2013:44 Sida Decentralised Evaluation

Karlis Goppers

A Review of Sida's Meeting Point Programmes with the Swedish Trade Council and the Swedish Geological Survey

Final Report

Sida

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Abbreviations and acronyms

BIH	Botswana Innovation Hub
CSIR	Council for Scientific and Industrial Research
DGS	Department of Geological Survey
EU	European Union
ICT	Information and Computer Technology
MP	Meeting Point program
MPM	Meeting Point Mining program
NGO	Non-governmental Organization
NSI	Namibia Standards Institution
GPU	Policy for Global Development
PDC	Partner driven cooperation
RSA	Republic of South Africa
SDM	Sida Decision Memorandum
SEK	Swedish krona
SGU	Geological Survey of Sweden
Sida	Swedish International Development Cooperation Agency
STC	Swedish Trade Council

Executive summary

The ***Meeting Points*** program was developed in 2007, its purpose being to identify, plan and implement programs of promotion and facilitation within the framework of broader economic cooperation. In the same year Sida launched its program *Partnerdriven Cooperation or PDC,* the intention of which is to encourage partners to work together and through them catalyze sustaining relations between countries. Sida prioritizes seven countries for partner driven cooperation among them Namibia, Botswana and South Africa.

Sida´s support to the Meeting Point programs of the *Swedish Trade Council*, STC, and The *Swedish Geological Survey*, SGU for 2010-2013 are entirely based on Sweden's strategy for Partner-driven Cooperation. The support to STC is 18 million for a program covering Namibia and Botswana, while that to SGU, covering also RSA, is 23 million SEK. This mid-term review is based on a 6 working day visit to some of the projects in the three countries.

The main activities of the programs are identification of cooperation areas, analysis of needs and possibilities, dialogue with identified PDC actors in order to evaluate interest and project content, implement tailor-made activities which stimulate and promote PDC, and evaluation of results and follow-up activities. The SGU program also focuses on *contact building and networking* – in Sweden as well as in the African countries, and also on *institutional cooperation*, mainly with its sister organizations in the respective countries.

Performance

Altogether STC has created about 12 matches with on-going dialogues in Botswana and 5 in Namibia. In addition there are 9 matches in Botswana and one in Namibia, which have resulted in established cooperation projects. Even if a total of some two dozen matches have been created, of which several have "graduated" into various forms of cooperation, it is in general too early to speculate about whether these projects can be expected to lead to the desired effects and impacts.

SGU has implemented a large number of activities in terms of contact creation and networking, visits, discussions and studies. Even though much has been achieved through this dialogue, it is also remarkable that several initiatives have not proceeded smoothly. So far very little concrete results have come out of the Meeting Point Mining program. A factor stifling progress in this program may have been the long delays in securing *Memoranda of Understanding* (MoU) between the partners. It is too early to speculate about whether the few concrete activities, which have started, will lead to the desired *effects and impacts*.

Given the marked difference between STC and SGU in number of matches created and other concrete initiatives carried out, one wonder whether SGU´s lack of permanent representation in Southern Arica has played a crucial role for its performance. This appears to be a topic which Sida should – on short notice - raise in its dialogue with SGU, and perhaps ask SGU to submit a brief analysis of the pros and cons involved.

SGU´s task to secure MoUs with its sister organizations seems to have stifled its other work, notably that of creating new matches and generating PDCs, because the MoUs have taken many months to agree upon. Not only has a lot of valuable project time and work been lost on this matter, but in addition, it is not unlikely that this problem has distracted SGU from focusing on creating matches and generating PDCs, which must be seen as the core activity of the programme.

Achievement of overall project objective

At half ways through the program it is still too early to determine if the outputs achieved in the respective programs will lead to desired effects and impacts. Therefore this midterm review is unable to provide an assessment of whether the programs are on their way to achieving the overall objective, which is to play "*a catalytic role in promoting trade, business relations and institutional cooperation, which will result in sustainable PDC based on the partners common interests".*

While I do believe that both STC and SGU have well performed their respective catalytic roles, which we must note are designed such that they have little control over further development after a match has been created, a conclusion is that the likelihood of the matches becoming self-sustained is not very high. Therefore it is uncertain that the project is on its way to fulfilling the main project objective.

