S	Study & Consultancy

A_16_01	Harmonisation of Petroleum and Gas Policies	€ 48,415.00	I&S	Study & Consultancy
A_17_01	Harmonisation and Development of a Draft Regional Gender Policy	€ 50,000.00	GU	Study & Consultancy
A_18_01	Preparation and Printing of documents for the 2006 SADC Consultative Conference	€ 33,261.86	HCCM	Study & Consultancy
A_19_01	Policy Guidelines for attraction and retention of Human Resources in the Health Sector	€ 42,033.54	SHD&SP	Study & Consultancy
A_20_01	Development of Evaluation Criteria for Qualifications Equivalences	€ 55,287.34	SHD&SP	Study & Consultancy
A_21_01	Study on development of Regional Mechanisms for monitoring and Evaluation of Collaborative TB/HIV Activity	€ 40,000.00	SHD&SP	Study & Consultancy
A_22_01	Preparation of Schedule for Implementing Free Trade Area in Support to Madagascar	€ 0.00	TIFI	Study & Consultancy
A_23_01	Development of a SADC Resource Mobilization Strategy	€ 50,000.00	PPRM	Study & Consultancy
A_24_01	Job Evaluation Study	€ 50,000.00	PPRM	Study & Consultancy
A_25_01	SADC Regional Avian & Human Influenza Preparedness and Response Plan	€ 20,008.81	SHD&SP	Study & Consultancy
A_26_01	Audit of Implementation of the Protocol on Education and Training	€ 47,085.91	SHD&SP	Study & Consultancy
A_28_01	Establishment of a Regional Financial Reserve for Food Security	€ 0.00	FANR	Study & Consultancy
A_31_01	Development of a Regional Framework for Agricultural input Market	€ 0.00	FANR	Study & Consultancy
A_32_01	Capacity Building in the REW System including consensus building in the Development of Food Balance Sheets	€ 0.00	FANR	Study & Consultancy
TOTAL BUDGET ALLOCATIONS TO ACTIVITIES		1,241,309.50 €		

Implemented changes (when, how and why): The fund was operated according to the SADC Administrative Rules, Regulations and Procedures and this is in line with the Paris Declaration on Aid Effectiveness principles of Ownership, Harmonization, Alignment, Results and Mutual Accountability and with the Windhoek Declaration (2006) on a New Partnership between SADC and ICPs.

The originally foreseen budget for the Fund that comprised of the Belgian contribution of 1.250.000€ plus any balance left under the former Specific Agreement, i.e. 138.643.38€ was further increased through the mutual agreement of the by bank balances arising from the closure of the Regional Energy Planning Network Project (REPN), The Fund for Institutional Capacity Building (FICAB), Institutional Support to The FANR Directorate in Crop Development (CROP), and the Information 21 Project (INFO 21). The transferred were mutually agreed by the parties at JLCB meetings and SADC initiated the Exchange of Letters in accordance with Article 12 of the fund's Specific Agreement. The decisions were informed by the

fact that the management of co-managed projects does not require any repatriation of funds already transferred to the partner's bank account after the end of the project.

According to the Fund's Specific Agreement, the JLCB was supposed to meet every six months. However, at implementation the parties agreed to meet only when there was business to transact and so in most cases the meeting sat well after six months.

There was no evaluation undertaken to examine the pertinence and quality of the results of Fund-funded studies, consultancies and workshops. This was done on the mutual agreement of the parties at the JLCB meetings. It was felt that the reporting given was transparent and satisfactory enough and so did not warrant an independent evaluation of the activities' results.

2. To which extent was the specific objective of the project reached, according to the accepted indicators?

The specific objective of the fund was realized because all the twenty-eight activities that comprised of studies and consultancies or workshops, seminars or meetings were all completed, regardless of the time it took due to varied circumstances/situations.

The Fund was instrumental in the restructuring and strengthening processes of the SADC institution and its operations. The procedures and the administration of the selection processes of the activities undertaken were all done in accordance with the rules of the Fund, that is, observance of SADC Administrative Procedures when recruiting consultants; regarding studies the Co-Directors and the SADC directorates, (as implementing agents/sectors), set the priorities and scrutinized the results before approval, in order to achieve transparency and fairness. The BTC, as Co-Director, designated a Programme Officer to be the responsible, on behalf of the Resident Representative, for the technical and administrative follow-up of the studies, consultancies, meetings, seminars and workshops.

This procedure ensured a transparent process of which the implementing partner or third party would follow in order to successfully reach the objectives of each approved activity in accordance with accepted indicators. For example "Production of the State of the Environment Report for Southern Africa, 2004" that did not deliver the required results and was sanctioned by the JLCB for an explanation from the Directorate of Food Agriculture and Natural Resources. At the time of compiling this report, no formal response has been received from the FANR directorate. The issue will be discussed at the occasion of the closing JLCB.

