### Pillar 1: Accounting Standards

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Priority</th>
<th>Objective/Reference Indicator (OVI)</th>
<th>Responsibility</th>
<th>Support by</th>
<th>Deadline</th>
<th>Revised Deadline</th>
<th>Data Source (Document/Reference for OVI Verification)</th>
<th>Status of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Lack of clarity in the Secretariat budgets.</td>
<td>1</td>
<td>-</td>
<td>B&amp;F</td>
<td>Lot 1</td>
<td>May-11</td>
<td>May-11</td>
<td></td>
<td>1 - Policy provision is updated to reflect additional time to be disclosed in the 2010/11 financial performance report</td>
</tr>
<tr>
<td>2 - Lack of monitoring of actual costs against budget.</td>
<td>2</td>
<td>-</td>
<td>B&amp;F</td>
<td>Lot 1</td>
<td>May-11</td>
<td>May-11</td>
<td></td>
<td>2 - Training plan is scheduled for the end of 2011/2012</td>
</tr>
<tr>
<td>3 - SunSystems is not used to its full potential.</td>
<td>3</td>
<td>-</td>
<td>B&amp;F</td>
<td>Lot 1</td>
<td>Jan-11</td>
<td>May-11</td>
<td></td>
<td>3 - Training plan is scheduled for the 2nd quarter of 2011</td>
</tr>
<tr>
<td>4 - Supplier reconciliations are outstanding and very complicated.</td>
<td>4</td>
<td>-</td>
<td>B&amp;F</td>
<td>Lot 1</td>
<td>May-11</td>
<td></td>
<td></td>
<td>4 - Monthly monitoring and review. Monthly review and monitoring supplier reconciliations carried out and kept on file</td>
</tr>
<tr>
<td>5 - Imprests are often large and not reconciled regularly enough.</td>
<td>5</td>
<td>-</td>
<td>B&amp;F</td>
<td>Lot 1</td>
<td>Feb-11</td>
<td></td>
<td></td>
<td>5 - Monthly monitoring and review. Monthly monitoring and control of imprest amounts and recoveries carried over. Record of reminders and recoveries from period to period is maintained. Review of procedures on imprest retirement to be undertaken as part of the Financial Rules and Procedures review</td>
</tr>
<tr>
<td>6 - Online banking has yet to be established.</td>
<td>6</td>
<td>-</td>
<td>B&amp;F</td>
<td>Lot 1</td>
<td></td>
<td></td>
<td></td>
<td>6 - The online banking reconciliations have been rolled out for the Member States. Bank reconciliations of existing programmes and new cash books is ongoing. The common reference system will be used and disclosed in the 2010/11 financial performance report</td>
</tr>
<tr>
<td>7 - Year end bank reconciliations need to be in line with figures appearing in the annual financial statements.</td>
<td>7</td>
<td>-</td>
<td>B&amp;F</td>
<td>Lot 1</td>
<td>May-11</td>
<td></td>
<td></td>
<td>7 - Fully addressed: Checklists adhered to</td>
</tr>
</tbody>
</table>

### Legend for Colour Coding

- **Green** - Desirable
- **Amber** - Recommended
- **Red** - Important
- **Critical** - Very important
- **Priority list ref**

