

SADC -- CAPACITY BUILDING FOR REGIONAL INTEGRATION

2009/10 INSTITUTIONAL ASSESSMENT RECOMMENDATIONS AND IMPLEMENTATION ROADMAP

Updated on 10 May 2011  
May 2011 Version 2

Priority reference	Description of priority	Conditionality
1	Critical	Prerequisite for consideration of a Contribution Agreement.
2	Very important	Prerequisite for signature of a Contribution Agreement.
3	Important	Not a prerequisite – implementation within 6 months of signature.
4	Recommended	Not a prerequisite – implementation within 12 months of signature.
5	Desirable	Not a prerequisite – implementation within 24 months of signature.

Legend for Colour coding

G	Green	Implementation completed
A	Amber	Implementation on track
R	Red	Implementation delays encountered

Rec No.	IA Check-list ref (where specific)	Issue in IA 2009/10	Recommendation	Priority	Objectively Verifiable Indicator (OVI)	Responsibility	Support by	Deadline	Revised Deadline	Data Source (Document/Evidence for OVI Verification)	Status of implementation
<b>Pillar 1 Accounting Standards</b>											
1.	-	Lack of clarity in the Secretariat budgets.	Budgets should include last year's actual figures to give a realistic comparison. To increase the effectiveness of this as a management tool, budget to actual comparisons should be regularly monitored by both the Directorates and by Finance.	2	Budgets include previous Year's actual	B&F	Lot 1	May-11	May-11	Budget Performance Report for 2009/10 and 2010/11 Fiscal Years	R- Policy provision to be updated to reflect additional information to be disclosed in the 2010/11 budget performance report.
2.	Pillar 1 and 3A	Lack of monitoring of actual costs against budget.	Quarterly discussions of the level of implementation between the Operational Directors and Finance professionals would be beneficial to increasing understanding and the effectiveness of this management tool. The Operational Directors as non-finance professionals would benefit from in-house training on how to read and interpret financial reports. We understand that training has been planned for the Directors in early 2010	2	(a) Quarterly discussions Conducted (b) Training conducted	B&F	Lot 1	May-11	May-11	Training plan	R- Training plan operationalisation scheduled for the 2nd quarter of 2011
3.	-	SunSystems is not used to its full potential.	Training is needed on the SunSystems accounting package in order for operators to understand the systems and processes. Consider the reporting requirements and tailor SunSystems to produce useful reports as appropriate both for internal purposes and for reporting to donors.	3	Training on Sunsystems	B&F	Lot 1	Feb-11		Training plan.	A -- Majority of Budget and Finance staff trained. Sunsystems supplier performed system review (4-6 May). Training plan to be operationalised in the 2011/12 period whereby the training will be rolled out to other directorates.
4.	-	Supplier reconciliations are outstanding and very complicated.	Staff need to dedicate time to specifically work through the reconciling items and resolve them.	2	Reconcile supplier statements	B&F	Lot 1	May-11		File -- Suppliers reconciliations	G-- Monthly monitoring and reviews. Monthly review and monitoring suppliers reconciliations carried out and kept on file.
5.	-	Imprests are often large and not reconciled regularly enough.	Better systems and procedures are needed for Imprests. Bank transfers should be made wherever possible instead of using cash. Imprests should be retired within a period of one month from the date of the return/end of action, failing which they should be retired through deduction of salary at the month end. A full reconciliation of outstanding imprests should also be undertaken.	2	New procedures for imprest; imprest retired within one month	B&F	Lot 1	Feb-11		Record of reminders and recoveries from payroll. Revised procedures on imprest retirement.	G-- Monthly monitoring and review. Monthly monitoring and control of imprest amounts and recoveries carried out. Record of reminders and recoveries from payroll to be maintained. Revision of procedures on imprest retirement to be undertaken as part of the Financial Rules and Procedures review.
6.	-	Online banking has yet to be established.	Online banking should be established. Also, bank reconciliations should be done automatically on the Sun systems accounting package.	3	(a) Online banking established.	B&F	Lot 1			Online banking	G -- SADC has established the on-line banking. SADC is able to access bank statements on line both from Standard Chartered and Barclays Bank using Straight2bank and Barclays Integrator, respectively.
					(b) Automatic bank reconciliations on the Sun systems						Member States funded cash books--Online bank reconciliations and paying the creditors on line.
7.	-	On a few bank accounts unreconciled differences had not been cleared and were therefore transferred to the financial statements.	Year end bank reconciliations need to tie in with figures appearing in the annual financial statements. All bank reconciliations should be reviewed and all differences resolved.  Checklists should be completed at each month end to ensure that what was supposed to be done was actually completed. As there are approximately 90 cashbooks, a summary sheet should be prepared with a signature to verify that the reconciliations have been done.	2	Reconciliation of Bank statements	B&F	Lot 1	May-11		Bank reconciliation summaries including checklists signed by authorised officer	G --Fully Addressed, Feb. 2011.
					Completed checklist					Completed checklist signed by authorised officer	G -- Fully addressed, Completion of Checklist adhered to.

