

Enabel 

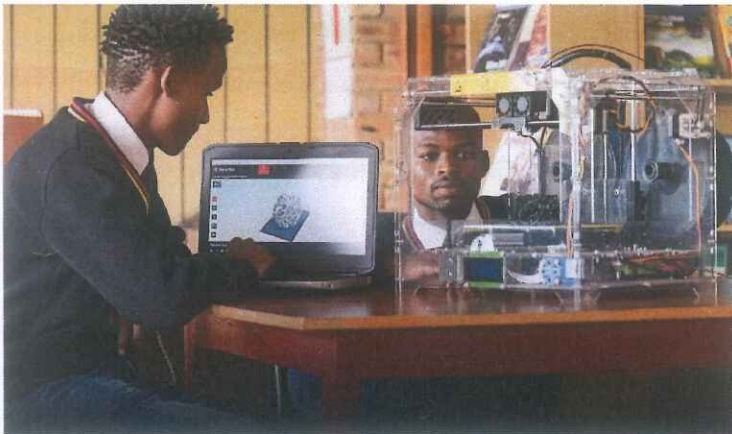


**national treasury**

Department:  
National Treasury  
REPUBLIC OF SOUTH AFRICA

Final report

**Building Academic Partnerships for Economic  
Development - SAF1688811**



Belgian development agency

[enabel.be](http://enabel.be)

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## Acronyms

BAPED	Building Academic Partnerships for Economic Development
BE	Belgian
BI	Beneficiary Institution
BTC	Belgian Development Agency
CMAT	Centre for Maritime & Air Transport
DGD	Directorate General for Development Cooperation and Humanitarian Aid
DHET	Department of Higher Education and Training
DST	Department of Science and Technology
Enabel	Belgian Development Agency
GoSA	Government of South Africa
HAI	Historically Advantaged Institutions
HDI	Historically Disadvantaged Institutions
HEI	Higher Education Institution
ICT	Information and Communication Technology
IDC	International Development Cooperation
JLCB	Joint Local Consultative Body
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NDP	National Development Plan
nGAP	New Generation of Academics Programme
NT	National Treasury
PMU	Project Management Unit
PSC	Programme Steering Committee
SA	South Africa(n)
SAIMI	South African International Maritime Institute
SAMRC	South African Medical Research Council
SETA	Sector Education and Training Authority
TBD	To Be Defined
TETA	Transport Education Training Authority
TFF	Technical and Financial File
TVET	Technical and Vocational Education and Train
VDAB	Vlaamse Dienst voor Arbeidsbemiddeling en Beroepsopleiding (Flemish Service for employment and vocational Training)



## Intervention form

Intervention name	Building Academic Partnerships for Economic Development (BAPED)
Intervention Code	SAF1688811
Location	South Africa
Budget – Belgium Contribution	1,5 million euro
Budget – Partner Contribution	268.000 euro
Partner Institution	National Treasury
Date intervention start /Opening steering committee	15 <sup>th</sup> December 2016
End date Specific Agreement	30 <sup>th</sup> June 2019
Target groups	Multi-sectoral Education and Training.
Impact <sup>1</sup>	To contribute to the economic development of South Africa through the establishment of a network between South African and Belgian Academic Institutions.
Outcome	Foundations for long-standing partnerships between South African and Belgian research and training institutions, aimed at improving business oriented skills development, training and research, are built.
Outputs	R.1: Skills, competences and capacities are developed through scholarships for Bachelor, Master and PhD studies.
	R.2: Skills, competences and capacities are strengthened through scholarships for national and international mobility and short term trainings.
	R.3: Academic partnerships within South Africa and between South Africa and Belgium are fostered through the organisation of knowledge sharing initiatives.
Total budget of the intervention	1.768.000 euro
Period covered by the report	June 2017 to June 2019

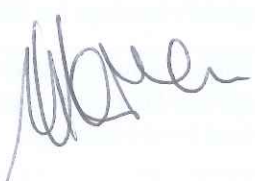

<sup>1</sup> Impact is a synonym for global objective, Outcome is a synonym for specific objective, output is a synonym for result

## Global appreciation

**Describe** your global appreciation of the intervention (max 200 words):

The Building Academic Partnerships for Economic Development (BAPED) has had a significant contribution in skills development in different fields of studies through the scholarships that South African students, public and private sector officials received, and the exchange training and capacity building programmes with the Belgian academic institutions in the areas of Information and Communication Technology (ICT), Medical Research, Maritime research and skills development, and Public Financial Management.

The programme has fostered practical partnerships through knowledge sharing engagements, which can be pursued further even beyond the period of the programme by the both South African and Belgian institutions. The above-mentioned engagements included cross cultural events, conferences, workshops, seminars, benchmarking exercises, institutional visits, information sharing, short term trainings, and international student exchanges. The National Treasury acknowledges the cooperation and the intervention by Enabel in skills development and the partnerships this intervention has fostered. The sustainability of the cooperation between Belgium and South Africa, to some extent, may depend on the good relations our institutions have developed, even with the notion of our development cooperation coming to an end.