### Priority List

1. Critical
2. Very important
3. Important
4. Recommended
5. Desirable

### Conditionality

- Prerequisite for consideration of a Contribution Agreement
- Not a prerequisite – implementation within 24 months of signature
- Not a prerequisite – implementation within 12 months of signature
- Not a prerequisite – implementation within 6 months of signature
<table>
<thead>
<tr>
<th>No.</th>
<th>Rec.</th>
<th>Description</th>
<th>Recommendation</th>
<th>Priority</th>
<th>Objective/ Available Indicator (OAI)</th>
<th>Responsibility</th>
<th>Support by</th>
<th>Flexibility</th>
<th>Revised Date</th>
<th>Data Source</th>
<th>Status of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>2.1</td>
<td>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.</td>
<td>There is a 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.</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>4.1</td>
<td>The statement of changes in financial position (members funds) does not reconcile to the financial statements.</td>
<td>The statement of changes in financial position (members funds) needs to reconcile to the financial statements.</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>5.1</td>
<td>Inconsistent accounting policies are noted in the Financial Statements.</td>
<td>Accounting practices should be reviewed and updated in the 2009/2010 period. We recommend that the Treasury is amended to specify that the accounting framework should be consistent with International Public Sector Accounting Standards (IPSAS) to be adopted by the activities of SADC.</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4.</td>
<td>6.1</td>
<td>There are gaps in the notes of the accounting policies used, indicating which accounting framework was used.</td>
<td>We recommend that a benchmarking exercise is carried out to ensure that the financial statements for the year ended 31 March 2010 to ensure that they reconcile with IPSAS and that the following year’s financial statements are fully compliant.</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5.</td>
<td>7.1</td>
<td>There have been no inter-institutional cancelation of balances at the year end.</td>
<td>Inter-institutional balances should be cancelled in the year end financial statements.</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6.</td>
<td>8.1</td>
<td>Improvements can be made in the input of journal vouchers system.</td>
<td>Journal Vouchers could benefit from further improvements by automating some of the journaling e.g. the accounts. For this to happen, training may be required.</td>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7.</td>
<td>9.1</td>
<td>Debt 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.</td>
<td>Debt 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 in 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 procedures and template 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.</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
### Pillar 1: Accounting Standards

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<th>Recommendation</th>
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<th>Support By</th>
<th>Active</th>
<th>Revised Deadline</th>
<th>Data Source (OVI Verification)</th>
<th>Status of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.1</td>
<td>The nature of the entity’s operation and principal activities are not clearly disclosed.</td>
<td>3</td>
<td></td>
<td>B&amp;F</td>
<td>Lot 1</td>
<td>Feb-11</td>
<td>Jun-11</td>
<td>Combined 2010/11 annual report and financial statements (Revised). Financial Statements in 2009/10 period additional disclosures were reviewed, and initial stage of SADC’s operations and principal activities.</td>
<td>E - Expediting the possibility of one combined report in 2010/11 accounts. In this, the financial statements in 2010/11 period additional disclosures were incorporated in SADC’s operations and principal activities. Considerations to come up with a combined in 2010/11 annual report and financial statements being cancelled.</td>
</tr>
</tbody>
</table>

### Pillar 3A: (specific)

<table>
<thead>
<tr>
<th>No.</th>
<th>Recommended</th>
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<th>Revised Deadline</th>
<th>Data Source (OVI Verification)</th>
<th>Status of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>17.1</td>
<td>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.</td>
<td>3</td>
<td>Reporting methodology devised and adopted</td>
<td>B&amp;F</td>
<td>Lot 1</td>
<td>Feb-11</td>
<td>Jun-11</td>
<td>The 2010/11 Financial Statements.</td>
<td>B - Budget to actual analyses and programme activity reports to be incorporated in 2010/11 accounts.</td>
</tr>
</tbody>
</table>