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			Current deadlines could be extended to make them more realistic. We also recommend that a checklist is developed detailing all financial month end routines to be signed off as each stage is completed as this would be a practical tool for staff as well as Management to ensure that everyone knows the status of all of these routines.  Bank reconciliations should have a separate section for inter-account reconciling items. Care should be taken to ensure consistent accounting for such items.		Signed of Month end routine checklist					Month end routine checklist and procedures	G-- On going monitoring of adherence to the guidelines and cut off procedures
8.	2.1	There are significant gaps in the information provided in the financial statements. Key notes for the income and expenditure are missing and others lack adequate detail. The Cashflow Statement is not referenced to the rest of the financial statements.	The financial statements need further review. Key notes for income, expenditure and cashflow need to be included. Grant income, grant expenditure and other income all need to be broken down into their component parts to provide greater transparency.	2	Key notes included in financial statements	B&F	Lot 1	May-11		Financial Statements for the 2009/2010 period	G -- Disclosures and notes to the financial statements for 2009/10 period incorporated. In the Financial Statements for the 2009/2010 period, additional notes on income and expenditure were provided. Additional disclosures to be incorporated in the financial statements for the year ended 31 March 2011.
9.	2.1	The statement of changes in financial position (members funds) does not reconcile to donor funded expenditure.	The statement of changes in financial position (members funds) should be re-checked and should be reconciled to expenditure (as shown in the Income Statement).	2	Statements of changes in financial position reconciled to expenditure	B&F	Lot 1	May-11	Jun-11	To start in 2010/11	R-- To start in 2010/11
10.	2.1	Inconsistent accounting policies are noted in the Financial Statements.	Accounting practices should be reviewed and updated in line with international accounting standards. We recommend that the Treaty is amended to specify that the accounting framework should be International Public Sector Accounting Standards (IPSAS) as appropriate to the activities of SADC.	3	Updated Accounting Practices in Line with IPSAS	B&F	Lot 1	Sep-11	Sep-11	Revised accounting practices. However, No need for amending the Treaty	A-- The treaty allows for the change. STE will update the Finance Management Regulations/ Accounting practices following the the outcome of the benchmarking study IPSAS vs IFRS
11.	2.1	There are gaps in the notes of the accounting policies used indicating which accounting framework was used.	We recommend that a benchmarking exercise is carried out on the financial statements for the year ended 31 March 2010 to ensure that they move towards compliance with IPSAS and that the following year's financial statements are fully compliant.	2	Financial statements are compliant with IPSAS	B&F	Lot 1	May-11	Jun-11	IPSAS and IFRSs Benchmarking Report will inform the decision to use IPSAS or IFRS	R-- Benchmarking exercise starts in May 2011. SADC is the process of engaging the services of external consulting firm to undertake a benchmarking exercise on the IPSAS and IFRSs which will inform the basis for adopting any of the frameworks for preparation and presentation of financial statements.
12.	2.7	There has not been an inter institutional cancellation of balances at the year end.	Inter-institutional balances should be cancelled in the year end financial statements	2	Eliminate inter-office balances on year end financial statements	B&F	Lot 1	Feb-11		Financial Statements for the 2009/2010 period	G-- In the Financial Statements for the 2009/2010 period the interoffice balances were eliminated. Additional disclosures to be incorporated in the financial statements for the year ended 31 March 2011.
13.	-	Improvements can be made in the input of journal vouchers system.	Journal Vouchers could benefit from further improvements by automating some of the journal e.g. the accruals. For this to happen, training may be required.	4	Improvements in the journal vouchers system	B&F	Lot 1	May-11		Journal vouchers	G -- Fully Addressed, Feb. 2011; Will be monitored by external auditors in May 2011
14.	2.7	Debit balances exist on deferred grant income and there is no reconciliation shown in the accounts between the balances on each of the projects (shown as deferred income) and what those balances are represented by in terms of cash or other balances.	Debit balances should be investigated and corrected. Reconciliations of project balances should be provided in future by including supplementary schedules at the end of the accounts and any relevant notes to the accounts updated as appropriate to ensure the figures reconcile. To ensure that bank balances agree with deferred income balances on an ongoing basis, we recommend a more formalised accounting procedure and timetable be established for third party funds so that the balance of deferred income on projects matches exactly the balance on the project bank accounts at each quarter end as a minimum. This will involve an organised 'cut-off' at each quarter end and may involve simplifications to the way in which project expenditure is made and accounted for.	3	Debit balances investigated and corrected	B&F	Lot 1	May-11		Reconciliations of Debit balances on projects	A-- Reconciliations of the balances prepared. Debit balances on project identified and recovery process has been instituted.
					Formalised accounting procedure and timetable for third party funds established			May-11		Monthly routines and cut-off procedures.	G-- Monthly routines and cut-off procedures developed. Automatic recognition of income following project expenditure transactions has been activated in Sunsystems

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15.	3.1	The nature of the entity's operation and principle activities are not clearly disclosed.	More details should be given to disclose SADC's operations and principal activities along with Management's assessment of internal controls in the Annual Report issued by management. We would also recommend that in future, the Annual report and accounts are combined into one document and reference made to each other.	3	Annual report and accounts are combined into one document.	B&F	Lot 1	Feb-11	Jun-11	Combined 2010/11 annual report and financial statements (Planned). Financial Statements to 2009/10 period additional disclosures were incorporated on SADC's operations and principal activities.	R - Exploring the possibility of one combined report in 2010/11 accounts. In the Financial Statements to 2009/10 period additional disclosures were incorporated on SADC's operations and principal activities. Consultations to come up with a combined in 2010/11 annual report and financial statements being carried out.
16.	3.2	The financial statements do not disclose additional information which is considered as good practice such as a schedule or summary by programme activity for the reporting period.	The financial statements should be amended from 2009/10 to include a schedule or summary by programme activity for the reporting period.	3	Reporting methodology devised and adopted	B&F	Lot 1	Feb-11	Jun-11	The 2010/11 Financial Statements.	R--Budget to actual analysis and programme activity reports to be incorporated in 2010/11 accounts
17.	Pillar 3A	There is a lack of dissemination of information gained on missions.	Mission reports should be prepared for all missions to enable the assessment of effectiveness and the mission outcomes. The mission reports should be circulated amongst the Directorates to ensure the knowledge gained is disseminated.	3	Mission reports by all Officers are compiled and circulated	B&F	Lot 1	May-11		Staff mission reports to B&F	A-- Following the review of the per diem retirement procedures, programme staff submit mission reports to B&F
18.	-	Duplication of resources occurs for EC project accounting (for EC projects, expenditure is inputted twice. Once on the SunSystem and once on Tom Pro.)	The required budget headings should be set up on the SunSystem and then Tom Pro should cease to be used.	3	(a) Required budget headings set up on the Sun System	B&F	Lot 1	Mar-11	Apr-11	Sun Systems (budget headings aligned to the Tompro budget lines).	A-- SADC has rolled out the new Sun Systems effective from April 2011. Consultations still ongoing to link the two systems (Sun Systems & Tompro).
					(b) Tom Pro data input closed.			Mar-11	Mar-12	Sun systems and Tompro.	R-- Data transfer to be activated. Currently a consulting firm is working on interfacing the Sunsystems and Tompro in order to eliminate duplicate data entries in Tompro.
19.	-	Fixed asset checks are not undertaken regularly.	Regular physical counts of fixed assets should be introduced and a fixed asset policy produced covering both SADC and project assets.	3	(a) Fixed assets policy	B&F, HR&Admin	Lot 1	Jun-11	Aug-11	Revised Fixed Assets policy	R-- Revisions to the fixed assets policy are yet to be undertaken.
					(b) Regular inspections and registration of assets			Jun-11	Mar-12	Annual inspections	R-- The SADC inventories of assets were updated following the annual inspections carried out in the 2009/10 and 2010/11 financial period.
20.	-	The functions of the sub-Finance Committee and the Finance Committee significantly overlap creating a duplication of resources.	The functions of the Finance Committee and the sub-Finance Committee should be looked at and possibly combined. Responsibility for the review of external audit reports should be transferred to the Audit Committee.	2	Future role of Finance Committee and Finance sub-Committee established	B&F	Lot 1	Mar-11		TOR of Audit Committee. TOR of Finance and sub Finance Committee	G-- The role of the Finance Committee was reviewed following the establishment of the Audit Committee by Council in March 2011
21.	-	Of the Member States projects, an amount of US\$7.5m relates to 'SADC House' and a further US\$3.4m relates to 'SADC Funds' which are special funds created by the SADC Summit and Council of Ministers for specific objectives. However, it is unclear how these funds are going to be used and when.	We recommend that clarification is obtained by the Secretariat on this and why a 'set-aside' of these funds is needed.	4	Clarification on 'set-aside' funds	B&F	Lot 1	Feb-11		Financial statements for 2009/10 period Disclosures and notes	G-- Disclosures and notes to the financial statements for 2009/10 period incorporated. The US\$7.5 million was used in paying Unitary Charges for the SADC house. The Unitary Charges are now included in the SADC business plan.
22.	-	There are a number of errors and discrepancies that we have noted in the financial statements < Projects receiving funds or with significant opening balances whilst they are spending minimal amounts; < Some of the projects are not well defined (descriptions such as 'miscellaneous' for example); < projects with debit balances; and < exchange losses which look rather high.	We recommend that these differences are investigated, discrepancies eliminated and disclosures improved in order to provide greater transparency and so increase donor confidence in the Secretariat's reporting.	3	Discrepancies eliminated and disclosures improved in the financial statements	B&F	Lot 1	Feb-11		Financial statements for 2009/10 period notes	G--Disclosures and notes to the financial statements for 2009/10 period incorporated.