Cost Effectiveness

Comparing the high cost to Sida of the programs (a total for both STC and SGU of about 20 million SEK or perhaps 37 million – depending on if we include the support given in 2009) with the results in terms of concrete matches and cooperation projects that have come out, one is inclined to believe that the programs are *not* a cost effective way of promoting PDC. The cost effectiveness will depend on whether we include the benefit that some see in having the STC office in Botswana be perceived as a surrogate Swedish presence to soften an acute political problem, which arose when Sweden closed its embassies in Gaborone and Windhoek. Also one must consider that STC´s meetings and various activities have probably had beneficial effects in terms of promoting trade, aside from the contacts that mature into matches.

Sustainability of matches and PDCs

Few if any of the partnerships and subsequent projects created have relied entirely on their own financing. In fact, it appears that most of them would not have come about unless they could count on a planning grant and/or project financing from Sida. Nor are there obvious signs indicating that the parties would be willing and able to carry on their cooperation in the long run based on their own financing. Therefore, the *self-reliance and sustainability* are possibly the potentially weakest aspects of the Meeting Point programmes. It should be noted that a possible failure to achieve sustainability does not really depend on the performance of STC or SGU. Their responsibility largely ends by having facilitated the contacts, after which it is up to the partners to make the relationship sustainable.

Swedish official institutions

A circumstance holding back the willingness or readiness of Swedish institutions to engage in PDC and also be willing to invest some of their own funds, is that they need a budget appropriation form the Swedish government to do so. Otherwise they have recourse only to Sida funds if they want to cooperate with actors in e.g. Namibia or Botswana, even in such cases (e.g. SGU in South Africa or Namibia) where also the Swedish partner stands to benefit from the cooperation.

Commercial vs. Institutional cooperation

Even if private companies have participated in conferences and delegations arranged by STC and SGU, the two respective meeting points programs have so far mainly facilitated contacts and cooperation between official institutions. Hardly any of the matches have been between commercial firms. To a large part this can presumably be explained by the fact that Sida planning grants were made available for private companies only in March 2011.

Relevance

In order for the Meeting Point programs to be relevant they have to live up to the policy requirement of PDC to create partnerships, which will be beneficial for economic growth and poverty reduction, and which will also be sustainable. Today it is too early to see if any of these objectives will be fulfilled. Even if they turn out to contribute positively to economic growth and poverty reduction, it is uncertain that they will prove to be sustainable without further support of grant financing.

Alternatives to the Meeting Point programmes

Looking in general at the matches created by STC and SGU in Namibia and Botswana, we cannot rule out that several of them would/ could have taken place also without the facilitation services of the MP programs, especially if the availability of Sida grant funds for PDC projects had been actively advertised. In today's world of easy communication by telephone and internet – and air travel – many business firms as well as institutions, which are informed about the existence of Sida support programs, should have a good chance to find matches on their own. To assess which mode of promoting PDC would be the most cost-effective, we would need to evaluate different options more thoroughly than is feasible in the present mid-term review. However, given the high cost of the Meeting point programs it is an issue which will have to be addressed.

Recommendations
Even if this review has revealed some question marks, e.g. sustainability issues as well as local representation of the facilitator, it has not been of sufficient depth to allow conclusions, which could translate into recommendations regarding modifications or alternative solutions. That I believe can only been done after an ex post evaluation of the program has been carried out. Both programs have been implemented largely according to plan, and apart from observing that progress in terms of achieving results has been relatively modest in the SGU program, this mid-term review has not uncovered any design issues, which might be modified in order to improve performance in the short or medium term.

I Introduction

1. *The Meeting Points program of the Swedish Trade Council, STC*

The Meeting Points program was developed in 2007 by Sida and STC together with the foreign ministry, its purpose being to identify, plan and implement programs of promotion and facilitation within the framework of broader economic cooperation. It was seen as a response to the needs posed by transiting from a traditional development cooperation based on grant aid from government to government, to one where independent actors in the three countries take the initiative. With this program it is thought that STC will contribute to the realization of [financially and economically] viable relations between partners in the respective countries.

From the perspective of STC this program would allow it to establish its operations in middle income developing countries earlier than would otherwise have been possible. A condition for STC´s presence in Botswana and Namibia was therefore that Sida grants would be used to finance all of STC´s facilitation work, and in addition, contribute to the operational costs of keeping an office in the two countries. Sida believes that the Meeting point program can be seen as an opportunity for STC to establish a broad contact net and acquire information about business opportunities in order for its operations in Botswana and Namibia to become self-sustained over time, i.e. able to survive and act without Sida grant financing.