### Pillar IA

<table>
<thead>
<tr>
<th>No.</th>
<th>Recommended</th>
<th>Priority</th>
<th>Objective Achievable Indicator (OAI)</th>
<th>Responsibility</th>
<th>Support By</th>
<th>Active</th>
<th>Revised Deadline</th>
<th>Data Source (OVI Verification)</th>
<th>Status of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>18.1</td>
<td>Disclosures and duplication of resources for EC project accounting (i.e. EC projects, expenditure is included twice. Once on the SunSystem and once on Tompro.) The required budget headings should be set up on the SunSystem and in Tompro.</td>
<td>3</td>
<td>(a) Required budget headings set up on the Sun System</td>
<td>B&amp;F</td>
<td>Lot 1</td>
<td>Mar-11</td>
<td>Apr-11</td>
<td>Sun Systems (budget headings aligned to the Tompro budget lines).</td>
<td>A - SADC has rolled out the Sun System effective from April 2011. Consultations still ongoing to link the two systems (Sun Systems &amp; Tompro).</td>
</tr>
<tr>
<td>18.2</td>
<td>Financial statements of fixed assets should be introduced and a fixed asset policy produced covering both SADC and project assets.</td>
<td>3</td>
<td>(a) Fixed assets policy</td>
<td>B&amp;F, HR&amp;Admin</td>
<td>Lot 1</td>
<td>Jun-11</td>
<td>Aug-11</td>
<td>Revised Fixed Assets policy</td>
<td>F - Revisions to the fixed assets policy are yet to be undertaken.</td>
</tr>
</tbody>
</table>

### Pillar IA - Financial Functions

<table>
<thead>
<tr>
<th>No.</th>
<th>Recommended</th>
<th>Priority</th>
<th>Objective Achievable Indicator (OAI)</th>
<th>Responsibility</th>
<th>Support By</th>
<th>Active</th>
<th>Revised Deadline</th>
<th>Data Source (OVI Verification)</th>
<th>Status of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>19.1</td>
<td>The functions of the sub-Finance Committee and the Finance Committee significantly overlap creating a duplication of resources.</td>
<td>3</td>
<td>Future role of Finance Committee and Finance sub Committee established</td>
<td>B&amp;F</td>
<td>Lot 1</td>
<td>Mar-11</td>
<td></td>
<td>TOR of Audit Committee, TOR of Finance and sub Finance Committee.</td>
<td>G - The role of the Finance Committee was reviewed prior to the establishment of the Audit Committee by Council in March 2011.</td>
</tr>
<tr>
<td>19.2</td>
<td>Of the Member States projects, an amount of US$7.5 million was used in paying the Unitary House and a further US$7.5 million in ‘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.</td>
<td>4</td>
<td>Clarification on ‘set-aside’ funds</td>
<td>B&amp;F</td>
<td>Lot 1</td>
<td>Feb-11</td>
<td></td>
<td>Financial statements for 2010/11 and Disclosures and notes</td>
<td>G - Disclosures and notes to the financial statements for 2009/10 period incorporated. The US$7.5 million was used in paying the Unitary Charges for the SADC house. The Unitary Charges are now included in the SADC business plan.</td>
</tr>
<tr>
<td>19.3</td>
<td>There are a number of errors and discrepancies that we have noted in the financial statements: - Projects receiving funds or with significant operating balances whilst they are spending minimal amounts: - Some of the projects are not well defined (descriptions such as ‘example’); - Projects with debt balances; and - Exchange losses which looks rather high.</td>
<td>3</td>
<td>Discrepancies eliminated and disclosures improved in the financial statements</td>
<td>B&amp;F</td>
<td>Lot 1</td>
<td>Feb-11</td>
<td></td>
<td>Financial statements for 2009/10 period notes</td>
<td>G - Disclosures and notes to the financial statements for 2009/10 period incorporated.</td>
</tr>
</tbody>
</table>

### Pillar IA - Financial Functions

<table>
<thead>
<tr>
<th>No.</th>
<th>Recommended</th>
<th>Priority</th>
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<th>Status of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>20.1</td>
<td>There is a lack of information gained on projects, expenditure is not well defined and why a ‘set-aside’ of these funds is needed.</td>
<td>3</td>
<td>Mission reports by all Officers are compiled and circulated</td>
<td>B&amp;F</td>
<td>Lot 1</td>
<td>May-11</td>
<td></td>
<td>Staff mission reports to B&amp;F</td>
<td>A - Following the review of the project retirement procedures, programmes staff mission reports to be incorporated in 2010/11 accounts.</td>
</tr>
</tbody>
</table>