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23.	-	Many programmes have spent significantly in excess of the amounts budgeted for them whilst others have significantly under-spent which respect to budget.	We suggest that the relative allocations between the different programmes should be looked at more closely, as well as the total gross increase allocated to each programme in line with the previous year's budget.	3	Recoverable expenditures on projects cleared	B&F	Lot 1	Sep-11		Financial Statements for the 2009/2010 and 2010/2011 period	A--Revised budget policy to be developed. Revisions to the budget process, compilation and coordination being reviewed to take into account programme actual capacity and previous trends.
<b>Pillar 2 Audit Standards</b>											
24.	1.4	Audit reports do not provide an opinion on whether donor funds have been spent in accordance with their respective contractual conditions.	Consideration should be given as to whether an opinion should be provided by the auditors on whether donor funds have been spent in accordance with their respective requirements. If so, it should be included in their terms of reference (to be established as per recommendation no. 25). If this omission is not corrected, then we recommend that the audit report is amended to refer specifically to what is not included in the scope of the audit work and the audit opinion.	1	Include audit of ICP project funds within Terms of Reference with the external auditors	B&F	Lot 1	Feb-11		Council of Ministers Record of March 2011.	G-- Council of Ministers Record of March 2011, revisions were approved to the External Audit Terms of Reference. In the 2009/10 Financial Statements the audit opinion incorporated a special note on the audit of funds provided by Member States and Development Partners.
25.	1.2	Proper terms of reference have not been established for contracting external auditors.	Terms of reference should be established for contracting external auditors. These should incorporate some of the elements laid out in Regulations 61 to 65 of the Financial Regulations and Procedures manual.	3	Terms of Reference for the external auditors	B&F	Lot 1	Feb-11		Council of Ministers' Record of March 2011	G-- From the Council Record of March 2011 revisions were approved to the External Audit Terms of Reference which detail the appointment of external auditors and their terms of reference.
26.	-	External auditors are rotated after 3 years, thus losing institutional memory.	A system of rolling rotation should be introduced whereby one Auditor General is rotated each year and the Auditor General that has served for two years becomes the lead auditor.	3	Rolling rotation System for External Auditors	B&F	Lot 1	Feb-11		Council of Ministers' Record of March 2011	G-- CoM approved the rotation of Audit Committee, Feb 2011 (Decision no. 6). The new policy on rotation of the Board of Auditors was approved by Council in March 2011.
<b>Pillar 3A Internal Control Framework</b>											
27.	1.3	There is a lack of adequate oversight bodies, crucially there was no Audit Committee.	<p>We recommend that an Audit Committee is established. Its role of within the context of SADC would be to support the Council of Ministers, and ultimately therefore the Summit and Member States (and other stakeholders), in reviewing to what extent they can be assured that the Secretariat has in place effective arrangements for risk management, good governance and internal control, all with the objective of ensuring that SADC's strategic objectives are achieved.</p> <p>The role of the Audit Committee would include advising on :-</p> <ul style="list-style-type: none"> <li>&lt; the strategic processes for risk management, control and governance</li> <li>&lt; the annual Statement on Internal Control provided by the Executive Secretary;</li> <li>&lt; the accounting policies, the accounts, and the Annual Report of the organisation, including the process for review of the accounts prior to submission for audit, and any errors identified;</li> <li>&lt; the planned activity and results of both internal and external audit;</li> <li>&lt; the adequacy of management response to issues identified by external and internal audit work, including external audit's management letter;</li> <li>&lt; any specific governance requirements decided upon;</li> <li>&lt; anti-fraud policies, whistle-blowing processes and arrangements for any special investigations; and</li> <li>&lt; its own effectiveness.</li> </ul> <p>To be effective an Audit Committee should be independent of management and therefore of the Secretariat, and be objective in its work. It should also have:-</p> <ul style="list-style-type: none"> <li>&lt; an appropriate mix of skills to allow it to carry out its function;</li> <li>&lt; members who have a good understanding of the objectives and priorities of SADC and of their role as an Audit Committee member;</li> <li>&lt; Terms of Reference which encompass all the assurance needs of the stakeholders;</li> <li>&lt; Effective communication with the Council of Ministers, the head of Internal Audit, the External Auditors, and any other stakeholders.</li> </ul> <p>We suggest that the Audit Committee should comprise seven non executive members (non-Secretariat employees) who would be appointed for a three year term, one of which should chair the Committee. In practice each Member State would appoint a person every six years on a three years on three years off basis. The DES and the DES Finance and Administration should routinely attend the Audit Committee meetings and the head of Internal Audit and a representative of the External Auditors should attend also. However, the Audit Committee should be able to sit privately without any non-members present for all or part of the meeting if they so decide.</p> <p>We suggest that the Audit Committee should meet at least quarterly, with a standard core programme for its work at each meeting depending on the yearly cycle of accounts, audit etc. Minutes should be prepared and circulated. At the end of each year the Audit Committee should also provide an Annual Report to the Council of Ministers and the ES, timed to support the preparation by the ES of his Statement on Internal Control.</p>	1	<p>Audit committee established.</p> <p>Audit Committee Quarterly meetings</p>	B&F	Lot 1	Feb-11	Aug-11	<p>Council of Ministers Record of March 2011</p> <p>Record of Audit Committee meetings</p>	<p>G-- Establishment of Audit Committee approved at the March 2011 Council (Decision 7) is expected to improve resolution of issues raised by both Internal and External Auditors</p> <p>A-- Audit Committee was established by Council in March 2011. Eligible Member States; Zimbabwe, Zambia, United Republic of Tanzania, Swaziland and South Africa were invited to send nominations to the committee in April 2011. Nominations from some of the Member States have been received.</p>