Already in 2005, within the traditional aid cooperation program, Sida gave financial support to STC to establish its presence in Namibia with a view to broaden and develop Sweden's cooperation with that country. In 2008 Sida decided to support STC to open up activities in Botswana in the Meeting Points Botswana program. For the years 2008-2010 it allocated a total of 9 million SEK. In 2008, Sida also decided to support STC to open an office in Namibia with a total of 5,1 million SEK for the years 2008-2010. Then at the end of 2009 Sida, referring to the newly elaborated *selective cooperation strategies* for Botswana and Namibia, decided to prolong the Meeting points program in both countries for a four year period 2010 – 2013 after having renegotiated the agreement as well as the contents of the program.

The funds appropriated by Sida to the STC´s activities in Botswana and Namibia can be seen in the following table:

Table 1: Sida support to STC, thousand SEK

	2005	2008-2009 MP	2010-2013 MP	Total
Botswana				
Facilitation			7 500	7 500
Purchased goods and services			1 937	1 937
Contribution to operational costs			706	760
Total Botswana		9 000	10 143	19 143
Namibia				
Facilitation			6 000	6 000
Purchased goods and services			1 273	1 273
Contribution to operational costs			760	760
Total Namibia		5 630	8 033	13 663
Grand total		***14 630***	***18 176***	***32 806***

The program in Namibia was discontinued at the end of 2011, and the actual amount disbursed by Sida for STC in Namibia is therefore halved. Another thing to note is that Sidas contribution to the operational cost of the offices in Gaborone and Windhoek respectively were designed to progressively decrease such that in the second year STC received half of the amount the first year, and in year three and four zero.

STC´s total cost of its operations in Botswana and Namibia during the current program 2010-2013 is shown in the following table.

Table 2: Total Cost for STC of Meeting Point program 210-2013

	Botswana 2010-13	Namibia 2010-13	Total
Operational costs	13 632	11 564	25 196
- Personnel	6 919	5 513	12 432
- Other	6 713	6 051	12 764
Administrative support from STC Sweden	712	712	1 424
Purchased goods and services in MP	1 937	1 273	3 210
Total	16 281	13 549	29 830

We can see that of the total cost of the STC Meeting Points program for the years 2010-2013 is 16,3 million SEK in Botswana and 13,6 million in Namibia, or a total of almost 30 million SEK. Of these amounts Sida finances 10,1 million in Botswana (62 %) and 8 million in Namibia (60 %) , or a total of 18,2 million for both Countries, which is 61 % of STC´s total cost of the MP program.

The Sida funds are meant to cover *all* of the costs for STCs facilitation work including purchases of goods and services, *plus* a contribution to the office cost during the first two years. All in all Sida covers some 60 % of the office's activities, which means that presumably 60 % of all work done by that office is on account of the Meeting Points program.

The Meeting Point program of STC was *not* procured through competitive bidding, but based on traditional cooperation between two official institutions, which does not require a competitive bidding procedure to take place.

The main areas of focus have been selected based partly on their potential to develop into PDC, but also based on perceived Swedish comparative advantages and also based on the development priorities of Botswana and Namibia. The areas mentioned are: energy, environment, telecom, mining, civil security, transport and logistics, tourism and agriculture. In addition it is thought that capacitating in trade and in institution building will be of interest.

All major activities will be identified and decided together with Sida through the annual activity plans which STC must submit to Sida for approval.

The Swedish Trade Council, STC

STC employs 100 people in Sweden of which 80 in Stockholm. Worldwide it employs 500 distributed over 65 offices in 55 countries. Of the 400 persons employed abroad about 20 % are Swedish expatriate personnel. STC annual volume of business (turnaround) is SEK 520 million of which 158 million SEK come from the foreign ministry and 60 from other government departments including Sida. Half of all financing is from sales of services to private companies.