3. To which extent were the intermediate results of the project reached, according to the accepted indicators?

The intermediate results of the project were reached as they adequately fed into the restructuring and strengthening of the SADC institution. The institution of SADC was phasing out the operations of Sector Coordinating Units located in various SADC Member States and resulting in the establishment of Directorates, namely:

- i. The Directorate of Trade, Industry, Finance and Investment (TIFI);
- ii. The Directorate of Food Agriculture and Natural Resources (FANR);
- iii. The Directorate of Infrastructure and Services (DIS);
- iv. The Directorate of Social and Human Development and Special Programmes (SHD&SP); and
- v. The Directorate of the Organ

These are all based at the SADC Secretariat Headquarters in Gaborone, Botswana. In this regard the fund became instrumental in undertaking the necessary studies, consultancies, workshops and meetings that facilitated the processes and this necessitated the SADC Secretariat to request for a no-cost extension of the Specific Agreement signed in 2007 by a further two years in order to adequately re-organize the new institution. The first Study and Consultancy Fund contributed to the birth of the SADC Regional Indicative Strategic Programme (RISDP), which is the basis or bible for all projects being implemented through this Second Study and Consultancy Fund. The RISDP process comprised the alignment of regional priorities, review of policies and strategies, and the restructuring of the supporting institutional framework. Such reviews were necessary if the region was to adapt its developing strategies to the needs and realities of an ever-changing world with its new challenges, opportunities and complexities.

The fund was also valuable in the formulation and harmonization of various Member States diverse laws and protocols on aspects of regional co-operation. It also responded swiftly to immediate catastrophic issues like the “Regional Avian & Human Influenza Preparedness and Response Plan” and the “Development of Regional Mechanisms for monitoring and Evaluation of Collaborative TB/HIV Activity”.

4. Describe the follow-up evaluation system established when the project was implemented.

- a. The SADC beneficiary directorates reported to the Project Co-Directors (The SADC Executive Secretary and BTC Resident Representative) of all relevant matters

(including finances) regarding the implementation of the studies or consultancies or workshops and meetings undertaken. Any deviations or anomalies were brought forward for discussion at each JLCB and the course of corrective action agreed and implemented.

- b. The JLCB meetings discharged the following agenda at each session:
 - i. Selection and approval of new activities;
 - ii. Monitoring of the use of the Fund;
 - iii. Appraisal of the pertinence of the results of the funded studies, consultancies and workshops;
 - iv. Examined the overall compliance of the applied procedures and ensured that possible adaptations of procedures to both parties were undertaken in order to achieve aid effectiveness.
- c. The SADC Executive Secretary (Fund Director) and the BTC Resident Representative (Fund Co-Director) were designated by the JLCB of the fund to pragmatically follow up with beneficiary SADC directorates on the timely execution of activities and reporting requirements as agreed at approval sessions.
- d. Besides these aspect stipulated on the Specific Agreement, the BTC Resident Representative or his delegate received evaluation reports where third party consultancy had been employed, and reviewed the reports as to relevance and accuracy of purpose and adherence to TOR.
- e. The BTC Resident Representative or his delegate also occasionally, attended workshops and meetings implemented by the SADC directorates in order to ensure relevance and accuracy of purpose of discussions, and to ensure that the TOR were being addressed.
- f. The reports on the outcomes of the workshops and meetings were always shared with the BTC in order to ensure that the initial purpose that led to the approval was not lost. This is why the "The Production of the State of the Environment Report for Southern Africa, 2004" publication was discussed by the 17th JLCB. The collective evaluation ensured that the value for money was being realized and that the reports produced really addressed what the parties agreed to be delivered.
- g. The sharing of final narrative reports between SADC Secretariat and BTC before final payments were made to third party consultants was also meant to ensure that the value for money was earned. This was done for every project, reported as complete. The SADC Secretariat was required to confirm in writing its acceptance of the results of each activity undertaken and in cases where the designated SADC Organs like the relevant Committees of Ministers from the Member States had the ultimate authority

to approve study & consultancy findings/reports, minutes of the committees' consent were shared with the BTC.

- h. There were periodic audits, both internal and external to SADC and BTC that examined the financial management of the fund. The Belgian Court of Auditors also reviewed the accounts of the Fund once. SADC conducts annual external audits and ICP funds are also audited in the process.

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PART THREE: COMMENTS AND ANALYSIS.

1. What are the major problems and questions having influenced the project implementation and how did the project attempt to solve them?