### Pillar IA - Financial Functions

<table>
<thead>
<tr>
<th>No.</th>
<th>Recommended</th>
<th>Priority</th>
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<th>Status of Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>21.1</td>
<td>The nature of the entity’s operation and principal activities are not clearly disclosed.</td>
<td>3</td>
<td>More details should be given in disclosing 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.</td>
<td>Annual report and accounts are combined into one document.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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. 29). If this provision is not contained, then we would suggest that consideration be given to whether or not the audit work is sufficient to determine the spending in accordance with the terms of the contracts. As it is not included in the scope of the audit work and the audit opinion.

Recommendation 29

- Include audit of ICP project funds within Terms of Reference with the external auditors

Lot 1

Feb-11

Council of Ministers, Record of March 2011

G- From the Council of Ministers Record of March 2011, revisions were approved to the External Audit Terms of Reference. In the 2009/2010 Financial Statements the audit opinion incorporated a special role on the audit of funds provided by Member States and Development Partners.

25. 1.2
Proper limits of reference have not been established for contracting external auditors.

Time of reference should be established for contracting external auditors. These should incorporate some of the elements listed in Regulations 61 to 65 of the Financial Regulations and Procedures manual.

Recommendation 30

- Terms of Reference for the external auditors

Lot 1

Feb-11

Council of Ministers, Record of March 2011

G- From the Council of Ministers Record of March 2011, revisions were approved to the External Audit Terms of Reference. In the 2009/2010 Financial Statements the audit opinion incorporated a special role on the audit of funds provided by Member States and Development Partners.

26. 1.3
External auditors are rotated after 5 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.