National execution official <sup>2</sup>	Enabel execution official <sup>3</sup>
 Nathalie Vereen	 Ravi Reddy

<sup>2</sup> Name and Signature  
<sup>3</sup> Name and Signature



## PART 1 : Results achieved and lessons learned

### 1 Assessing the intervention strategy

#### 1.1 Context

The BAPED programme, to some extent, in its design to contribute to the economic development of South Africa through the establishment of a network between South African and Belgian academic institutions, has contributed to some policy interventions that are planned by the South African government through the National Development Plan (NDP) 2030. The NDP places emphasis on Higher Education, Science and Technology with the notion that “while South African higher education system functions well, it faces many challenges and these are: low participation rate, high attrition rates, a curriculum that is not aligned to industries and hence the mismatch in the labour market, and poor knowledge production that often does not translate into innovation”.

The programme’s objective of building foundations for longstanding partnerships between South African and Belgian institutions aimed at improving business-oriented skills development, training and research in a limited number of priority sectors that are key for the economic development of the country, such as ICT, health (biostatistics), the maritime sector, coincide with some of the NDP’s objectives and the Department of Higher Education, Science and Technology’s Strategic Plan, as well as the objectives of the Department’s New Generation of Academics Programme (nGAP), which involves the recruitment of highly capable scholars as new academics, against carefully designed and balanced equity considerations and in light of the disciplinary areas of greatest need.

Through the strategic South African – Belgian partnerships that were formed with the support of BAPED, there are great results that have been achieved in terms of the attainment of PhDs and Masters considering the limited period of the BAPED programme. The targeting of previously disadvantaged individuals, as well as those with disabilities has contributed to the inclusive nature of education as this is high on the agenda of a transformed and inclusive basic and higher education in South Africa. The inclusion and involvement of the private sector or industry experience in the development of course content, training and capacity development and research in the selected sectors supported by the programme has presented a potential of closing the gap between skills developed and employment. This can be the blueprint that will transform the South African Technical and Vocational Education and Training (TVET) sector to be more attractive to students.

The programme had a gender approach that is fairly representative of the female participants and presented a balanced gender score card. Most notably the targeting of female students from disadvantaged backgrounds and students with special needs by the Belgium Campus and SAMRC has ensured that gender equity and equality has been achieved in this programme.

## 1.2 Important changes in intervention strategy

The aim of the intervention was to contribute to the economic development of South Africa through the establishment of a network between South-African and Belgian academic institutions. The anticipated outcome was to build the foundations for long-standing partnerships between South-African and Belgian research and training institutions aimed at improving business-oriented skills development, training and research in a limited number of priority areas that are key for the economic development of the country, such as:

1. ICT: with a particular focus on the training of highly qualified and “employable” IT professionals;
2. Health: with a particular focus on the training of biostatisticians, the availability of which is key for South Africa to strengthen its health, medical and clinical research;
3. The maritime sector: with a particular focus on the development of tailor-made trainings aimed at responding to the needs of the South-African maritime sector;

PFM-trainings for staff at the National and Provincial Treasuries was added to BAPED following the approval by DGD for funds to be allocated from the General Belgium Portfolio at National Treasury which is a consolidated budget of closed Belgium programmes of the Embassy and some bilateral programmes.

DST, DHET and Transnet were approved beneficiaries; however administrative challenges prevented them from finalising either the proposals or contractual documentation and were subsequently not awarded grants. This surplus budget allowed for the other beneficiaries to submit proposals for further funding. Belgium Campus was the only beneficiary which was able to implement further interventions within the limited time frame and was granted additional funding.



## 2 Results achieved

### 2.1 Monitoring matrix

Results / indicators	Baseline Value	End Target	End Value obtained	Comments
<b>IMPACT:</b>				
To contribute to the economic development of South Africa through the establishment of a network between South African and Belgian academic institutions.	6	4	3	The programme focused on 6 beneficiary institutions in the formulation, however only 4 institutions submitted proposals for funding. Of the 4 institutions only TETA did not manage to arrange contact sessions with possible partners in Belgium due to the short timeframe for the implementation.
<b>OUTCOME:</b>				
Foundations for long-standing partnerships between South African and Belgian research and training institutions, aimed at improving business oriented skills development, training and research, are built.	6	4	3	As above
<b>OUTPUT 1:</b>				
Skills, competences and capacities are developed through scholarships for Bachelor, Master and PhD studies.	171	174	174	SAMRC initially planned for students to study in Belgium for 1 month but due to internal restraints they opted to have a virtual distant learning course with 1 week stay in Belgium. This availed budget to increase the number of students from 3 to 7.  The number of students for the Belgium Campus also includes students funded by Belgium Campus own budget.

<b>OUTPUT 2:</b>				
Skills, competences and capacities are strengthened through scholarships for national and international mobility and short term trainings.	108	108	108	
<b>OUTPUT 3:</b>				
Academic partnerships within South Africa and between South Africa and Belgium are fostered through the organisation of knowledge sharing initiatives.	27	26	26	

## 2.2 Analysis of results

### 2.2.1 To what extent will the intervention contribute to the impact<sup>4</sup> (potential impact)?

Due to the short timeframe for the implementation of the project, a full analysis of the impact of the intervention was not achievable. However the following potential impact can be reported per beneficiary institution:

- **ICT:**

The Belgium Campus has established a partnership with the University of KU Leuven which supports the academic Bachelor Degrees (student exchanges) and staff development programmes. They also cooperate on the smart farming (aquaponics) programme. This relationship is strengthened through an MoU which is being finalized. University of Antwerp conducted an assessment of Belgium Campus based on the quality standards of Belgian and Dutch universities, as described by the NVAO (Dutch-Belgian accreditation agency). The positive assessment resulted in the signing of an MoU on establishing a Master's programme for the Belgium Campus.