- a. The location of both the SADC institution and BTC during the implementation period of the fund could not allow for the speedy follow-up on the execution of activities. This was because the implementing parties (BTC and SADC Secretariat) were situated in different countries.
- b. The SADC Administrative Rules and Procedures require that SADC advertises in all 14 member countries for any tenders. This has resulted in prolonged preparatory durations for studies before actual implementation. The table below shows how time was lost between the stages from activity initiation, drawing of agreement, and conclusion to give way to final payment.

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Project. Nr.	Study/Activity Title	Supervising Officer	SADC Directorate	Date of JLCB Approval	Date of MoU signature	Approved Duration	Date of Completion	Status
1	Ministers of Justice Meeting 2002		Legal	21/04/03	21/04/03	5 days	21/10/03	complete
2	Workshop to develop the consolidated programme for the DIS	Dorcas Walebowa	I&S	21/04/03	21/04/03	5 days	16/02/05	complete
3	Training of Practising Professionals in the SADC Water Sector	Phera Ramoeli	I&S	08/11/04	08/03/05	9 months	088/08/07	complete
4	Production of the State of the Environment Report for Southern Africa, 2004	Stephen Nantambwe	FANR	08/11/04	29/11/04	6 months	16/02/05	Pending explanation
5	Development of the implementation tools of the SADC Corporate Communications & Promotional Strategy	L eefa Martin	HCCM	08/11/04	23/05/05	3 months	25/01/07	complete
6	Consultative meeting on the development and update of the Implementation Plan for the SADC Protocol on Health	Erika Malekia	SHD&SP	08/11/04	08/03/05	3 days	26/04/06	complete
7	Consultative meeting to finalise the Concept Paper on the Development of a Regional Qualification Framework	Tracey Mudzi	SHD&SP	08/11/04	08/03/05	3 days	23/01/06	complete
8	Meeting of experts on Gender and Policy Development (Phase I)	Magdalene Madiba-Madibela	Gender	08/11/04	12/01/05	3 months	19/01/07	complete
9	Terms of reference of a study on the implementation of a UNIVISA System in the SADC Region	RETOSA	I&S	08/11/04	08/03/05	7 months	20/08/06	complete
10	Workshop with SADC Member States to development and update the Implementation Plan for the SADC Protocol on Education & Training	Lomthandazo Mavimbela	SHD&SP	08/11/04	08/03/05	6 months	26/07/06	complete
11	Regional Workshop on positioning of SADC on Economic Partnership Agreement	Joseph Mithethwa	TIFI	17/05-01	16/12/02	5 days	02/01/05	complete
12	Risk Analysis Training for Animal Health Professionals in the SADC Region	Bonaventure Mtei	FANR	02/03/06	08/07/05	1 month	09/08/05	complete
13	Feasibility Study for the Production and Use of Bio fuels in the SADC Region	Richard Masundire	FANR	02/03/06	15/06/06	4 months	03/10/06	complete
14	Regional Food Reserve Facility for the SADC Region	Richard Masundire	FANR	10/11/05	24/06/06	4 months	27/03/08	complete
15	Corridors/Spatial Development Initiative Programme	Judith Nwako	I&S	10/11/05	22/07/05	8 months	17/10/08	complete

16	Harmonisation of Petroleum and Gas Policies	Freddie Moolthalhedt	I&S	10/11/05	21/11/06	6 months	26/06/09	complete
17	Harmonisation and Development of a Draft Regional Gender Policy	Magdalene Madibela	Gender	10/11/05	02/03/06	4 months	05/05/09	complete
18	Preparation and Printing of documents for the 2006 SADC Consultative Conference	Leefa Martin	HCCM	10/11/05	07/02/06	4 months	13/09/06	complete
19	Policy Guidelines for attraction and retention of Human Resources in the Health Sector	Erica Malekia	SHD&SP	10/11/05	06/03/06	3 months	25/07/07	complete
20	Development of Evaluation Criteria for Qualifications Equivalences	Lomthandazo Mavimbela	SHD&SP	10/11/05	24/05/06	6 months	27/07/07	complete
21	Study on development of Regional Mechanisms for monitoring and Evaluation of Collaborative TB/HIV Activity	Erica Malekia	SHD&SP	10/11/05	19/01/06	3 months	01/02/08	complete
22	Preparation of Schedule for Implementing Free Trade Area in Support to Madagascar	Dr. Sululo	TFI					cancelled
23	Avian and Human Influenza Technical Committee Meeting	Tracey Muzi	SHD&SP	30/05/06	18/09/06	6 months	25/05/07	complete
24	Development of a SADC Resource Mobilisation Strategy	Tracey Zinanga	IP&RM	30/05/06	04/06/06	4 months	23/06/09	complete
25	Status and Capacities for Implementation of the Protocol on Education and Training in Member States	Lomthandazo Mavimbela	SHD&SP	30/05/06	04/06/06	4 months	26/06/08	complete
26	Job Evaluation of the SADC Secretariat	Tracey Zinanga	SHD&SP	30/05/06	04/06/06	4 months	09/10/07	complete
27	Establishment of a Regional Financial Reserve for Food Security	Dr. Simon Mwale	FANR	18/06/09	25/09/09	4 months	Not complete	Stopped
28	Development of a Regional Framework for Agricultural Input Market	Dr. Simon Mwale	FANR	18/06/09	25/09/09	4 months	Not complete	Stopped
29	Capacity Building in the REW System including consensus building in the Development of Food Balance Sheets	Mr. Bentry Chaura	FANR	18/06/09	25/09/09	4 months	Not complete	Stopped