Recommendation 31

- Rolling rotation System for External Auditors

Lot 1

Feb-11

Council of Ministers, Record of March 2011

G- From the Council of Ministers Record of March 2011, revisions were approved to the External Audit Terms of Reference. In the 2009/2010 Financial Statements the audit opinion incorporated a special role on the audit of funds provided by Member States and Development Partners.
<table>
<thead>
<tr>
<th>No.</th>
<th>Action Required</th>
<th>Description</th>
<th>Responsibility</th>
<th>Priority</th>
<th>Objective/Accountable Indicator (OAI)</th>
<th>Grants</th>
<th>Funding</th>
<th>Revised Plan</th>
<th>Revised Plan</th>
<th>Revised Plan</th>
<th>Revised Plan</th>
<th>Revised Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>Audit Committee Handbook developed</td>
<td>Audit Committee Handbook developed</td>
<td>B&amp;F</td>
<td>1</td>
<td></td>
<td>Lot 1</td>
<td>Jan-11</td>
<td>Jun-11</td>
<td>Audit Committee Handbook</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>Risk Management Committee Established</td>
<td>Risk Management Committee Established</td>
<td>PRMU</td>
<td>1</td>
<td>Risk Management Procedure to codify and formalise decision</td>
<td>Lot 2</td>
<td>Aug-11</td>
<td>Aug-11</td>
<td>Risk Management Procedure</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>Staff to procedures in place to report inappropriate conduct and to action their follow-up</td>
<td>Staff to procedures in place to report inappropriate conduct and to action their follow-up</td>
<td></td>
<td>2</td>
<td>Fraud Policy</td>
<td></td>
<td>Apr-11</td>
<td>Nov-11</td>
<td>Fraud Policy</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>29</td>
<td>Central Register of Recommendations</td>
<td>Central Register of Recommendations</td>
<td>Central Register</td>
<td>3</td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>30</td>
<td>Finance procedures manual is out of date</td>
<td>Finance procedures manual is out of date</td>
<td></td>
<td>1</td>
<td>Updated Financial regulations and rules</td>
<td></td>
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</tr>
<tr>
<td>31</td>
<td>Additional HR officer</td>
<td>Additional HR officer</td>
<td>HR &amp; Admin</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
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</table>
### Rec. No. | Issue in IA 2009/10 | Recommendation | Priority | Objective/Measurable Indicator (OUI) | Responsibility | Support by | Deadline | Revised Deadline | Data Source | Status of Implementation
--- | --- | --- | --- | --- | --- | --- | --- | --- | --- | ---
45. | Short-listing committees are recruited from MS’s. | We recommend that short-listing and interview committees postion should be filled from existing SADC staff, perhaps using a combination of key staff from the recruitment directorate and one from human resources. | 1 |  | Review recruitment policy | HR & Admin | Lot 1 | May-11 | Aug-11 | Recruitment policy (approved) | A. Policy draft developed and reviewed by HR TA & TWG. TA & TWG to submit for approval in Aug 2011 |
46. | Member States screening of prospective interview candidates is still not considered adequate. | Checklists based on the job description should be compiled 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 |  | Review recruitment policy | HR & Admin | Lot 1 | May-11 | Aug-11 | Recruitment policy (approved) | A. Policy draft developed and reviewed by HR TA. TA & TWG to review on 11 May 2011. TA & TWG to submit for approval in Aug 2011 |
47. | 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 reviewed by HR TA. TA & TWG to review on 11 May 2011. TA & TWG to submit for approval in Aug 2011 |
48. | An in-house travel officer and dedicated travel agent have not been appointed. Travel policies lack clear guidelines. | A travel policy should be formulated and incorporated into the Administrative rules and procedures manual. | 2 |  | Travel officer recruited | HR & Admin | Lot 1 | Aug-11 | Aug-11 | Employment contract of Travel Officer | B. In-house Travel Officer to be recruited |
49. | PPRM directorate is understaffed and not fully functional. | Optimal staffing level, as detailed in the job-justification study, should be reached as soon as possible in order for the Directorate to operate effectively. | 1 |  | Optimal staffing level in PPRM Directorate | PPRM, HR & Admin | Lot 2 | Jan-12 |  | Employment contract of Travel Officer |
50. | PPRM is not operating effectively. | External assistance is needed to guide the process and give direction to the Secretariat. A fully integrated planning, budgeting, monitoring and evaluation plan is needed. | 1 |  | Programming of 10th EDF (Lot 2) Operational Framework for Resource Mobilisation established | PPRM, HR & Admin | Lot 2 & GIZ | Aug-12 | Jun-12 | 1. 10th EDF PIIFs and APA 2. Resource Allocation Analysis paper 3. Operational Framework for Resource Mobilisation 4. Working Paper on Enhancing Planning, Monitoring and Evaluation of quality projects under the SADC Secretariat | B. A Spreadsheet for Reporting OPI Verification | A. A spreadsheet for reporting OPI Verification. This report the OPIs and will be submitted to the CoM for approval in August 2011 |
51. | Need for a computerised project data system. | Consider implementation of a computerised project data system. One of 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. | 2 |  | Computerised Project management information system for planning, monitoring and evaluation and resource mobilisation system developed | PPRM | Lot 2 & GIZ | Nov-12 |  | Reports provided by the system meets management specifications | B. Draft implementation plan reviewed by HR TA & TWG |
52. | 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. | 3 |  | Training strategy and plan developed | HR & Admin | Lot 1 | Apr-11 |  | Training plan | B. Draft recruitment and training plan reviewed by HR TA & TWG |
The SADC National Management System:

A.1.1 There was a lack of communication with decentralised locations in 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. Communication should be given to increasing the information available via the website. This could possibly be achieved through a secure member of authority.

B.1.2 An appropriate information management system was not in place.

- An information based organisation, in-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 be also implemented that can be accessed by people at appropriate levels of authority.

C.1.3 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.

D.1.4 Need for regular training of key staff in user departments in ICT risks.

- The training programme envisaged, including offering the new Information Technology courses to all staff. Should be implemented and the compulsory element should be undertaken as soon as possible.