Through their partnerships with Belgian companies in the IT industry the Belgium Campus programme also selects top students who are given an opportunity to serve their internship in Belgium.

The model of the Belgium Campus ensures employment of every graduate. The graduate programme gives support to all students though the commitment of companies in the industry who fund the students throughout their studies or, for the self-funded students give them the opportunity to do their internship at the respective company with the option of full time employment.

- **Health sector:**

A delegation from SAMRC which included Professor Jeffrey Mphahlele, Professor Samuel Manda, Dr Tarylee Reddy and Dr Thabi Maitin visited University of Hasselt and KU Leuven in April 2019. The agenda included meetings with Research and Education Vice-Rectorates, Deans and Senior Academics at the Universities of Hasselt and KU Leuven to discuss training and capacity building partnerships and linkage matters.

South African academics and students participate in the 40th Annual Conference of the International Society for Clinical Biostatistics at KU Leuven, 14-18 July 2019. Professor Emmanuel Lesaffre who is the Chairman of the Scientific Programme Committee has also attend. The conference is organized by staff members of the Interuniversity Institute for Biostatistics and statistical Bioinformatics (I-BioStat) that unites Center for Statistics of Hasselt University and Biostatistics and statistical Bioinformatics Centre of KU Leuven.

- **Maritime sector:**

TETA planned a study tour in February 2019 with the purpose to establish formal contact with similar Belgian institutions that are involved in maritime and related matters. The overall intention was to learn from and understand the delivery framework in Belgium, to establish formal co-operation opportunities as further to investigate long-term partnerships and / or short training programmes that may be available to South African citizens;

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<sup>4</sup> Terminology : Impact = General Objective ; Outcome = Specific Objective; Outputs = Expected Result



The following delegation of 16 people was approved:

- TETA CEO
- TETA Research & Development Unit
- TETA Maritime Chamber
- TETA Freight Handling Chamber
- DHET TVET Support Unit
- 7 x TVET Colleges, CEO or nominated
- 3 x HEIs, CEO or nominated
- SAIMI

The study tour, proposed for 3 – 4 days, would endeavor to meet with the following institutions in Belgium, in addition to some potential ship-owning companies:

- Port of Antwerp: Ann Huysentruyt
- APEC (Antwerp Flanders Port Training Centre): Anouk Dergent / Kristof Waterschoot
- Centre for Maritime & Air Transport (CMAT): University of Antwerp, Prof Christa Sys
- VDAB Maritime Training Center: Zeebrugge, Patrick Naeyaert
- Antwerp Maritime Academy (Hogere Zeevaartschool), Dr Rowan van Schaeren
- Bureau International Maritime : Marc Nuytemans (TBD)

Due to strict protocol for international travel the approval of the Study Tour was delayed and could not take place within the timeframe of the BAPED project and was cancelled.

- **Public Finance Management:**

Implementing PFM solutions require a benchmark of good practices, an ongoing collaboration and / or partnership between government, universities and international development partners alike. Input from NT

A Belgium Study Tour took place from 16 to 22 November 2016 to explore the improvement of PFM by establishing new partnerships with the two Belgium Universities [i.e. Antwerp University and Vrije University of Brussels]. This represented a first step towards this envisaged partnerships with Belgium universities, which paved the way to an agreement for the development of public finance program for continuous development of PFM practitioners in South Africa within the context of contributing to the NDP imperatives of South Africa.

Subsequent to the study tour a PFM training programme was developed and piloted in 2017 from 9 – 20 October 2017 for Treasuries with Belgian Universities with the primary objective of developing a pool of PFM Experts that will easily adapt and contribute to the ever changing PFM system.

The pilot was followed by another PFM training that took place as scheduled (5 - 16 November 2018) in Belgium while the South African Leg, initially planned to happen in February 2019, was later postponed to 8 – 12 April 2019. The postponement was due to Prof Claeys, the main liaison between VUB and National Treasury, unavailability. He was subsequently replaced by Prof Vanneste from the University of Antwerp, taking

over the administrative function as well as the assessor function of submitted research papers.

### 2.2.2 To what extent has the outcome been achieved? Explain

The outcomes are included in 2.2.1.

### 2.2.3 To what extent have outputs been achieved? Explain

- **ICT:**

#### **Output 1. Scholarships for Bachelor Master and PhD studies:**

Many BC students come from disadvantaged backgrounds and cannot afford the tuition and residence fees, while BC has a limited number of available scholarships. Promising students were identified by the BC Dean and Financial Committee based on their academic records that indicate a good chance of success, and current financial difficulties (i.e. tuition and residence fees in arrears and no current scholarship available). This funding prevented them from dropping out and enabled them to complete the 2018 financial year, as well as afford the 2019 financial year. BC sought additional scholarships for the shortfall, including for subsequent years.

Needy and promising students were selected based on merit from the BC list of students that have so far not received BC bursaries. It was not possible to lift out only specific race or gender groups. However, the inclusion of 23 African female students is noteworthy since this demographic group has the furthest to go in terms of equal opportunity and representation in the domain of IT qualifications in South Africa.

68 promising students were identified for financial support: 27 female, 41 male of which 16 are white, 48 African, 3 Indian and 1 coloured.