2. Which factors explain the differences in relation to the awaited results?

- i. The activity preparation period is too long, i.e. the period between the approval of the activity by the JLCB and the actual commencement of work by the consultant. This is because of the tender procedures that require that advertisements for consultants be invited from throughout the member states and also that there is a stipulated period of the adverts.
- ii. The SADC Tender Committee (SITEC) is not always at hand to approve the selection of consultants and this waiting period also increases the length of the preparation period.
- iii. These factors do not affect the validity of the awaited results because the study remains valid until it is implemented and concluded.

3. Which lessons can we learn from the project experience? Please give a detailed answer on the impact and the durability of the results.

- iv. The activities implemented through the Study and Consultancy Funds were in line with SADC priorities as set out in the Regional Indicative Strategic Development Plan (RISDP). The activities that were successfully implemented by the fund matched the overall goals of SADC as defined in the RISDP. The sustainability of such activities is not questionable because their choice of implementation was informed by the global development plan of the regional institution.
- v. It is a difficult task to implement short term activities under a fund that has such a short lifespan. This is informed by the length of time required to prepare for the implementation of an activity that only lasts for a minimum of 5 days. We have learnt that besides the fund being a useful vehicle for institution building of SADC through programmes/ activities, the timeframe for operating the fund was too short. This has a negative effect on the full utilization of the facility.
- vi. SADC may need to simplify some of its procedures to allow for the utilization of easy and quick financial aid facilities that are available to the regional body by cooperating partners. The current procedures may result in SADC losing some of the financial aid that has timed implementation. This therefore requires that SADC must be result driven other than following its regulated procedures.

4. According to you, how was the project perceived by the target groups?

- i. The Study and Consultancy Fund is one Fund that was appreciated by the SADC Secretariat because of its flexibility and readily availability. The fund facilitated the restructuring and progression of the SADC institution through funding consultancies and workshops aimed at discussing the envisaged structure of the new institution. The target

group applauded that the Study and Consultancy fund was the easiest fund to utilize that had no rigid reporting requirements. The Fund made it possible to workshop various topics of discussion regarding the examination of new avenues of the development of the SADC institution.

ii. Above all the SADC Secretariat applauded the flexibility and accessibility of the fund.

5. Did the follow-up evaluation or the monitoring, and the possible audits and controls have any results? How were the recommendations taken into account?

i. The BTC monthly follow-up and evaluation process made it easier to get the required results from studies and consultancies and workshops. Inappropriate reports were easily picked up before final payments to consultants making it easier to ask the respective consultants to correct their works.

ii. Internal audit functions carried out by BTC made the control of the financial resources of the fund effective.

iii. Some follow-ups and audits yielded good results as some activities that had funds transferred to third parties but not properly completed were picked up easily and queried with SADC HQ.

iv. The recommendation that completed activities should be accounted for as soon as they are completed was not conceived well by the SADC Finance Unit as it takes long for BTC to receive expenditures for pre-financed activities.

6. Which are your recommendations for the consolidation and the appropriation of post-project period (policy to be followed or implemented, necessary national resources, makes target groups aware of their responsibilities, way to apply the recommendations ...)?

i. That SADC has a dedicated officer responsible for the identification and documentation of new activities to be funded by the Study and Consultancy Fund. This would result in speedy identification and implementation of activities within the time when the output is most relevant.

ii. The same officer would be responsible for qualifying the outputs from studies, consultancies and workshops, to ensure their relevance and value for money and also reduce the number of activities that are first approved and then later discarded just before they are executed.

iii. That SADC should have a dedicated accountant to follow up on the finances of a particular funding partner(s) and that the officer is paid from the programmes they supervise. This will reduce the risk of having poorly maintained accounting records and intermingling of accounts regarding funding from one partner to another.


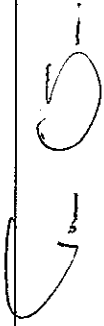
- iv. That SADC should have another senior officer as signatory to the accounts other than the Executive Secretary who is in most cases not available to approve expenditures.
- v. That SADC simplifies the approval process for the selection of consultants on activities approved by the JLCB. The JLCB should be accorded the mandate to implement activities as soon as they are approved for funding.