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			Finally, we recommend that an Audit Committee Handbook should be prepared which provides a summary of its role, membership, independence, objectivity, skills required, scope of its work and communication principles. This can then be used as a point of reference and also as a means of briefing new Committee members.		Audit Committee Handbook developed	B&F	Lot 1	Jun-11	Jun-11	Audit Committee Handbook	A-- Audit Committee Handbook developed and reviewed by Internal Audit Working group (3-6 May 2011)
28.	3.1 & 1.3	There was no: <ul style="list-style-type: none"> <li>◊ evidence that a risk management processes exist;</li> <li>◊ description of the risk management process;</li> <li>◊ formal method of identifying events and risks affecting the achievement of the objectives;</li> <li>◊ formal method of analysing the significance of risks and the likelihood of their occurrence;</li> <li>◊ formal method for determining the actions and follow-up mechanisms needed to respond to the risks; and no</li> <li>◊ formal method for implementing and modifying controls to respond to changes in identified risks.</li> </ul>	We recommend SADC: <ul style="list-style-type: none"> <li>◊ establish a Risk Management Committee;</li> <li>◊ establish a draft risk management policy in line with the strategic objectives;</li> <li>◊ create risk registers populated with risks and mitigating controls at functional level; and</li> <li>◊ hold management workshops for all senior staff and implant and communicate the policy to all staff.</li> </ul> <p>Further details are contained in section 6.8 of this report and in Annex VIII Road Map.</p>	1	Risk Management Committee Established	PPRM	Lot 2	Apr-11	Apr-11	1. RISK Management Conceptual Framework 2.Risk Management Committee	A-- Conceptual Framework and Draft Implementation Road Map submitted by TA. Draft TOR of Task Team to be approved. Risk Management Working Group yet to meet.
					Risk Management Procedure to consolidate decisions			Aug-11	Aug-11	Risk Management Procedure	A--Will be determined by outcome of Risk Management Committee establishment
					Risk registers an outcome of engagement process			Sep-11	Sep-11	Risk registers	A-- Project plan with milestones developed
					Risk management process converted to formal policy			Sep-11	Sep-11	Risk management policy	A-- Project plan with milestones developed
29.	4.5	There were no procedures in place to report improprieties and to action their follow-up.	We recommend that a formal whistle-blowing policy or mechanism for staff to report suspected fraud or corruption should be formulated and publicised to all staff. This policy should be implemented on a top down basis throughout the Secretariat, to ensure that everyone understands the importance of the policy and that senior management supports the policy. The website could also be utilised to promote an anti-corruption stance by including "this is a corruption free organisation" in its pages. <p>The SADC should also define what constitutes fraud and corruption and could consider some of the following as examples:</p> <ul style="list-style-type: none"> <li>◊ Misuse of per diem.</li> <li>◊ Avoiding tax on a invoice.</li> <li>◊ Preferential selection of a supplier.</li> </ul> <p>We recommend that the Audit Committee should monitor the progress being made to devise and implement these policies.</p>	2	Fraud Policy	Dir HR & Admin	Lot 1	Apr-11	Aug-11	Fraud policy	A-- Fraud policy (draft) developed and reviewed by HR TA and TWG on 11 May 2011
					Whistle blowing policy			Apr-11	Aug-11	Whistle blowing policy	A-- Whistle blowing policy (draft) developed and reviewed by HR TA and TWG on 11 May 2011
					Revised HR and Code of Conduct and Disciplinary Policy			Aug-11	Aug-11	HR Code Ethics	A-- Code of Ethics (draft) developed and reviewed by HR TA and TWG on 11 May 2011
30.	6.1	Management does not respond appropriately or in a timely fashion to recommendations on internal control from the internal and external auditors.	We recommend that recommendations from all sources for internal control improvements should be placed on a Central Register of Recommendations and be monitored by the Senior Management Team for implementation. The Register should also be reviewed from time to time by Internal Audit and also by the Audit Committee. Responsibilities should also be allocated at that stage. Internal Audit will have the responsibility to monitor progress. The progress of these recommendations should regularly feature on the agenda of the Senior Management Team meetings.	2	Central Register of Recommendations	Internal Audit	Lot 1	May-11		Central Register	A-- Central Register of recommendations matrix being prepared by Internal Audit.
					Management Team monitors implementation of recommendations	MT		May-11		Progress and action taken as noted in the register	A-- Project plan with milestones developed
					Internal Audit and Audit Committee reviews Register of recommendations.	Internal Audit, and Audit Committee		May-11		Records of Internal Audit and Audit Committee	A-- CoM approved the Audit Committee, Feb 2011 (Decision no. 7).
31.	-	Finance procedures manual is out of date.	We recommend that SADC updates the current finance procedures manual to reflect current practice, including adding relevant aspects of the Guide on Delegation of Authority issued in October 2009 (per section 6.7 of this report).	3	Updated Financial regulations and rules	B&F	Lot 1	Jun-11		Updated Financial regulations and rules	A-- STE recruited to update Finance Management Regulations (May 2011)
32.	-	A mismatch still exists whereby activities are either too numerous or there is a lack of capacity to implement.	In addition to increased capacity requirements for PPRM (recommendation no. 39), capacity should be increased in order to properly implement the road map. Depending on the specific projects, this could require either recruitment or additional training. Vacancies should be filled as soon as possible and should not wait for recruitment to be done in batches. Once a full complement of staff has been obtained, further needs can be reassessed.	2	(a) Planning and Monitoring Officers recruited	PPRM and HR&Admin	Lot 2	Oct. 2010		Employment contracts of Planning and Monitoring Officers	G -- Planning and Monitoring Officers recruited under CBRI and in position since October 2010
					(b) Staff trained			Nov-11	Nov-11	Training records/ reports	A--Recruitment policy (draft) and training Plan developed. TWG to review on 11 May 2011
33.	-	Additional HR officer.	With current level workloads within HR, it is seen that an additional assistant is needed as a priority. The recruitment of a HR assistant responsible for Recruitment and Welfare Issues will in turn help ease the staffing capacity problems in the rest of the Secretariat by speeding up recruitment.	1	Additional HR officer.	HR & Admin	Lot 1	Oct-10		Employment contract of HR Officer	G -- HR Officer recruited under CBRI and in position since October 2010