#### **Output 2. National and international mobility and short-term trainings:**

Most if not all BC students come from backgrounds with little or no exposure to other, international cultures. BC recognised the need for cross-cultural learning through practical experience and consequently visits by international students provide an opportunity to “rub shoulders” with these students while working on cross-disciplinary projects (5 days) at BC as well as through field trips. Current projects where BC already collaborates with international universities were selected, especially ones without student mobility funding. In addition, supporting a visit by two postgraduates to BC provides for a longer-term, cross-cultural experience to both BC students and the visitor:

April 2019 – 20 Penn State (USA) students and 2 professors on smart aviation.

May 2019 – 20 Businet network and 2 students on smart farming.

All BC students benefited from the visitors, and the 20 working on the specific projects accompanied them on field trips.

Two M-students from KU Leuven were identified for support to work on a BC smart farming project in Pretoria for 5 months towards their doctorate in bio-engineering.

#### **Output 3. Partnerships through knowledge sharing initiatives:**

BC offers internationally benchmarked IT courses and undertakes 5-yearly benchmarking exercises with international partners and invites international subject-matter experts to help with the design of curricula.

For this purpose BC builds on its strategic partnerships with KU Leuven and the University of Antwerp in Belgium to benchmark its curricula against international

standards such as the Dutch Flemish Accreditation protocol (NVAO) - an international peer review, quality management system by peers from an international university. This 5-yearly review includes the quality and level of degree programmes.

Prof Jos de Brabanter from KU Leuven in Belgium was identified as an expert in Artificial Intelligence and Machine Learning, and was invited to visit BC in order to design its AI and ML course, as well as to present a short course and train BC staff in this domain.

- **Health sector:**

- **Output 1. Scholarships for Bachelor Master and PhD studies:**

The biostatistics courses were partially funded through BAPED. The academic report on the achievement of the students shows signs that the students having the capacity to successfully complete the course. Furthermore the selection criteria were stringent and considered candidates who the prospects are not clear yet. At present it seems probable that about half of the students will eventually acquire their grade.

- **Output 2. National and international mobility and short-term trainings:**

Although 4 students were targeted to receive funding to cover their local flight travel expenses in South Africa for national exchanges, 7 students were selected.

The following activities were completed to facilitate national exchanges and short-term training (local):

- Bayesian Biostatistics Workshop (by Professor Emmanuel Lesaffre KU Leuven) at The South Africa Statistical Association (SASA) Conference, Johannesburg, 26-29 November 2018. Six (6) of 10 students who undertook Advanced Biostatistics Training courses at the University of Hasselt received funding to participate in the workshop and the conference.
- Biostatistics Research Workshop (by Professor Samuel Manda, SAMRC) and the Southern Africa Mathematical Sciences Association (SAMSA), Botswana, 20-25 November 2018. One (1) of 10 students who undertook Advanced Biostatistics Training course at the University of Hasselt received funding to attend the workshop and the conference.
- Another scientific meeting, SUSAN-SSACAB Conference (8-11 September 2019, Cape Town), is being organised which will allow two (2) Belgian biostatisticians (Prof Geert Molenberghs and Prof Ziv Shkedy) and five (5) Belgian Master and Doctoral students to receive funds to visit institutions in South Africa. About nine (9) Master and Doctoral candidates from South Africa will also participate in the same conference.
  - The conference has been published on the SAMRC website. Link <http://ibssusan2019.samrc.ac.za/>.
  - Prof Ziv Shkedy (UHasselt) will conduct a course at the conference with the title "Infectious diseases monitoring and modelling using R"
  - Prof Ziv Shkedy will in addition chair a session entitled "The >eR-Biostat: A new E-learning system for Biostatistics".
  - Prof. Geert Molenberghs (University of Hasselt and KU Leuven) is the opening keynote speaker and will also be the facilitator of the workshop "Longitudinal and incomplete data".



**Output 3. Partnerships through knowledge sharing initiatives:**

This output was aimed to cover exchanges and short-term trainings involving academic staff and students in any of the following:

- a) Knowledge sharing initiatives such as scientific meetings, study tours, workshops and symposia;
- b) The exchange of technical expertise, personnel, materials and information;
- c) Training activities and consultations;
- d) Publishing scientific findings and other forms of communicating research results;
- e) Exchange of knowledge and learning models.

Only one (1) indicator was identified. Five Belgian delegates will receive funds to cover international travel and visa expenses, accommodation and transport expenses to visit institutions within South Africa. Plans are in place to achieve this later in the year when Belgian academics visit South Africa for various academic activities including short-term training and conference/networking activities.

• **Maritime sector:**

**Output 1.**

A tender for the development of learning material in Port Management was launched and only one bidder submitted an application. After a full evaluation it was decided to withdraw the tender due to the bidder not meeting the budgetary caps or the timeframe for implementation.

Enabel in principle agreed to that the funds be utilized for other short term initiatives that follow the broad principles of the original MoU, provided that no tender process needed to be followed. In this respect, TETA submitted a proposal for a study tour to Belgium. Unfortunately due to delays with internal protocol the approval of the study tour delayed and could not be arranged within the timeframe of the BAPED project.

The development of 2 other learning material for Navigation and Engineering was due to be launched by TETA and paid from their internal budget, however the budget was not included in the 2018/2019 Annual Performance Plan. The tender therefore had to be included in the 2019/2020 APP. The implementation was hence delayed and not achieved within the timeframe of BAPED project.

**Output 2.**

A tender was launched for the Assessment of selected TVET Colleges to offer Maritime Programmes. Urban Econ was awarded the contract. The research was concluded successfully and approved by TETA.