7. Conclusions

The entire funding from Belgium could not be utilized on time before the Specific Agreement expired. In this fund, not all the available funds could be utilized within the agreed timeframe, even after a two year extension. The balance of the funds amounting to 155,551.66€ is remained uncommitted as at 31st December 2009, the expiry date of the Specific Agreement.

Above all the fund was well utilized for its purpose and the desired results were realized by the SADC institution. It is only unfortunate that SADC cannot request for the renewal/extension of the fund anymore, but any other possibilities should be explored. The fund is a useful instrument for SADC to develop strategies through studies, consultancies, meetings, seminars and workshops.

The Belgian delegation and the SADC Executive Secretary must be commended for the sound administration and management of the operations of the fund, that is, selection of activities that are within the priorities of both SADC and the Belgian Government, in the interest of both parties.

National execution official	BTC execution official
 Dr. Angelo MONDLANE Director: Policy Planning & Resource Mobilization	 Mr. Tom SMIS BTC SA Resident Representative for South Africa and Mozambique

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PART THREE. ANNEXES.

Annexes	Enclosed
Annex 1 Results summary	Yes
Annex 2 Situation of receipts and expenses	Yes
Annex 3 Disbursement rate of the project	Yes
Annex 4 Personnel of the project	Yes
Annex 5 Subcontracting activities	Yes
Annex 6 Equipments	N/a
Annex 7 Trainings	N/a
Annex 8 Backers	N/a

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63.

ANNEX 1. Results and activities summary (according to the logical framework)

Progress	Indicators (foreseen or realized)	Intermediate results
Completed	i. Meeting held successfully	1. Ministers of Justice Meeting 2002
Completed	i. Production of the DIS programme	2. Workshop to develop the consolidated programme for the DIS
Completed	i. Water Engineers & Technicians trained	3. Training of Practicing Professionals in the SADC Water Sector
Complete but SADC owes BEL an explanation	i. 3000 copies of the Report printed ii. 5000 copies of the Summary of the State of Environment Report printed	4. Production of the State of the Environment Report for Southern Africa, 2004
Completed	i. Project Information Kit and CD-Rom produced	5. Development of the implementation tools of the SADC Corporate Communications & Promotional Strategy
Completed	i. SADC Protocol on Health comprehensive implementation Plan developed, with clear outputs, performance indicators, time frame and sources of funding to undertake specific activities to meet the objectives of the Protocol and the Regional Indicative Strategic Development Plan (RISDP). ii. Coordinated structures and programs through the technical committees in place	6. Consultative meeting on the development and update of the Implementation Plan for the SADC Protocol on Health
Completed	i. Improved Concept Paper supported by all Member States. ii. Clear, agreed and supported guidelines for the development of the RQF with indications on required structures for the development of the RQF, the time frame etc. iii. Support of other experts and stakeholders in the region.	7. Consultative meeting to finalize the Concept Paper on the Development of a Regional Qualification Framework
Completed	i. A report of the meeting of Experts on Gender and Policy Development & Analysis, with recommendations which will enable the provision of basis and guidelines for the vision and direction for the development of the Draft Regional Gender Policy.	8. Meeting of experts on Gender and Policy Development (Phase 1)
Completed	i. Terms of reference for a study on the implementation of a UNIVISA system in the SADC region researched and produced for presentation to Tourism Ministers.	9. Terms of reference of a study on the implementation of a UNIVISA System in the SADC Region
Completed	i. Preparation of the necessary instruments and proposals for the SADC Summit in September 2002	10. Workshop with SADC Member States to development and update the Implementation Plan for the SADC Protocol on Education & Training