Along with the annual budget STC receives an appropriations letter from the government prescribing what the government wants STC to do, and also receives a yearly Export Promotion Assignment from the government. STC activities must be guided by Sweden's Policy for Global Development (GPU), and STC considers the concept of sustainability to be very important in its work. STC was created in 1972 after an agreement between the Swedish parliament and Sweden's Business main organization (precursor to *Svenskt Näringsliv*). Until today STC is functioning according to a unique model. It is *not* an incorporated company and it is *not* a government institution, while in most other countries the equivalent of STC would normally be either under a ministry or be a private entity. STC board is nominated half by the government and half by the industry.

2. The Meeting Point Mining program of SGU

A basic point of departure for the *Meeting Point Mining* program, MPM, is the conviction, reflected in Sida's decision memorandum, that a growing importance of mining in Southern Africa means increased business opportunities for Swedish firms, because SGU is convinced that Sweden possesses comparative advantage in this sector. In addition Sida saw the potential for cooperation between public as well as private institutions. In March 2009 Sida decided to support SGU through the MPM with SEK 2,6 million for producing a strategy for "the base activities" in the sector, as well as proposals for "context-specific" activities and projects for cooperation with Botswana, Namibia and RSA.

The present support to MPM 2010-2013 is entirely based on Sweden's strategy for *partner driven Cooperation, PDC* (in Swedish, *Aktörssamverkan*), and contains the three parts: *(1) "Base activities", (2) Institutional cooperation, and (3) training and capacity development.* Like in STCs programme, the base activity is about facilitating cooperation between actors on both sides, which in the long run will be self-sustained, meaning that they will be able to survive without support of grant aid. The cooperation will be based on the own initiative of the partners, while taking account of the needs and development priorities of the cooperating countries. The work is to be carried out in close collaboration with "central actors" in the three countries, namely *Botswana Geological Survey Department, Geological Survey of Namibia and South African Council for Geosciences.*

The *institutional cooperation* refers primarily to collaboration with the three respective sister organizations of SGU. This is expected to enhance the base activities by being able to adapt the work according to the specific needs of each country. The institutional cooperation is to be financed by Sida, but also by the cooperating partners. During a "limited period" Sida will also finance *training and capacitating* organized through workshops, seminars and training courses in order to stimulate commercial cooperation, which in the long run will be able to live on without aid financing.

Sidas cooperation with SGU in the MP program was not procured through competitive bidding. It is based on cooperation between the two governmental authorities Sida and SGU. However, in contrast to some other government institutions, SGU does not have a framework agreement with Sida. Sida requires that all activities under PDC cooperation be financed from both the sides. This means that e.g. travel to and from Sweden should be paid by the Namibian side.

To operate the Sida program SGU has instituted a steering group including the General Director, the head of Mineral Resources Department, the head of Information, the head of Economy and the project coordinator. In addition, the project coordinator maintains many informal contacts within the SGU organization. The steering group meets once a month and keeps informed about most things. As an example we can note that it was promptly informed about this mid-term review being underway. The Sida funds are meant to cover the salaries, travel costs etc of the SGU staff working on the project. SGU draws this money by debiting the number of hours used at an hourly tariff. Of the total Sida budget of 23 million, a maximum of 15,5 million can be spent on fees and a maximum of 7,5 million on reimbursable costs.

Sidas funding for the Meeting Point Mining program of SGU for the current period of 2010-2013[1] is shown in **table 3**.

[1] The project period has – for technical reasons - been revised to 2011-04-01 to 2014-03-31

Table 3: Sida funding per year for MPM in Botswana, Namibia and RSA

	1000 SEK per year
Base activities	
Personnel	2 000
Travel, meetings, consultancies, etc	1 000
Institutional cooperation	
Personnel	2 100
Travel, etc	900
Total per year	6 000
The whole project 2010-2013	23 000[2]

The Geological Survey of Sweden (SGU)

In addition to the program in southern Africa, SGU also runs a similar Sida-financed project in Zambia, but this belongs to a different Sida program, and is not reviewed here. The reason Sida wanted to have two separate programs, with two separate agreements, is that Zambia is not a country where Sweden's traditional grant-based aid is to be phased out. In Zambia the project is part of a program called "Systematic Facilitator Service, SFS". Under this program SGU has carried out a GIS training course. The Swedish energy authority has a similar program as the MP in Vietnam.