• **Public Finance Management:**

**Output 1 None**

**Output 2 National and international mobility and short-term trainings:**

The PFM programme has seen National Treasury officials travelling to Belgium in 2016 on a study tour with the mission to Benchmark the PFM training programme for Provincial and National Treasury PFM officials.

The above was followed by the 30 Provincial and National Treasury officials in 2017 and 32 more in 2018, attending the pilot PFM training in 2017 and another roll out of the

same training in 2018, respectively in Belgium. The South African Leg of the training in April 2019 was conducted by Prof V Vanneste from the University of Antwerp.

### **Output 3: Partnerships through knowledge sharing initiatives**

The National Treasury's Intergovernmental Relations (IGR) unit formed a partnership with two Belgian Universities, the Vrije University of Brussels (VUB) and University of Antwerp (UA) for benchmarking and developing and rolling out of the PFM training for South Africa's PFM practitioners in the National and Provincial Treasuries.

Furthermore, through IGR, National Treasury intends to continue improving its partnership with Belgium Universities (VUB and AU) by forging partnerships with South African Universities, particularly the historically disadvantaged institutions of higher learning beyond the contracted individual South African lecturers from Wits University. IGR has already engaged the Universities of Western Cape (UWC) and Nelson Mandela University (NMU) to ascertain their interest in the program. Encouragingly both universities are keen to participate such that they have undertaken to accompany the next group of public officials to Belgium as an introduction to the programme.

#### **2.2.4 To what extent did outputs contribute to the achievement of the outcome**

- **ICT:**

Belgium Campus implemented programmes in collaboration with Belgium institutions which led to the signing of MoUs.

- **Health sector:**

The study tour to Belgium by the delegation from SAMRC established new and also strengthened relationships for future cooperation. This has contributed to the preparation of seminars in South Africa during the latter part of 2019 at which Belgian delegates will participate.

- **Maritime sector:**

The proposed study tour would have contributed to strengthening existing collaboration between TETA and Belgian institutions in the Maritime sector but this unfortunately did not take place. TETA will however continue with the study tour through its internal budget or through other funding.

The research on the readiness of the TVET Colleges included a component on international benchmarking with the specific focus on Belgian institutions. TETA has acknowledge the research and will collaborate with these institutions for future capacity development of these TVET Colleges.

- **Public Finance Management:**

Following the launch of International PFM Program with VUB/AU in 2017, National Treasury has from the very onset intended to improve its partnership with Belgium Universities (VUB and AU) by creating a platform for partnerships with the South African Local Universities, particularly the historically disadvantaged institutions. To that effect, IGR has already engaged the Universities of Western Cape (UWC) and Nelson Mandela (NMU) to ascertain their interest in the program. For that matter, both universities will be participating in the 3rd Rollout [2019/20] jointly as lecturers for the next group of public officials to Belgium. Included in our engagement with the two local universities, is the issue of preparing partnership possibilities between VUB/AU and

both NMU and UWC for the joint delivery of 2020 PFM program in Belgium [2 Weeks] and South Africa over the next MTEF period. Moreover, National Treasury [IGR-PBA] representatives [Chris and Khaya] will on the 17th of July 2019, be guest lecturers at Nelson Mandela University sharing industry experiences with their honours students on public finance.

#### **2.2.5 Assess the most important influencing factors. What were major issues encountered? How were they addressed by the intervention?**

The relationships with the beneficiary institutions were established prior to the implementation of BAPED. This contributed to a good collaboration with limited issues.

The major challenges encountered were mainly around the logistical arrangements particularly, accommodation. For the past two intakes, some delegates were accommodated in VUB, U-Residence while others were accommodated outside the campus. This resulted in additional costs that were not anticipated. Originally, the programme was intended to have two intakes annual with a group of 30 per intake amounting to 60 officials annually, but hasn't happen due to possible logistical nightmares for the host university. Nevertheless, we must say that we have been consistently successful in managing to have PFM Program intake for one group per year resulting in a total of 62 against the targeted 60 officials of the last two years.

#### **2.2.6 Assess the Integration of Transversal Themes in the intervention strategy**

One of the major principles underlying the economic development strategy of SA is the "Broad based Black Economic Empowerment" (B BEE). "Black people" is a generic term meaning Africans, Coloured and Indian people. The B BEE Act 53 of 2003 aims to promote the economic empowerment of the black community as one of the measures that have been taken to overcome the historic social and economic inequalities generated by decades of Apartheid in the recent history of the country.

In the selection of the bursary candidates the SA regulations regarding the inclusion of the historically disadvantaged individuals was followed. Specific attention was given to the inclusion of historically disadvantaged individuals and institutions, whereby particular attention was given to facilitating the participation of black women, black females from rural areas and people with a disability. For example of the 10 candidates selected to undertake online modules towards Master level Advanced Biostatistics Training courses at the University of Hasselt for Master of Statistics Program via distance learning, 8 were black women students.

#### **2.2.7 To what extent has M&E, backstopping activities and/or audits contributed to the attainment of results? How were recommendations dealt with?**

Due to the short timeframe of the implementation of the project and the reduction in the number of beneficiary intuitions M&E and backstopping was not done. The recommendations of the end term review will not be relevant to Belgium cooperation in South Africa due to the closure of Belgium bilateral aid to South Africa. However this could be useful for National Treasury for similar projects funded by other donors and for Enabel projects in other countries.