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34.	-	Short listing committees are recruited from MS's.	We recommend that short listing and interview committee positions should be filled from existing SADC staff, perhaps using a combination of two staff from the recruiting directorate and one from human resources.	1	Revise recruitment policy	HR & Admin	Lot 1	May-11	Aug-11	Recruitment policy (approved)	A-- • Policy draft developed and reviewed by HR TA & TWG • Submission to CoM's approval in August 2011
35.	-	Member States screening of prospective interview candidates is still not considered adequate.	Checklists based on the job description should be completed by the Member States before sending candidates for short listing. In this way the Secretariat can eliminate potential candidates that do not meet the criteria before they reach the short list committee.	1	Revise recruitment policy	HR & Admin	Lot 1	May-11	Aug-11	Recruitment policy (approved)	A-- • Policy draft developed and revised by HR TA, TWG to review on 11 May 2011 • Submission to CoM for approval in August 2011
36.	-	There is a lack of interest in recruitment from certain Member States and slowing the recruitment flow.	We recommend strongly that the lack of flexibility of the current quota system is addressed as a matter of urgency.	1	Revised recruitment policy	HR & Admin	Lot 2	Aug-11	Aug-11	Recruitment policy (approved)	A-- • Policy draft developed and revised by HR TA, TWG to review on 11 May 2011 • Submission to CoM for approval in August 2011
37.	-	An in-house travel officer and dedicated travel agent have not been appointed. Travel policies lack clear guidelines.	An in-house travel officer should be appointed to book all travel and track the travel of each member of staff and to assist with the reconciliation of invoices. Due to the high volume and high cost of travel within the SADC Secretariat, regular reconciliations of travel requisitions and invoices should be undertaken.  A travel policy should be formulated and incorporated into the Administrative rules and procedures manual.	3	Travel officer recruited  Reconciliation of travel requisitions and invoices  Travel policy and guidelines.	HR & Admin	Lot 1	Aug-11  Aug-11  Aug-11	Aug-11  Aug-11  Aug-11	Employment contract of Travel Officer  ToR for the Travel Officer  Travel policy and guidelines.	R-- HR to recruit a Travel Officer  R-- Reconciliation included in the Travel Officer ToR  A-- Policy drafts revised based on CoM's comments. Submission to CoM for approval in August 2011
38.	-	DES position is vacant.	The recruitment of the DES for support functions should be a priority.	2	DES position Filled	HR & Admin		Sep-10		Employment contract of DES	G -- DES position filled in September 2010.
39.	-	PPRM Directorate is understaffed and not fully functional.	Optimal staffing levels, as detailed in the Job Evaluation study, should be reached as soon as possible in order for the Directorate to operate effectively.	2	Optimal staffing level in PPRM Directorate	PPRM, HR & Admin	Lot 2	Jun-12		Employment Contracts-- Planning, and Monitoring Officers, CBRI Coordinator, ICP Coordinator, Statistics	G--13 Officers have been recruited. One Senior Programme Officer (1), four Planning, Monitoring and Evaluation Officers (4), CBRI Coordinator and Infrastructure (1) to strengthen the policy, planning, and resource mobilization function in the Directorates, One ICP Coordinator (1), One Programming Officer Social Statistics (1), One Programming Officer Economic Statistics (1), One Programming Officer Infrastructure (1), One Programme Officer HR (1), Two Programme Officers AIMS (2)
40.	-	PPRM is not operating effectively.	External assistance is needed to guide this process and give direction to the Directorate. A fully integrated planning, budgeting, monitoring and evaluation plan is needed.	1	Programming of 10th EDF done in time • Operational Framework for Resource Mobilisation established • Planning, Monitoring and Evaluation Enhancement Framework established • Above frameworks operational	PPRM	Lot 2 & GIZ	Aug-12	Jun-12	1. 10th EDF PIFs and AFs 2. Resource Allocation Analysis paper 3. Operational Framework for Resource Mobilisation 4. Working Paper on Enhancing Planning, Monitoring and Evaluation within the SADC Secretariat	A-- Technical Support from EU CBRI Lot 2 comprising 5 TAs (Research and Capacity Building [Team Leader], Monitoring of Policy and Core SADC Protocol Implementation, EDF Processes and Coordination, International Cooperation and Resource Mobilisation, and Regional Statistics) and GIZ TA on Planning and Monitoring in place in the PPRM. With TA support, 2011-2012 Business Plan, ICP Monitoring Report, Resource Allocation Analysis, Regional Development Fund, Resource Mobilisation Strategy, Identification and Feasibility of 10th EDF programmes, Statistical Tools, TOR for RISDP Desk Review, draft Operational Framework for Resource Mobilisation and draft PME Enhancement Framework have been developed.
41.	-	Need for a computerised project data system.	Consider implementation of a computerised project data system. Once the process for project definition implementation and monitoring has been established, the PPRM needs to introduce a project management information system that will be a repository of all projects of the Secretariat.	3	Computerised Project management information system for planning, monitoring and evaluation and resource mobilisation system developed	PPRM	Lot2 & GIZ	Nov-12		Reports provided by the system meets management specifications	A-- A spreadsheet for reporting ICP projects developed. However, the computerised susytem will be developed after approval of the PME Framework
42.	1.2	Lack of an organised system of competence development plans for staff that meet the development needs of individuals.	We recommend that a training needs assessment should be undertaken to identify the areas where effective training is required. From this, a training strategy and plan should be devised to address the needs of the Secretariat. This should be communicated to all staff in order to achieve the maximum benefit.	2	Training strategy and plan developed	HR & Admin	Lot 1	Apr-11		Training plan	A-- Draft recruitment policy and training Plan reviewed by HR TA & TWG.