SGU employs a total of 268 persons, of which 205 in the Uppsala headquarters, 10 in Stockholm and the remaining 58 in other locations in Sweden. The Department of mineral resources, which is responsible for the Sida funded activities, employs 35-40 persons, of which 6 in the unit of Mines, which is the unit directly involved with the MPM. In 2012 SGU receives SEK 40 million for assignments from other government authorities, of which 11 million SEK per year comes from Sida. The MPM program for Southern Africa accounts for 6 million. SGU has a right to carry out commercial consultancy assignments, but it is not allowed to make an overall profit from this.

SWECO Facilitation program in Botswana, Namibia and South Africa

Besides the Meeting points program of STC and of SGU, there is also a third program of the same type financed by Sida in Botswana, Namibia and RSA. This is managed by the Swedish consultancy firm SWECO and is referred to as *"Facilitator within environment / climate for Botswana, Namibia and South Africa"*. This however is not part of the present review. Unlike STC and SGU, SWECO won its Sida-financed program in an open tender competition. The facilitator programs financed by Sida coordinate with each other, which explains why a few of the partnerships listed by SWECO will also appear in STC´s list.

3. Partner-driven Cooperation[3]

In 2007 Sida launched its program *Partner-driven Cooperation or PDC,* the intention of which is to encourage actors to work together and through them catalyze sustaining relations between countries. Examples of actors eligible for PDC are authorities, trade unions, private companies, NGO's, Universities, local governments, cultural institutions and scientists. Sida prioritizes seven countries for partner driven cooperation that are called the selective cooperation countries and include Indonesia, India, China, Vietnam, *Namibia, Botswana* and *South Africa*. Partner driven cooperation is also relevant in other countries than the selective countries, on a smaller scale, in parallel with the traditional development cooperation.

[2] The reason why the total does not add up to 6x4=24 is that only 1 million was allocated to RSA in the first year.

[3] This text is from Sida´s WEB page

The purpose of Partner Driven Cooperation is to establish sustainable relationships of mutual interest between Swedish and foreign actors. Effectively, this means that an actor in Sweden and an actor in the partner country initiate a partnership that falls within the framework of the strategic goals that are set for the country. The cooperation shall be characterized by shared ownership and responsibility, both administratively and financially. A key aspect of PDC is that both parties find a mutual benefit and interest in cooperating. The cooperation is meant to be self-supporting in the long term, and the support given by Sida should be time limited and catalytic. The goal of this type of development cooperation is to create three winners and stimulate a so-called "win-win-win" situation. The beneficiaries will eventually be people in poor conditions, actors in the partner countries and actors in Sweden.

4. Sweden's Strategies for Selective Cooperation with Botswana, Namibia and RSA

For each of the "Selective cooperation countries" the Swedish government has prepared a special Strategy for Selective Cooperation. For Botswana and Namibia the texts regarding overall objectives are identical, and state among other things:

> The overall objective of Sweden's cooperation with Botswana/ Namibia is to further develop long-term bilateral relations based on mutual interests. Cooperation is to help strengthen, expand and deepen relations between the countries. The objective of Sweden's selective cooperation with Botswana is enhanced socially and environmentally sustainable economic growth and reduced poverty. The strategy for Sweden's selective cooperation with Botswana/ Namibia is to promote new forms of cooperation and multifaceted relations between Sweden and Botswana/ Namibia. Selective cooperation is to be dominated by partner driven cooperation based on common interests and mutual benefit. Sida has a responsibility to encourage partner driven cooperation as part of the framework of implementing the strategy. Partner driven cooperation is demand driven and the strategy, in addition to the areas specified in advance, is therefore to be open to initiatives for partner driven cooperation in other areas identified during the strategy period.

Specifically for Botswana the Swedish Strategy document states that:

> Swedish development cooperation with Botswana was concluded in 1998 and was subsequently replaced primarily by cooperation in the form of contract-financed technical cooperation (CFTC), international training programmes (ITP) and support to measures to combat HIV and AIDS, and that Sweden will continue to help reduce the spread of HIV and mitigate the effects of AIDS. During the strategy period, the targeted development assistance contributions within the framework of the HIV/AIDS field are to be phased out and Sida, if possible, is to provide support to HIV/AIDS within the framework of partner driven cooperation. The objective of support to the HIV/AIDS field is to strengthen the rights of people living with HIV and AIDS, and to provide people with better opportunities to protect themselves.