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<sup>5</sup> Only mention elements that aren't included 1.1 (Context), if any.



## 3 Sustainability

### 3.1.1 What is the economic and financial viability of the results of the intervention? What are potential risks? What measures were taken?

National Treasury has consolidated Belgian funds in RDP from closed programmes into a General Belgium Portfolio. These funds could be used for initiatives in line with the overall objective of BAPED. The interventions of SAMRC and TETA were not fully implemented due to time constraints. These could be funded through the General Belgium Portfolio.

- **ICT:**  
Belgium Campus is a NPO and is dependent on external funding from donors and companies in the ICT sector. The high demand for ICT personnel ensures the viability of the programme and the unique model for higher education and employment used by Belgium Campus will attract interest from relevant stakeholders.
- **Health sector:**  
SAMRC is dependent on Government and donor aid. The sustainability of the programme is therefore dependent on strengthening of the programme and SAMRC assuming ownership to ensure that the outcomes would contribute to the development of sustainable next Generation of Biostatisticians in South Africa and to be able to retain these resources in the country.
- **Maritime sector:**  
TETA has earmarked funding to expand on the research and for future development of learning material to contribute to establishing structured maritime courses in South Africa.
- **Public Finance Management:**  
It's an added value for public services where the trained people are working. This training was restricted to public servants at national and provincial treasuries. There is no potential risk; out of the fact that they can leave public services.

### 3.1.2 What is the level of ownership of the intervention by target groups and will it continue after the end of external support? What are potential risks? What measures were taken?

The participating institutions in the programme showed high level of ownership and ensured that the activities of their individual projects were performed and reported on in a timely manner. Partnerships have been established between Belgian and South African Academic Institutions, with plans to sustain these partnerships beyond the BAPED programme. The risk here would be the limited activities between these institutions depending on the resources they put in the partnerships. Some of the partnerships, such as the PFM partnership, are undergoing discussions on their sustainability and a funding or resource pool model and a possibility of adding other academic institutions in the partnership. There is also a risk that other partnerships may not continue beyond the BAPED programme if there are no funding resources from the South African government or other development partners.

**3.1.3 What was the level of policy support provided and the degree of interaction between intervention and policy level? What are potential risks? What measures were taken?**

In light of the above, it is evident that the anticipated academic partnership that NT intends to forge between VUB/AU and local universities is beginning to show. As of now, there has been two facilitated engagement between VUB/AU and NT for the 2019 PFM Program rollout. National Treasury and VUB working relations are managed through the MOU entered into by both parties. It should also be noted that the UWC and AU already have an existing partnership which will add as an advantage to the intended partnership.

**3.1.4 How well has the intervention contributed to institutional and management capacity? What are potential risks? What measures were taken?**

To date, a total of 62 government officials have been trained on the PFM course for both National [24] and Provincial Treasuries [38] for the past two years. Secondly, intended partnerships with local universities is being realised.

All groups have successfully completed the research on different paper/topics. During the course of this year, we intend to have a 2 day [25 -26 August 2019] feedback and certification session to prepare the papers for TCF [Technical Committee on Finance] and for the awarding of certificates to successful participants.

## 4 Learning

### 4.1 Lessons Learned

- **For Enabel**

Identification of the beneficiary institution should include an organizational assessment, to identify the contracting modality between the project and the BI (grant, or not). This could accelerate the implementation phase.

A project time-span of five years, with option to extension, would create better outcomes in terms of efficiency, effectiveness and impact.

Monitoring to include outcome indicators on requirements for employability (need of a longer time span than foreseen for BAPED).

- **For the Partner Country**

The uptake of the programme was good and the institutions involved showed a high level of ownership of the projects they were implementing. The uptake could have been better with the involvement of the institutions that could not conclude the agreements for their projects. This was a matter of ownership, which led to prolonged legal consultations and the limited time of the programme could not allow for resolutions. Thorough consultations and negotiations, especially with the accounting officers of government departments, have to be done in order to get buy-in and better ownership of development assistance programmes.

### 4.2 Recommendations

Recommendations can be relevant for:

- **Country Strategy**

The BAPED programme has created viable partnerships and networks between South African and Belgian Academic Institutions and it is recommended that the institutions keep this relationship alive for the benefit of students in terms of exchange programmes that they already have. For future programmes with other development partners on capacity development for economic development, the programme has provided a reference point for consultations where these partners can take up some of the projects for replication or continuation, especially with the other institutions or government departments that could not take up the programme's support.

- **Sector Strategy**

The network that is created by the programme between South African and Belgian academic institutions and the National Treasury's Intergovernmental Relations (IGR) Unit, has prompted a partnership strategy that is in process of being developed and an MOU is being discussed. Discussions are on-going on how the partnership can sustain the PFM short term training for SA's PFM practitioners through in-kind or financial contributions. The National Treasury supports this

strategy and where development partners would like to play a role in this programme, the IDC will coordinate that support and facilitate negotiations.

- **A Next Intervention**

Non adequate, it's an exit phase for Belgium bilateral programme.

From the partner perspective, some of the lessons learned could be used in other projects with other donors

- **The Exit-Strategy**

The global objective of the programme was to contribute to economic development of South Africa through the establishment of a network between South African and Belgian institutions in identified priority areas of ICT, Health, Maritime and PFM. These areas were identified as a continuity of successfully implemented interventions with stakeholders in these areas. These were however not limited and the programme was flexible to adapt to the change in needs of South Africa.