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43.	5.1	There was a lack of communication with decentralised locations i.e. Member States.	Communications with Member States should be conducted on a regular basis. Documents for meetings should be sent out in a timely manner in order for them to prepare sufficiently. Consideration should be given to increasing the information available via the website. This could possibly be achieved through a secure member's area.	3	SNCs provided with secured access on extranet to download SADC documents	ICT		Jun-11		SADC Secretariat Extranet	A-- SADC Extranet with login in place. However, SNC do not have access; soliciting funds for further enhancements and for training the SNC members on how to use the service.
44.	5.1	An appropriate information management system was not in place.	As an information based organisation, the IT systems would need an overhaul to accommodate the volume of data that should be available to users. A central electronic document filing system should also be implemented that can be accessed by people at appropriate levels of authority.	3	(a) Records management system	HR & Admin	GIZ			Records management system	R-- Funds for STE solicited from TCF
					(b) Enterprise Content Management System (ECMS)	ICT		Jun-11	Apr-11	Enterprise Content Management System (ECMS)	A-- ECMS developed and will be launched (go live) in April 2011
45.	-	The need to develop disaster recovery policies.	A business continuity plan is needed, the disaster recovery plan is a subset of this. This area will also be identified through the Risk Management Process	2	Business continuity plan and disaster recovery plan established	ICT		Oct-11	Oct-11	Business continuity plan and disaster recovery plan	R-- Funds for STE solicited from TCF
46.	-	Need for regular training of key staff in user departments in ICT risks.	The training plans envisaged, including offering the ICL International computer driving licence to all staff, should be implemented and the compulsory element should be undertaken as soon as possible.	4	SADC staff trained	ICT		Dec-11	On going		A-- Tech Friday launched on 25 March 2011. Monthly event
47.	-	The performance appraisal system has not been fully implemented. The appraisal system is not linked to rewards.	The performance appraisal system that has been set up has the potential to be a good system and should be fully implemented including linking the appraisal to rewards. This may require further training.	3	Effective Operation of the Performance Management System (PMS)	HR & Admin	Lot 1	Apr-11	Apr-11	PMS Rewards System	A-- PMS was approved by CoM, together with job evaluation report.
48.	-	There is no policy on anti-corruption and fraud.	We recommend that a policy dealing with anti-corruption and fraud along with a code of ethics is included within staff rules and regulations and is formally communicated to staff on a regular basis e.g. in a formal announcement or email or posters around the workplace. This would serve to promote SADC's anti-corruption stance.	2	Fraud policy	HR & Admin	Lot 1	Apr-11	Aug-11	Fraud policy (Refer to 29 - repeated) (Approved)	A-- • Policy draft developed and reviewed by HR TA & TWG • Submission to CoM's approval in August 2011
					Anti-corruption policy			Apr-11	Aug-11	Anti-corruption policy (Approved)	A-- • Policy draft developed and revised by HR TA, TWG to review on 11 May 2011 • Submission to CoM for approval in August 2011
					Code of Ethics			Apr-11	Aug-11	HR Code of Ethics (Refer to 29 - repeated) (Approved)	A-- Code of Ethics (drafts) developed and review by HR TA & TWG. Submission to CoM for approval in August 2011
49.	-	Clear guidance on all HR issues is needed.	A Human Resources manual should be developed. This would be a key opportunity to overhaul the HR policies in operation. The manual should include but not be limited to; recruitment, performance appraisal and training and development policies. The policies within should considerably revise the existing policies to reflect the recommendations included within this report	2	Human Resources Manual Revised	HR & Admin	Lot 1	Apr-11	Apr-11	Revised Human Resources Handbook (Approved)	A-- CoM decisions incorporated into the revised handbook. HR TA reviewing the Handbook
50.	-	Lack of clear management structure.	We recommend that a Senior Management Committee is established, which should meet on a monthly basis and be comprised of:  { the Executive Secretary; { each of the Deputy Executive Secretaries; and { the Directors of each Directorate. The Senior Management Committee should act as an advisory body to assist the Executive Secretary in the discharge of his duties.  The overall function of this Committee should be to examine SADC's mission and to set objectives for the SADC Secretariat which are aligned to the mission. These objectives should be the starting point of the planning process and the basis from which all plans and budgets are made. It should also discuss and direct the operations of the Secretariat to help ensure that the objectives are met. The meetings of the Senior Management Committee should be formalised and clear working rules established in its Terms of Reference on agenda, papers, debate, and consensus. Fixed items regarding key areas such as staffing should appear on all agenda in addition to current important items. Minutes of the meeting should be circulated within 2 days giving clear indication of what is to be followed up and by whom. We further recommend that minutes of senior management team meetings are prepared and circulated such that stakeholders can subsequently obtain information regarding significant decisions taken by the Committee.	1	Management Team established	MT		Jan-11	On-going	Record of Management Team Meetings	A-- Management Team (comprising all Directors, deputy Secretaries and Executive Secretary) was set up.
51.	-	A study on the institutionalisation of SADC National Committees was not seen.	The SNC study should be undertaken as previously recommended.	3	A study on the institutionalisation of SADC National Committees conducted	PPRM	GIZ	Dec-11		Study report on Institutionalisation of SADC National Committees	G-- GIZ supported a study on that issue. Workshop to discuss findings the report was held
52.	-	IT is not used to its full potential.	We recommend that the IT Policy and Strategy document currently being drafted is completed as soon as possible for consideration by the Senior Management Team.  We also recommend the establishment of a Steering Committee for the IT function that would guide the IT operations away from purely IT problem solving to include a greater strategic direction, linking the work of the Secretariat with online dissemination of information.	3	IT Policy adopted	ICT		Jun-10		IT Policy	G-- ES memo dated 01/10/2009
					IT Strategy adopted			Jun-10		IT Strategy	G--ES memo dated 01/10/2009
					IT Steering Group established			Jun-10		IT Steering Group	G-- DES (RI) memo dated 03/05/2010
53.	-	Treaty will need to be revised for the current recommendations contained within this report.	The Treaty needs to be revised to reflect the governance issues identified in the recommendations of this report. This would include setting up an audit committee and a risk management committee and updating for the fact that the Integrated Committee of Ministers (ICM) is no longer operational - its duties should be incorporated officially into those of the Council, whose role should specifically include the monitoring and evaluation of programmes.	1	Recommendation rejected		SADC	Feb-11		G-- The audit committee set up. However, the Rec. not accepted; because treaty allows the CoM/SADC to adopt all recs in this report.	
54.	4.6	There is a lack of monitoring and evaluation of projects in the Secretariat.	Responsibility for the overall monitoring of projects in the Secretariat against the strategic aims of the SADC needs to be assigned to the Director of PPRM. We recommend that the responsibilities of the PPRM could include:  { co-ordination of incoming donor funds; { identifying sources of funding for programmes; { producing monitoring and evaluation reports; and { reviewing contracts.	1	(a) PPRM responsible for overall monitoring of all projects and programmes	PPRM	Lot 2 & GIZ			Refer to rec 40	