Regarding Namibia the document states that:

> Sweden has a long history of cooperation with Namibia, and good relations between the countries have grown from this cooperation. The phase-out of traditional development cooperation began during the strategy period 2004–2008. For a transitional period, Sweden is supporting development assistance within the framework of broader cooperation. During this period, Swedish support has declined from SEK 66 million in 2004 to SEK 18 million in 2007, and that Sweden will continue to contribute to promoting human rights and democracy. Targeted development assistance contributions in the area of human rights and democracy will be phased out during the strategy period, and support for human rights and democracy may be implemented in the context of partner driven cooperation, if possible. The objective of support for human rights and democracy is increased democracy and respect for the freedoms and rights of the individual.

The text in the South Africa strategy document is somewhat different:

> Due to its strong historical ties and broad points of contact with South Africa, Sweden enjoys a high degree of trust as a cooperation partner. This forms a solid basis for a further broadening and deepening of relations, a development from which many actors in both the private and public sectors stand to benefit. The overall goal of Sweden's policy towards South Africa is to further strengthen, broaden and deepen cooperation at all levels. This policy shall be based on common values and interests, and facilitate strategic cooperation on global, regional and national issues. This will serve to further develop the countries' bilateral ties. Part I of the present strategy is a declaration of political intent and provides the foundations for the further development of bilateral ties. The strategy covers the full range of Swedish cooperation with South Africa, of which development cooperation, in the form of selective cooperation, is a part. Sweden's overall commitment to South Africa is realised through collaboration across a range of policy areas.

The cooperation strategies for the 7 selective cooperation countries only go up to 2013, and in consequence the Meeting point programs have been designed based on an existence until then and no longer. Today Sida has no information whether the foreign ministry will decide prolong this arrangement or not.

5. This Mid-term Review

This mid-term review covers the Meeting points program of the Swedish trade council in Botswana and Namibia, and the corresponding program of the Swedish geological survey in Botswana, Namibia and RSA. It is based on a 6 working day visit to some of the projects in the three countries. Given the large number of different activities, only a selection of the different program activities could be visited, and interviews were made with the main stakeholders involved. In addition interviews were made with staff of the Swedish Embassy in Pretoria. In Sweden interviews were made with relevant Sida officers as well as with staff of STC and SGU in Uppsala.

II. OBJECTIVES AND TARGETS

6. Project objectives

The objectives of the Meeting Point program

Sida´s decision memorandum for the Meetings Points program of STC states that the objective is:

> *"to provide Partner-driven cooperation with enhanced power and content through the coordination of common resources",* and further states that:
>
> *"within the Meeting Point program STC will contribute to the stimulation and strengthening of self-sustained relations of mutual interest between actors in Sweden and actors in low-and middle-income countries in accordance with Sweden's policy for global development"*

The memo further states that:

> *"The partner-driven cooperation is to focus on poverty-oriented economic growth, as well as environment and climate"*

Given that the meeting points program is designed to facilitate and enhance partner driven cooperation the program naturally shares the overall objective with the entire PDC program. This ***overall objective*** is defined (page 4) as:

> *"sustainable PDC will widen and deepen bilateral relations, which will contribute to a fair and sustainable economic development and a society based on human rights and democratic values in Botswana and Namibia".*

The objective for the long run impact set by PGU and by Sweden's strategy for selective cooperation with Botswana, Namibia and South Africa respectively is the following: *To enhance social and environmentally sustainable economic growth, and reduced poverty*

Project objective of the Meeting Point programs is given as:

> *"The MP plays a catalytic role in promoting trade, business relations and institutional cooperation, which will result in sustainable PDC based on the partners common interests in Sweden, Botswana and Namibia"*