The BAPED programme was in retrospect a contribution to the exit strategy of bilateral cooperation from South Africa. However, in the spirit of not "closing doors" and with the discussions on transition rather than exit, this programme can be used to establish other forms of cooperation.

The established networks have a potential to continue to exist beyond the programme, more so with the academic institutions that can foster exchange programmes for staff and students using their own resources and sponsorships. This would be the legacy of this programme, as well as the successful implementation of the PFM partnership strategy beyond the end of the bilateral cooperation.



## PART 2: Synthesis of (operational) monitoring

### 1 Follow-up of decisions by the JLCB

N°	Decision	Identification period	Source*	Actor	Action(s)	Resp.	Deadline	Progress
1	Interest earned on Belgium funded programmes accumulated interest on the RDP, estimated at 2,2 million euro. This will be added to the BAPED project with no cost extension.	2017/03/03	JLCB minutes	NT and BTC	Following a mission of Peter Pauwels and Raf Somers a tentative agreement was made between National Treasury and Enabel to allocate the interest to a National Treasury "BAPED" Project.	Enabel/ Embassy/ NT	To be determined	The proposal was taken to Brussels and handover to DGD to formalise the agreement.
2	The priority areas will now also include financial and economic management support. National Treasury and other financial institutions could be added for funding should the budget increase be approved.	2017/03/03	JLCB minutes	NT and BTC	Once the final budgets have been approved for the 5 approved Beneficiaries the balance, if any, will be allocated to the new priority areas. DGD is in contact with National Treasury to agree on transferring Study Fund budget to BAPED.	NT /DGD and Enabel	Q4 2018	A part of the Study Fund budget will be allocated to BAPED to fund a PFM collobaration training programme between National Treasury and Vrije University Brussels.

3	The funding ceiling could increase from €200 000 per application up to €400 000.	2017/03/03	JLCB minutes	NT and BTC	As per point 2	NT and Enabel	To be determined	No budget modification has been made thus far.
4	National Treasury will have to give a no-objection on the recruitment of the Project Coordinator. All documents related to the recruitment will be forwarded to National Treasury since they were not included in the recruitment process.	2017/03/03	JLCB minutes	NT and BTC	All documents were submitted.	NT and Enabel	30/04/2017	National Treasury did not approve the recruitment.
5	The SC decided that the current structure will be adequate and that additional visitors to the meeting could be invited. These inclusions will be from the beneficiary institutions and with the purpose of providing a report on progress, communicate challenges and achievements, and to share detail at a high level on the strategic value of the funding support.	2017/03/03	JLCB minutes	NT and Enabel	No action required at this stage until the projects are implemented	NT and Enabel	2017/12/01	

6	Beneficiary Institutions which have started implementation could be considered for additional funding.	2018/09/11	JLCB minutes	Enabel and NT	A budget modification will be done on the budgetlines which will not be used. There is a high possibility that DST and DHET would not sign the agreements which will then avail a further €400k	Enabel and NT	2018/10/20	
7	Land Reform Publication will be funded by BAPED	2018/09/11	JLCB minutes	Enabel and NT	NT agreed that the printing of the Capitalization Report will be paid from BAPED. The Previous Senior Program Manager will meet with DRDLR Counterpart in mid-October to finalize content. Enabel will check from which budget line it could be financed - the Budget Modification will take this into account.	Enabel and NT	2018/10/20	The Publication was printed.
8	Extension of MoU's - TETA	2018/09/11	JLCB minutes	Enabel	In principle approval of the extension of the TETA MoU. National Treasury wants to study the outputs	Enabel		Extension of TETA MoU was approved

9	Decision to be made on pursuing the Department of Science & Technology Agreement (DST).	2018/09/11	JLCB minutes	Enabel and NT	The Grant Agreement is not signed yet due to questions from the DST Legal Division which were clarified in a meeting between DST, ENABEL and National Treasury held on 30 Aug 2018. DST indicated that they would sign the Agreement and start with a part of Activity 2 (research management and administration workshops). ENABEL has not received any documentation to date. National Treasury was going to follow up with the DST with regards to the MOU.	NT	2018/10/20	The DST did not respond to the advice given to it by National Treasury. The Agreement was cancelled
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10	Decision to be made on pursuing the Department of Higher Education and Training (DHET).	2018/09/11	JLCB minutes	Enabel and NT	The Grant Agreement is not signed yet due to concerns by the Legal Division. The main concern is that DHET cannot be held accountable for actions of third parties who are not employees (in this case, students). National Treasury will write a letter to the DG of DHET adding the necessary legal clause. ENABEL has not received any documentation to date.	NT	2018/10/20	The DHET did not respond to the letter written by NT. The Agreement was cancelled.
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## 2 Personnel of the intervention

Not applicable. No staff were recruited by the project. Enabel staff were seconded to the project. Also, no National staff were seconded to the implementation of the project. However National Treasury provided support when they were required to intervene in discussions with the BI.