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			<p>The PPRM Directorate should be responsible for formulating preparing a PPRM manual setting out procedures for monitoring of all projects and programmes implemented by the Secretariat. They should also have responsibility for monitoring outturn against budgets and they should arrange regular meetings with the technical and support Directorates in order to do this. PPRM should carry out evaluations, circulate results and amend future plans according to the results. In addition, the PPRM Directorate should provide support to project managers, to allow them to concentrate on managing the projects. The PPRM Directorate should be staffed with dedicated project management staff who have expertise in donor fundraising and project management. Other community organisations such as CARICOM in the Caribbean have already effectively utilised a similar function within their operations.</p> <p>A PPRM Directorate incorporating all these functions would enhance monitoring of the Secretariat and would provide additional confidence to stakeholders.</p> <p>A joint system of monitoring of expenditure by both the operational Directorates and the Finance and Administration Directorate should be in place which should consider actual versus budgeted expenditure and allow the operational Directorate to receive real time access to full information.</p>		<ul style="list-style-type: none"> <li>Monitoring and Evaluation Framework established</li> <li>Results Framework (at organizational level established)</li> <li>Projects Results Frameworks established</li> <li>Effective M&amp;E system is operational</li> </ul>	PPRM	Lot2 & GIZ	Jul-11	Jul-11	1. Quarterly and Annual Implementation Reports 2. Working Paper on Enhancing Planning Monitoring and Evaluation 3. Results Framework 4. Monitoring and Evaluation Guidelines 5. SADC Integrated Planning System 6. RISDP Review	A-- Workshop to review draft working paper on Strategy, Planning, Monitoring and Evaluation held on 5-6 May 2011. Recommendation including draft road map for implementation and guidelines for results framework to be submitted by 20 May 2011
					Organisational structure PPRM to be adjusted	B&F	Lot 1	May-11	On-going	Adjusted Organisational Structure	A-- Working Paper on SPME takes into account necessity to adapt structure to process
					Monitoring of Expenditure					Variance analysis report	A-- Variance analysis for 2010-2011 done
55.	-	The planning process is not clearly defined and lacks coordination.	<p>The planning process should include, but not be limited to:</p> <ul style="list-style-type: none"> <li>Realistic input from the Directorates.</li> <li>Identification and agreement of key performance indicators.</li> <li>Adequate systems to ensure that the plans made are actually implemented or that other actions could be implemented but are not covered in the plan are identified.</li> <li>Training of project personnel to prepare their own budgets to submit to finance for review.</li> <li>Filling the staffing gaps for positions of planning and monitoring officers within PPRM, who should coordinate strongly with each Directorate.</li> <li>Consideration of the guidelines for monitoring and evaluation.</li> <li>Integration of the control environment throughout the Secretariat. Currently, there is a focus on the Finance Directorate to implement all issues involving internal control yet this is an issue that affects all Directorates.</li> <li>Training for Directors on how to read the monthly management reports in order for them to assess the actual to budget variance on costs within their Directorates and its associated reasons to enable the Directorates to take more ownership of deliverables and figures.</li> <li>Evaluation of the best delivery method. Currently, many workshops are held as they do not take so much time to organise however, studies may be a better and more thorough type of evaluation but they require lots of time to organise to determine the level of expertise and often to hire consultants.</li> <li>Increased linkage between the overall strategic direction and the operational planning of SADC. Currently, no studies are performed on the impact of variances of strategy and objectives.</li> <li>Increased information from PPRM on what strategy is the best, what effect actions have on achievements of objectives and a cost/benefit analysis.</li> <li>A budgeting process that forces people to consider strategy rather than the strategy driving the budget. The current budget period is short as there are a number of stages to it which exacerbates the problem as people hurry to strategise. This tends to lead to subsequent budgetary amendments.</li> <li>The current process where expenditure can be incurred and paid but not budgeted by diverting funds from other projects (bypassing the budgetary approval process) should be rectified. More flexibility is needed to change budgets at any time throughout the year within certain parameters.</li> </ul>	2	Planning, Monitoring and Evaluation Enhancement Framework	PPRM	Lot 2	Oct. 2011	Oct. 2011	Strategy, Planning, Monitoring and Evaluation (SPME) Enhancement Framework (Refer to 40 and note in particular the dot points in column C)	A-- Conceptual integrated planning framework presented to SMT on 23 February 2011. Planning, Monitoring and Evaluation Enhancement Framework reviewed by TWG 5-6 May 2011
					Staff gaps filled	HR & Admin	CBRI	Nov-10		Planning and Monitoring Officers recruited	G-- CBRI recruited Planning, monitoring and Evaluation officers
					Planning Guidelines Reviewed	PPRM	Lot 2 & GIZ	Nov-11	Nov-11	Planning guidelines	A-- SPME guidelines will be developed upon approval of the PME framework
					RISDP desk review	PPRM	Lot 2 & GIZ	Jun-11	Jun-11	Strategy review guidelines	A-- TORs developed and approved on 18/03/2011. Review being conducted by CBRI supported Programme Officers.
<b>Pillar 3B Internal Audit Standards</b>											
56.	2.2	There was no evidence that Internal Audit work was based on a formal evaluation of the risks of the organisation.	<p>An Internal Audit manual should be developed which should include an audit programme for formal risk assessments to be undertaken before commencing each assignment. Internal Audit should prepare a three year rolling internal audit plan based on a risk assessment which should be prepared focussing on regular checks on key controls and less frequent checks on lesser but still important controls. Detailed one year plans should also be developed showing areas to be covered and timings. TA risk assessment should also be undertaken before each audit commences. The Internal Audit plan should be formally approved by the Audit Committee. The Internal Auditor should make a formal annual report based on this plan and present it to the Audit Committee. Internal Audit should produce an annual report which should ideally cover:</p> <ul style="list-style-type: none"> <li>The areas reviewed in the year;</li> <li>The number of recommendations raised and their risk rating;</li> <li>The number of prior recommendations that have been addressed by the Secretariat; and</li> <li>An overall opinion on the effectiveness of the internal control system at the Secretariat.</li> </ul> <p>Files should be maintained in a central location for all audits undertaken. For each problem identified, photocopies and other documentary evidence should be retained on file. Training should also be provided on the role of internal audit.</p>	2	Detailed one year and three audit plans based on risk management.	Internal Audit	Lot 1	Jun-11	May-11	Internal Audit Manual	A-- The annual plan and the three year strategic plan (drafts) which are included in the Internal Audit Manual were reviewed by TWG from 4-8 May 2011. Comments from the review are being incorporated into the final version that will be submitted as an Annual Report for the approval of the Audit Committee.
					Develop risk registers and assess risk			Jun-11	May-11	Internal Audit Manual	A-- Internal Audit Manual includes risk management for internal audit purposes and was reviewed by TWG from 4-8 May 2011. The final version of the manual will be issued by the 13th May 2011.
57.	1.3 & 6.1	Members of the main governance bodies of the organisation, in particular Internal Audit, are not independent from management.	Internal Audit needs to move away from their current management role and ex-ante auditing to more of an oversight role and increase the regularity of their systems audits to identify internal control weaknesses. In order to do this, they need to have a higher status within the organisation, reporting directly to the SMT (to be established) and should also have direct and confidential access to the Audit Committee. Furthermore, Internal Audit should seek to increase their coverage of other sites (e.g. SPGRC and RETOSA).	1	Change the focus of Internal Audit from pre-audit / ex ante control to more of an oversight role (TA).			Feb-11		Council of Minister's Decision.	G-- Council of Ministers (CoM) decision approved the Internal Audit role of oversight (ex-post audit). Additional IA staff recruited.