Completed	<p>i. Recommendations on regional strategy and negotiating mandate; negotiations;</p> <p>ii. A clearly defined mechanism for involving all stakeholders and their role in the</p> <p>iii. Awareness building for stakeholders on EPAs and their implications to the region.</p>	<p>11. Regional Workshop on positioning of SADC on Economic Partnership Agreement</p>
Completed	<p>i. Acquisition of risk analysis skills for the epidemiologists in the region.</p> <p>ii. Epidemiologists to impart the skills they have learned to their colleagues in the respective Member States.</p> <p>iii. The whole SADC region in a position to not only perform risk analysis on all major livestock diseases to satisfy their trading partners, and also use the same to enhance intra-SADC trade in livestock and livestock products. The sector will also gain new confidence in the eyes of its trading partners because of this newly acquired capacity.</p> <p>iv. The Regional Farmers experiencing less turbulence in incomes due to suspension of trade in livestock products and at the same time contribute to the long term goal of regional food security and poverty alleviation.</p>	<p>12. Risk Analysis Training for Animal Health Professionals in the SADC Region</p>
Completed	<p>i. Evaluation report of the potential of bio-fuel production and/or use in SADC, and the bottlenecks that need to be addressed.</p> <p>ii. Comparison report of energy-crops that grow in the region that is motivated by the outcome of the bio-fuel awareness meeting in Gaborone, the concept note 'Farming for Energy, for better livelihoods in Southern Africa (FELISA)' and the CARENSA meeting in Mauritius.</p>	<p>13. Feasibility Study for the Production and Use of Bio-fuels in the SADC Region</p>
Completed	<p>i. Draft MOU for managing physical reserve finalized and ready for consideration and approval by Member States.</p> <p>ii. Mechanisms for establishing and managing a regional food reserve facility established and agreed.</p>	<p>14. Regional Food Reserve Facility for the SADC Region</p>
Completed	<p>i. Production of the Final Report using inputs from the workshop.</p> <p>ii. Make arrangements and supervise the printing of the Final Report following approval by ICM.</p> <p>iii. Print 150 copies, fifty for each member state along the SDI taking the language requirements into account. The remaining fifty is for the SADC Secretariat.</p>	<p>15. Corridors/Spatial Development Initiative Programme</p>
Completed	<p>i. Report on harmonized specifications, rules, standards and regulations related to the petroleum and gas sector.</p> <p>ii. Analysis report of the technical, economic/financial, institutional, political and socio-cultural feasibility of the establishment and operation of RFPGA;</p> <p>iii. Assessment report of the relevance of the Regional Petroleum and Gas Association for the SADC region is produced;</p> <p>iv. Detailed plan specifying indicators and sources of verification for RFPGA</p>	<p>16. Harmonization of Petroleum and Gas Policies</p>

<p>objectives, results and activities and incorporating the required resources (technical, organizational and political) and stipulates the linkage of RPPGA to the SADC secretariat and other stakeholders;</p> <p>v. Detailed analysis of sustainability, or the parameters within which the expected results from Regional Petroleum and Gas Association can be effectively applied, on a continuous basis, to the ultimate aim of facilitating regional integration in the SADC region;</p> <p>vi. Agreed structure of a Regional Petroleum and Gas Association (RPPGA) is produced and presented;</p> <p>vii. Draft the constitution of RPPGA and have it discussed and agreed to by the stake holders in a workshop.</p> <p>iii. Establishment of the SADC Petroleum and Gas Sector Association;</p> <p>ix. Modality for the establishment of the National Petroleum and Gas Associations are presented; and</p> <p>x. A workshop with SADC Secretariat and have the final Project Document/Report considered and approved is organized.</p>	<p>17. Harmonization and Development of a Draft Regional Gender Policy</p> <p>i. Production of the 4th draft of the Regional Gender Policy and fourth draft of the implementation framework for short term, medium term and long term adopted at the Meeting of Ministers Responsible for Gender/Women's Affairs;</p> <p>ii. Report of the proceedings of regional consensus building conference & Record of the meeting of SADC Ministers Responsible for Gender/Women's Affairs.</p>	<p>Completed</p>	<p>18. Preparation and Printing of documents for the 2006 SADC Consultative Conference</p> <p>i. A total of 3,500 copies of the printed documents in English, Portuguese and French are submitted to the SADC Secretariat.</p>	<p>Completed</p>	<p>19. Policy Guidelines for attraction and retention of Human Resources in the Health Sector</p> <p>i. Strengthened HRH/health systems strategies and draft policy guidelines for the SADC region.</p> <p>ii. Availability of regional data and information on current situation of HRH in the region.</p>	<p>Completed</p>	<p>20. Development of Evaluation Criteria for Qualifications Equivalences</p> <p>i. Comprehensive questionnaire for data collection on qualifications in SADC is completed.</p> <p>ii. Evaluation mechanism or criteria for qualifications equivalences and comparability in SADC is produced and approved.</p> <p>iii. A catalogue or database on qualifications in the region and their comparability and equivalences is compiled.</p> <p>iv. Greater mobility of students, staff and labor within SADC and possibility of credits transfer among academic institutions in SADC is facilitated.</p>	<p>Completed</p>	<p>21. Study on development of Regional Mechanisms for monitoring and Evaluation of Collaborative</p> <p>i. Strategy to address STI, HIV and AIDS and TB programmes comprehensively is approved;</p>
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Planned activities		Progress of the activities (with comments and remarks)
ii. Monitoring and evaluation framework for the three conditions; developed iii. Programme to address STI, HIV and AIDS and TB control strategies in the SADC region standardized.		
22. Preparation of Schedule for Implementing Free Trade Area in support to Madagascar	i. An initial analysis of the SADC Trade Protocol from a Malagasy perspective ii. An analysis of the Malagasy economy, as it relates to the SADC Trade Protocol iii. A proposed negotiation approach or options, particularly on a tariff liberalization schedule based on the above analyses and consultations with relevant stakeholders	Funded through other sources after delayed approval by DGDC
23. Development of a SADC Resource Mobilization Strategy	i. A Draft Resource Mobilization Strategy for the SADC Secretariat was developed and submitted.	Completed
24. Job Evaluation Study	i. Submission of a Situation Analysis Report on the current organizational structure of the Secretariat, the grading system, benchmarked institutions and salary structure as well as terms and conditions of service. ii. Recommendations of a rationalized grading system of all jobs within the Secretariat. iii. Submission of a revised Organization Chart of the Secretariat. iv. Revised Performance Measurement System and Staff Appraisal System and recommendations for consideration and adoption by Council. v. Remuneration Policy and Pay Structure is produced. vi. Recommendations of a competitive remuneration policy and pay structure including competitive terms and conditions of service. vii. Conversion schedule from the existing to the new (proposed) structure. viii. Evaluation report of the financial impact of the proposed remuneration policy, salary levels and the terms and conditions of service. ix. Recommendations of an Implementation Action Plan providing guidance on the implementation of the exercise, including specific tasks or activities, time frames, persons accountable and performance indicators. x. Recommendations of an appropriate training on the proposed rationalized grading system for the Secretariat.	Completed
25. SADC Regional Avian & Human Influenza Preparedness and Response Plan	i. The Regional Avian Influenza Preparedness and Response Plan addressing the Highly Pathogenic Avian Influenza in terms of regulation, surveillance, control, compensation, bio-security and disposal.	Completed
26. Audit of Implementation of the Protocol on Education and Training	i. Production of 14 country reports; ii. Production of a comprehensive regional synthesis report; iii. Up-to-date baseline data and statistics on education and training in a CD room for all the countries iv. Revised and budgeted implementation plan.	Completed