## 3 Equipment

*Not Applicable*

#### 4 Public procurement and Public agreements

Modality	Number	Title	Beneficiary-contractor	Project Manager	E-mail	Contact Numbers	Budget ZAR	Budget EUR	Signature date	Expiry date
Financial Delegation	Grant/2017/001	Funding of Bursaries and the setup of the Open Learning University	Belgium Campus	Enrico Jacobs CEO	enrico@belgiumcampus.ac.za	012-542 3114	R 4 231 535.00	EUR 283 046.00	20-Dec-17	31-Mar-19
Financial Delegation	Grant/2018/002	Development of sustainable next Generation of Biostatisticians In South Africa	South African Medical Research Council	Prof. Jeffrey Mphahlele Vice President for Research	Jeffrey.Mphahlele@mrc.ac.za Samuel.Manda@mrc.ac.za Thabi.Maitln@mrc.ac.za	012-339 8630 082 885 0048	R 4 497 000.00	EUR 300 803.00	07-Jun-18	31-Mar-19
REGIE	Grant/2018/MOU/001	Maritime and Logistics collaboration within the Maritime context for course content development, research and benchmarking.	Transport Education Teaching Authority	Victor Muhlberg Executive Officer of Maritime Chamber	victor@teta.org.za	021-829 6416 084 304 1067	R 2 878 600.00	EUR 192 548.00	06-Apr-18	30-Apr-19
REGIE	Grant/2018/MOU/002 Cancelled	Development of Human Capital in Research and Innovation. (Post Doctoral Studies abroad and in-country Masters' Scholarships)	Department of Science & Technology	Moratabatho Sefora	Moratabatho.Sefora@dst.gov.za	012-843 6380 076 481 9497	R 2 598 500.00	EUR 173 813.00	CANCELLED	CANCELLED
REGIE	Grant/2018/MOU/003 Cancelled	Comprehensive Scholarship Proposal	Department of Higher Education & Training	Mandiswa Cakwe	ca@kwe.m@dheth.gov.za	012-312 5284	R 2 745 000.00	EUR 183 210.70	CANCELLED	CANCELLED
REGIE	Grant/2018/MOU/001/SAF067	Development of learning material for occupational qualifications in the field of port management	Transport Education Teaching Authority Tender		CANCELLED	CANCELLED	CANCELLED	CANCELLED	CANCELLED	CANCELLED
REGIE	Grant/2018/MOU/001/SAF068	The assessment of the readiness of DHET identified TVET colleges to offer maritime programmes into their curriculum	Transport Education Teaching Authority Tender with Urban-Econ	Jobeen Aggenbach Manager: Skills and Enterprise Development	jobeen@urban-econ.com	012-342 8686 072 535 3306		EUR 63 823.29	19-Nov-18	15-Apr-19
Financial Delegation	Grant/2018/003	Scholarship Proposal	Belgium Campus	Enrico Jacobs CEO	enrico@belgiumcampus.ac.za	012-542 3114	R 2 757 798.00	EUR 175 656.00	21-Dec-18	31-Mar-19

## 5 Logical Framework from TFF :

	Logical of the intervention	Indicators	Baseline	Target	Sources of verification	Hypotheses
GO	<b>Global objective</b> To contribute to the economic development of South Africa through the establishment of a network between South-African and Belgian academic institutions.					The Belgian Embassy will continue supporting efforts for the creation of sustainable academic partnership in priority sectors for the SA economic development after the exit of BTC.
SO	<b>Specific objectives</b> Foundations for long-standing partnerships between South-African and Belgian institutions aimed at improving business oriented skills development, training and research are built.	Degree of satisfaction of the BI with the quality and the relevance of the training and education activities financed through the programme.  Number of SA-BE academic partnerships that have been formalised in a Memorandum of Understanding or joint research proposals with support of the programme.	0%	75%	Report of the satisfaction survey Annual programme report	Belgian research and training institutions are interested in developing and strengthening the relations with SA academic institutions. SA-BE academic partnerships are successful in resource mobilisation with other donors.
R 1	<b>Result 1:</b> Skills, competences and capacities are developed through scholarships for Bachelor, Master and PhD studies.	% of bursary candidates for Accelerated Bachelors, Masters and PhD finalising their degree.  % of selected bursary candidates being black females.  % of selected bursary candidates being persons with a disability.	0%	80%	Reports of the BI	The programme can start in time i.e. september 2016 so that bursary candidates can be made at the start of the academic year in SA (jan 2016). DHET can effectively launch a specific nGAP call for the BAPED programme in Q4 2016
R 2	<b>Result 2:</b> Skills, competences and capacities are strengthened through scholarships for national and international mobility and short term trainings.	Number of exchange initiatives for supervision and short term training between SA HDI and SA HAI  Number of exchange initiatives for supervision and short term training between SA and BE institutions.	0	Min. 1 per priority sector.	Reports of the BI.	SA HAI are interested in partnering with SA HDI. The expertise sought by the SA BI is available at the BE institutions. BE institutions are interested in receiving bursary candidates from SA.

		% of selected bursary candidates being black females.	0%	40%		
		% of selected bursary candidates being persons with a disability.	0%	5%		
		Knowledge on PFM by (30) NT staff	Result Pre-test	Min. 25% increase	Pre & post-test	
		Satisfaction of hierarchical superiors of NT staff after PFM training	N/A	Min. 75 % satisfaction	Questionnaire	
<b>R 3</b>	Result 3: Academic partnerships between South Africa and Belgium are fostered through the organisation of knowledge sharing initiatives.	Number of knowledge sharing activities involving both SA HDI and SA HAI as well as BE institutions	0	Min. 1 per priority sector.	Reports of the BI.	SA and BE institutions are motivated for setting up longstanding SA-BE partnerships and convinced of the added value that these partnerships can bring generate in the future.