E.1.5 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.

F.1.6 A business mission is needed.

- We recommend that a business mission is set up, with an agreed timeframe 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 programmes are developed. They should be also link the operations of the Secretariat to the Secretariat to the SADC Charter, which are the objectives that these Secretariat is set up to achieve.

G.1.7 The need for a clear management structure.

- The overall function of the committee should be to examine the SADC Charter 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 programmes are developed. They should also discuss the current status of the SADC Secretariat to the Secretariat to the SADC Charter, which are the objectives that these Secretariat is set up to achieve.

H.1.8 A study on the institutionalisation of SADC National Committees was not seen.

- The SADC National Committees are established as an advisory body to assist the SADC Secretariat in the discharge of its duties.

I.1.9 If it is not used to its full potential.

- We recommend that if the IT Policy and Strategy document currently under review is completed as soon as possible for consideration by the Senior Management Team.

J.1.10 Today need to be revised for the current recommendations contained within this report.

- The policy needs to be revised to reflect the governance issues identified in the recommendations of this report. This would include an audit committee and a risk management committee and updating the fact that the executive SADC Secretariat 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.

K.1.11 There is a lack of monitoring and evaluation of projects in the Secretariat.

- Responsibility for the overall monitoring of projects in the Secretariat was not established.

- We recommend that the responsibilities of the PPRM could include:
  - Monitoring and evaluation of projects;
  - Monitoring and evaluation of programmes; and
  - Reviewing contracts.

L.1.12 There is no policy on anti-corruption and fraud.

- There was a lack of anti-corruption and fraud control within the SADC Secretariat. There was also a lack of policies on anti-corruption and fraud control within the SADC Secretariat.

M.1.13 Need for regular training of key staff in ICT risks.

- Training plans envisaged, including offering the new Information Technology courses to all staff. Should be implemented and the compulsory element should be undertaken as soon as possible.

N.1.14 A Human Resources manual should be developed. This would be a key opportunity to address the human resources planning in the Secretariat.

- The training and development policies. The policies within should include but not be limited to; recruitment, performance and training. The Human Resources manual should be developed.

O.1.15 Need for regular training of key staff in ICT risks.

- An appropriate information management system was not in place.

- The training programme envisaged, including offering the new Information Technology courses to all staff. Should be implemented and the compulsory element should be undertaken as soon as possible.

P.1.16 A Human Resources manual should be developed. This would be a key opportunity to address the human resources planning in the Secretariat.

- The training and development policies. The policies within should include but not be limited to; recruitment, performance and training. The Human Resources manual should be developed.

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- The training programme envisaged, including offering the new Information Technology courses to all staff. Should be implemented and the compulsory element should be undertaken as soon as possible.

R.1.18 A Human Resources manual should be developed. This would be a key opportunity to address the human resources planning in the Secretariat.

- The training and development policies. The policies within should include but not be limited to; recruitment, performance and training. The Human Resources manual should be developed.

S.1.19 Need for regular training of key staff in ICT risks.

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- The training programme envisaged, including offering the new Information Technology courses to all staff. Should be implemented and the compulsory element should be undertaken as soon as possible.

T.1.20 A Human Resources manual should be developed. This would be a key opportunity to address the human resources planning in the Secretariat.

- The training and development policies. The policies within should include but not be limited to; recruitment, performance and training. The Human Resources manual should be developed.
The PPRM Directorate should be responsible for formulating and 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 departments to ensure that the Secretariat is on track to achieve the results set out in the RISDP. Further, the PPRM should also have responsibility for providing management reports in a timely manner and ensure that the Secretariat’s work is properly cascaded in an accurate and timely manner. These reports should also include information on how the Secretariat is performing against its plans, including budget commitments, and the future outlook and future plans. The Secretariat is responsible for ensuring, through the PPRM, that the Secretariat is making regular progress towards achieving its objectives and that the Secretariat is providing an accurate and timely plan for the future. The PPRM should also ensure that the Secretariat is regularly reviewing its plans and assessing the need for adjustments to its plans. In addition, the PPRM should ensure that the Secretariat is regularly reviewing its plans and assessing the need for adjustments to its plans.