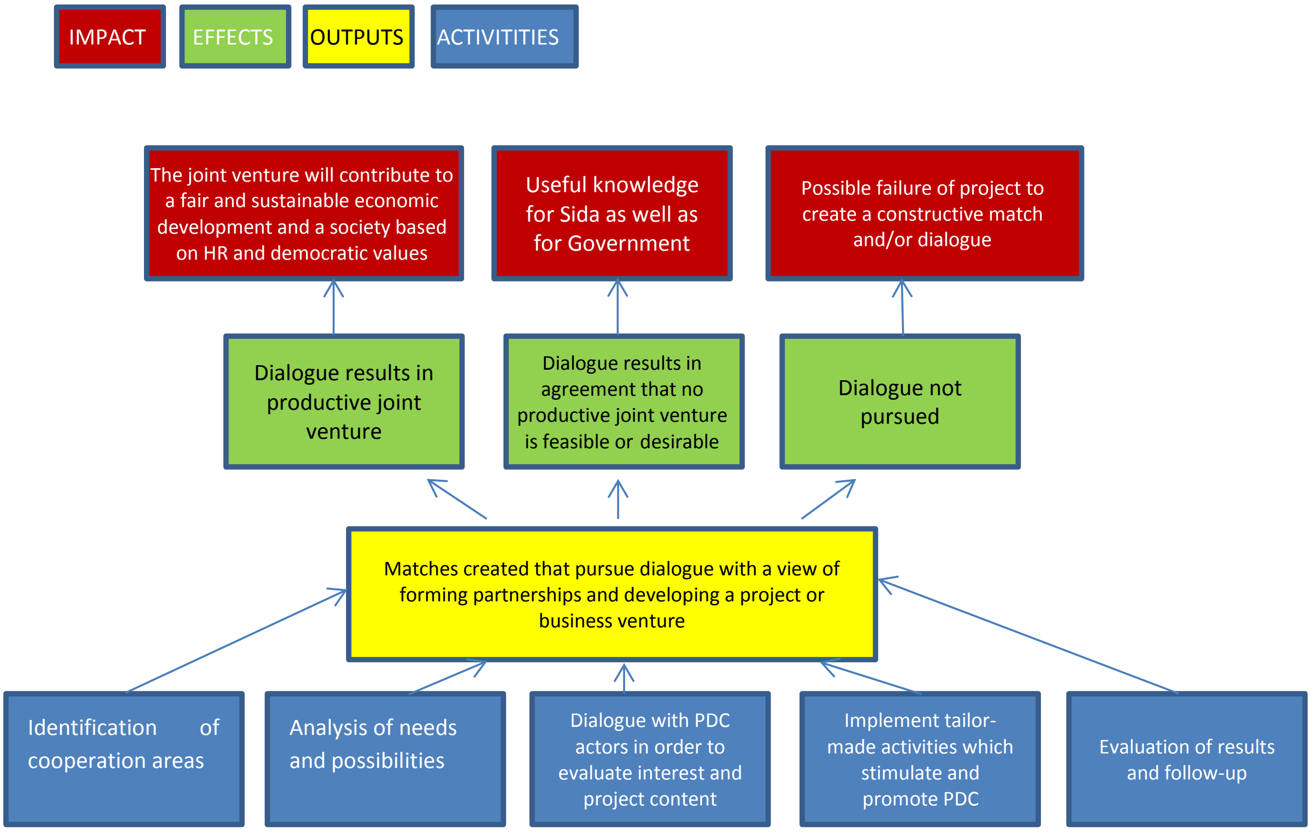
The decision memorandum further states that the ***Expected result*** of the meeting point program is:

> *"that STC together with Swedish and local actors will contribute to the development of self-sustained relations of mutual benefit, among other things by enhancing the actors knowledge of the respective markets, through the creation of preconditions for increased trade, by Swedish, Batswana and Namibian firms building partnerships and by the promotion of institutional cooperation in relevant areas".*

The text in the corresponding decision memorandum for SGU´s program is similar and will not be repeated here.

7. *Goal Hierarchy of Means and Ends*

Based on the five different types of activities that are laid down for STC to engage in, we can construct the following goal hierarchy of means and ends of the meeting points program.



The text regarding activities in the above figure as well as in the LFA matrix below, I have taken from Sida´s decision memorandum for STC´s program. In general terms these also cover the activities of SGU. However, we may point out that in addition to the five groups of activities listed, the SGUs program also focuses substantially on ***contact building and networking*** – in Sweden as well as in the African countries, and also on ***institutional cooperation***, mainly with its sister organizations in the respective countries.