<p>27. Establishment of a Regional Financial Reserve for Food Security</p>	<p>Activity approved on 18th June 2009. Appointment of consultant delayed by the lengthy tender procedure. SADC has reported that the award of tender is foreseen on 20 December 2009. Consultant will start working in 2010.</p>
<p>28. Development of a Regional Framework for Agricultural input Market</p>	<p>Activity approved on 18th June 2009. Appointment of consultant delayed by the lengthy tender procedure. SADC has reported that the award of tender is foreseen on 20 December 2009. Consultant will start working in 2010.</p>
<p>29. Capacity Building in the REW System including consensus building in the Development of Food Balance Sheets</p>	<p>Activity approved on 18th June 2009. Appointment of consultant delayed by the lengthy tender procedure. SADC has reported that the award of tender is foreseen on 20 December 2009. Consultant will start working in 2010.</p>

Budget Code	Description of Budget Headings	Task Code	Sector Code	TOTAL COST BELGIAN EXPENSES	CUMULATED CONTRIBUTION
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Result 1 : Legal Unit

A_01_01	Ministers of Justice Meeting 2002			18,417.08 €	18,417.08 €
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Result 2 : Directorate of Infrastructure and Services

Subtotal Result 1					
A_02_01	Workshop to develop the consolidated programme for the DIS			16,445.07 €	
A_03_01	Training of Practicing Professionals in the SADC Water Sector			60,000.00 €	
A_09_01	Terms of Reference of a study on the implementation of a UNIVISA System in the SADC Region			124,000.00 €	
A_15_01	Corridors/Spatial Development Initiative Programme			139,232.91 €	
A_16_01	Harmonization of Petroleum and Gas Policies in the SADC Region			48,415.00 €	

Result 3 : Directorate of Food Agriculture and Natural Resources

Subtotal Result 2-Part A					
A_04_01	Production of the State of the Environment Report for Southern Africa 2004			42,400.00 €	
A_12_01	Risk Analysis Training for Animal Health Professionals in the SADC Region			57,543.92 €	
A_13_01	Feasibility study for the Production and Use of Bio Fuels in the SADC Region			49,371.11 €	
A_14_01	Feasibility study of the Regional Food Reserve Facility for the SADC Region			58,384.44 €	
A_28_01	Establishment of a Regional Financial Reserve for Food Security			0.00 €	
A_31_01	Development of a Regional Framework for Agricultural Input Market			0.00 €	
A_32_01	Capacity building in the REW System including consensus building in the development of Food Balance Sheets			0.00 €	

Result 4 : Corporate Communications Unit

A_05_01	Development of the implementation tools of the SADC Corporate Communications & Promotional Strategy			6,536.82 €	
A_18_01	Preparation and Printing of documents for the 2006 SADC Consultative Conference			33,261.86 €	