A PPRM Directorate incorporating all these functions would enhance monitoring of the Secretariat and would provide additional confidence to stakeholders. The Secretariat is responsible for ensuring, through the PPRM, that the Secretariat is regularly reviewing its plans and assessing the need for adjustments to its plans. In addition, the PPRM should ensure that the Secretariat is regularly reviewing its plans and assessing the need for adjustments to its plans.

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 Directorates to receive real time access to the information.

The planning process should include, but not be limited to:

- Adequate systems to ensure that the plans made are actually implemented and that other actions could be implemented but are not covered in the plan are identified.
- Training of project personnel to prepare their own budgets to submit for finance for review.
- Filling the staffing gaps for positions of planning and monitoring officers within PPRM, who should coordinate strongly with each Directorate.
- Consideration of the guidelines for monitoring and evaluation.
- Integration of the control environment throughout the Secretariat. Currently, there is a focus on the Finance Directorate to implement all areas involving internal control yet this is an issue that affects all the Directorates.
- Training for Directors on how to read the monthly management reports in order to assess the actual to budget variances on costs within their Directorates and in an associated reason to enable the Directorates to take more ownership of deliverables and figure.
- Evaluation of the best delivery method. Currently, many workshops are held as they do not take too 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 offer to hire consultants.
- Increased linkage between the overall strategic direction and the operational planning of PPRM. Currently, no studies are performed on the impact of variances of strategy and objectives. Increased information from PPRM on what strategy is the best, what impact actions have on achievements of objectives and a cost/benefit analysis.
- A budgeting process that forces people to consider strategy rather than the strategy forced by the budget. The current budget period is short as there are no stages to it which exacerbates the problem as people hurry to strategise. This tends to lead to subsequent budgetary adjustments.
- 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 required for people to strategise. This would be provided on the role of internal audit.

The PPRM Directorate and the PPRM planning guidelines are required to be developed showing areas to be covered in the plan.

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 required for people to strategise. This would be provided on the role of internal audit.

Integration of the control environment throughout the Secretariat. Currently, there is a focus on the Finance Directorate to implement all areas involving internal control yet this is an issue that affects all the Directorates.

The Secretariat is responsible for ensuring, through the PPRM, that the Secretariat is regularly reviewing its plans and assessing the need for adjustments to its plans. In addition, the PPRM should ensure that the Secretariat is regularly reviewing its plans and assessing the need for adjustments to its plans.
1.3 & 6.1 recurrent activities such as Framework agreements for recurrent activities such as framework agreements for recurrent activities should be developed.

The Head of Internal Audit should also be at a level equivalent to a Director in order to fully implement control changes and improvements.

Review of position of Head of Internal Audit to Director's level

Feb-11

Aug-11

Council of Minster's Decision.


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2.2.2.2/2.1.3.3/3.2.2/3.2.1.3/3.2.2.2

procurement Manual/ Guidelines

HR & Admin

Lot 1

Apr-11

Aug-11

Procurement Guidelines and COm decision

Procurement Policy

Feb-11

Procurement Policy

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.

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IN Steam of M
date

New procurement manual should be prepared. This will require training of those involved in compliance with procedures.

SAIC Staff Trained

Dec-11

Jan-12

Records of training delivery

Procurement Policy

Feb-11

Procurement Policy

IN Council of Ministers. To be presented to Council in August, 2011.

6.1.3

Framework agreements for recurrent activities should be developed.

Framework agreements included in the Procurement Manual/Guidelines

HR & Admin

Lot 1

Apr-11

Jan-12

Framework Agreements/ Contracts

IN Council of Ministers. To be presented to Council in August, 2011.