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			The Head of Internal Audit should also be at a level equivalent to a Director in order to fully implement control changes and improvements.		Head of Internal Audit reports to Audit committee	Internal Audit	Lot 1	Feb-11		Council of Minister's Decision.	G -- Audit Committee approved by CoM, Feb. 2011 (Decision 7).
					Review of position of Head of Internal Audit to Director's level			Feb-11	Aug-11	Council of Minister's Decision.	A -- To be considered by Council in August, 2011
<b>Pillar 4 Procurement</b>											
58.	-	There is a need for Standard Bidding Documents.	The new procurement manual should include procurement policy guidelines and procedures with a complete set of Standard Bidding Documents. From these, Procurement Desk Instructions and manuals should be formulated. In particular, the new manual should require that tender evaluation criteria be clearly outlined in the tender publications. It should provide guidance for issuing instructions to tenderers and it should require advertising and publication of the successful tenderer to be undertaken.	2	Procurement Policy			Feb-11		Procurement Policy	G -- Implemented Procurement Policy approved by CoM in Feb 2011 (Decision 9)
					Standard Bidding Documents included in the Procurement Manual/ Guidelines	HR & Admin	Lot 1	Apr-11	Aug-11	Procurement documents (Standard Bidding Documents) and ES decision	A -- Standard Procurement Documents have been prepared and reviewed by the TWG (April) and Member States from 9 - 13 May 2011. Being legal documents the TWG declined their competence in reviewing them. A Legal Advisor will to be employed to review them. The review shall be completed on time for submission of the Procurement Guidelines for CoM's approval in August 2011.
59.	1.2 1.3 2.1 2.2 3.1 3.2 3.4 4.5 4.2 6	A new procurement manual should be prepared. This will require training of those involved in compliance with procedures.	We recommend that to maximise the understanding of the new procurement procedures, training workshops should be undertaken for all members of staff involved in procurement. We further recommend that the procurement section be separated from both the Administration and the Finance departments as it is not either. A new procurement manual should be prepared which should outline: < precise details mentioning the type of information to be published according to the type of procurement to be undertaken; < precise details mentioning the methods to be followed for publication; < precise details including the information and documents to be provided with the invitation to tender; < details of IPOS procedures; < precise details as to the specification regarding selection and exclusion criteria, award criteria and evaluation criteria; < precise details detailing the measures regulating the circumstances and conditions of contacts between the contracting authority and the candidates during the submission period; < precise details outlining measures to prohibit contacts between the contracting authority and the candidates during the evaluation process; < precise details clearly setting out the obligation to comply with the principles of non-discrimination and equal treatment of all candidates; < precise details outlining provisions that guarantee equal access to all candidates; and < precise details outlining methods for adequate tender solicitation and advertising measures to ensure the broadest possible participation. < The procurement section should be separated from the Finance and Administration Directorate so that it is an independent stand-alone Directorate in its own right.	1	SADC Staff Trained			Dec-11	Jan-12	Records of training delivery	A -- Training awaits approval of Procurement guidelines and the employment of procurement staff.
					Procurement Manual/ Guidelines	HR & Admin	Lot 1	Apr-11	Aug-11	Procurement Guidelines and CoM decision	A -- Standard Procurement Documents have been prepared and reviewed by the TWG (April) and Member States from 9 - 13 May 2011. Being legal documents the TWG declined their competence in reviewing them. A Legal Advisor will to be employed to review them. The review shall be completed on time for submission of the Procurement Guidelines for CoM's approval in August 2011.
					Set up Procurement section separate from the Directorate of Human Resources and Administration	HR & Admin	Lot 1	Aug-11	Aug-11	Procurement section and CoM Decision	A -- Procurement Structure developed. However, approval delayed as it will be submitted to CoM in August 2011.
					Hire Procurement Staff	HR & Admin	Lot 1	Nov-11	Nov-11	Employment contracts	A -- Hiring staff to fill the Procurement Structure starts November following approval of the structure in August 2011.
60.	-	Framework agreements for recurrent activities such as stationery should be developed.	Framework agreements should be formulated to improve the efficiency of the procurement department. We also recommend that a cost benefit analysis of venues in Gaborone should be undertaken.	3	Framework Agreements included in the Procurement Manual/Guidelines	HR & Admin	Lot 1	Apr-11	Jan-12	Framework Agreements/ Contracts	A -- The new Procurement System will come into effect in April 2012