Result 5 : Directorate of Human, Social Services and Special Programmes

Subtotal Result 3					
A_06_01	Consultative meeting on the development and update of the implementation Plan for the SADC Protocol on Health			58,378.79 €	
A_07_01	Consultative meeting to finalize the Concept Paper on the development of a Regional Qualifications Framework			43,769.29 €	
A_10_01	Workshop with SADC Member States to develop and update the Implementation Plan for the SADC Protocol on Education & Training			60,000.00 €	
A_19_01	Policy Guidelines for the attraction and retention of Human Resources in the Health Sector			42,033.54 €	
A_20_01	Development of Evaluation criteria for Qualifications Equivalences			55,287.34 €	
A_21_01	Study on development of Regional Mechanisms for monitoring and evaluation of Collaborative TB/HIV activity			40,000.00 €	
A_25_01	SADC Regional Avian & Human Influenza preparedness and response plan			20,008.81 €	
A_26_01	Audit of Implementation of the Protocol on Education and Training			47,085.91 €	

Subtotal Result 5

				366,563.68 €	1,020,571.89 €
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59

Result 6 : Gender Unit			
A 08 01	Meeting of experts on Gender and Policy Development (Phase 1)	33,538.56 €	
A 17 01	Harmonization and development of a draft Regional Gender Policy	50,000.00 €	
Subtotal Result 6		83,538.56 €	1,104,110.45 €
Result 7 : Directorate of Trade, Investment and Finance			
A 11 01	Regional workshop on positioning of SADC on Economic Partnership Agreement	37,199.05 €	
A 22 01	Preparation of schedule for implementing Free Trade Area in support to Madagascar	0.00 €	
Subtotal Result 7		37,199.05 €	1,141,309.50 €
Result 8 : Directorate of International Programmes and Resource Mobilization			
A 23 01	Development of a SADC Resource Mobilization Strategy	50,000.00 €	
A 24 01	Job Evaluation study	50,000.00 €	
Subtotal Result 8		100,000.00 €	1,241,309.50 €
Result Z : Unallocated Funds			
Z 01 01	Unallocated funds	285,216.33 €	
Z 01 01	Aggregate of bank charges and interest received	3,008.35 €	
Subtotal Result Z		288,224.68 €	1,529,534.18 €
GRAND TOTAL			1,529,534.18 €

ANNEX 3: Disbursement rate of the project.

Source of financing	Cumulated budget	Real cumulated expenses	Cumulated disbursement rate	Comments and remarks
Direct Belgian Contribution	1,529,534,18 €	1,241,309,50 €	81 %	Satisfactory execution
Contribution of the Partner Country	n/a			Partner contribution is not mentioned in the Fund's Specific Agreement
Contribution of the Counterpart Funds	n/a			
Other source	n/a			

ANNEX 4 : Personnel of the project

Personnel type (title, name and gender)	Duration of recruitment (Start and end dates)	Comments (recruitment periods, profile, relevance...)
1. Regional personnel put at disposal by the Partner Institution	The Partner's personnel were put to the disposal of the Fund for the entire Fund's duration. They were from the various directorates of the SADC Secretariat.	The personnel were not recruited strictly for the Fund.
2. Support personnel, locally recruited	The Partner's personnel were put to the disposal of the Fund for the entire Fund's duration. They were from the various directorates of the SADC Secretariat.	The personnel were not recruited strictly for the Fund.
3. Training personnel, locally recruited	n/a	The Specific Agreement of the Fund did not allow for the training of personnel to be paid by the Fund.
4. International Personnel (outside BTC)	n/a	
5. Expert in International Cooperation (BTC)	n/a	

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ANNEX 5: Subcontracting activities and invitations to tender
(one form for each subcontracting contract)

Tendering mode : Open tenders throughout the region

Date of the invitation to tender : various dates for each activity over 6 years

Start date of the subcontracting contract : various dates for each activity over 6 years

Names of the subcontractors (or of the company):

Object of the contract : Peculiar to each activity

Cost of the contract : Peculiar to each activity

Duration of the contract : Peculiar to each activity

Results :

The results for each sub-contractor were acceptable to SADC.

Comments:

The contracting process was done by SADC in accordance with the SADC Tender Procedures.
No register of tenders was kept by the BTC.

ANNEX 6 : List of the equipments acquired during the project

	<i>budget</i>	<i>real</i>	<i>budget</i>	<i>real</i>
n/a				

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Annex 7. Trainings

Training Type	Country, Institution, Duration	Name or number of trained people	Dates of the trainings	Subject, content and level
Traineeship	n/a			
Scholarship	n/a			
Workshop	n/a			
Other	n/a			

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ANNEX 8. Backers Interventions

Interventions of other backers for the same project or for project pursuing the same specific objective.

Backers	Name of the Intervention	Budget	Main objectives	Comment
n/a				
n/a				