8. *Logical Framework Analysis Matrix*

Table 4: LFA matrix of Meeting Point program of STC

Target level	Target	Measurable indicators
Impact	Enhanced social and environmentally sustainable economic growth, and reduced poverty	Long-run values of the usual economic and social indicators
Effects	1. Dialogue results in productive joint venture 2. Dialogue results in agreement that no productive joint venture is feasible or desirable	1. Nature, size and success of the project and/ or productive joint ventures formed 2. Clarity or conclusiveness of dialogue outcome
Output	Matches created that pursue dialogue with a view of forming partnership and developing a	Time, money and seriousness devoted to the dialogue

	project or business venture	
Activities	***Promote and stimulate Partner Driven Cooperation between Sweden and Botswana*** through[4]: 1. Identification of cooperation areas 2. Analysis of needs and possibilities 3. Dialogue with identified PDC actors in order to evaluate interest and project content 4. Implement tailor-made activities which stimulate and promote PDC 5. Evaluation of results and follow-up activities	Quantity/ volume and not least quality of the respective activities
Inputs		

9. *Indicators of success*

If a contact or a match created within the Meeting Point program does not lead to a sustainable relationship this cannot automatically be seen as a failure on part of the project. STC´s and SGU´s job is to provide platforms or meeting points – through conferences, workshops, visits and other activities – to give the two sides to meet and analyze and determine whether a further relationship is profitable and desirable or not. If the platform that was created is constructive and efficient then the project is performing, whatever the end-result of the individual meetings. Either the two parties will determine to go ahead with some business and that is good, or they will have realized that a relationship - by way of trade, investment or otherwise - is not profitable or feasible. In the latter case Sida and the government will benefit from information about what works and what not.

In terms of the overall objective of the project, namely that the project should be good for economic growth, one must conclude that matches, which do not develop into actual trade are just as good to the economy as those that do. Because the ones that do not will then not burden the economy with inefficient projects, which do not correspond to the country's comparative advantage, and which, in other words, are not economically efficient and desirable.

Interviews reveal that even among Sida´s own staff there is some uncertainty whether the success of a PDC program should be measured in number of PDC projects established or by its eventual effects on poverty alleviation.

[4] These are the activities that the Sida Decision memorandum lists as the work "process" of the meeting points program.

III. PERFORMANCE OF STC´s PROGRAM

10. Implementation

STC reports the following results of its match-making efforts[5]:

Table 5: Matches achieved in Botswana:

ONGOING AND RECENTLY STARTED DIALOGUES ***Climate technology*** 1. The SymbioCity Academy workshop for sanitation in 2010 resulted in a planning grant for *Chalmers Industrial Technology* 2. *Rural Electrification project* in the village Sekhutlane. Susbiz initiated this partnership in the Environment technology Workshop in 2010. *3.* Potential partnership between Botswana Government or Gaborone/ Molepolole City Council with Södertälje Kommun on Vacuum Sewerage toilets. 4. The Swedish Transport Administration cooperation on sustainable roads management together with Sweroad and BW government. The corporation has not developed further during 2011. 5. Partnership Västerås Kommun & Gaborone City Council as a result of the Environment Technology Workshop in June 2010 after which the STC received a partnership proposal from the Mayor of Gaborone. ***ICT*** *6. E- Democracy:* Stockholm University started discussions through STC with E-government office under the Ministry of Transport and Communications and received SIDA planning grant during 2011. 7. Soft Solutions and Click Botswana have begun discussions. This could be one of the first PDC private planning grants to be approved in Botswana if all goes well. 8. PDC partnership between BTA & PTS on regulatory frameworks. Follow-up meetings were facilitated by STC during 2011. 9. PDC partnership between Ministry of Transport & Communication and Swedish Ministry for Enterprise, on capacity building and E-Government. No further developments during 2011 however. ***Health*** 10. Potential partnership in telemedicine between Karolinska Institute and Ministry of Health in Botswana. The project may start early 2012 and a cooperation grant application was submitted in December 2011. ***Civil security*** 11. Swedish Civil Contingencies Agency (MSB) cooperation with Botswana National Disaster Management Office. ***Entrepreneurship*** 12*. Young Drive Academy* has through STC found potential partners. They received a planning grant with the aim of helping young entrepreneurs in Botswana. ESTABLISHED COOPERATION *1. Stockholm International Water Institute and Dept. of Water Affairs* Project period: 2012-2013. The partners will work towards the sustainable water management, sharing and gaining knowledge from each other. *2. Chalmers Industrial Technology and Dept. of Waste Management and Pollution Control***:** assessment and implementation of sustainable sanitation techniques. Project is currently searching for funding. 3. *Sustainable Business Mälardalen and Ministry of Education***:** addressing the problem of expired chemicals at secondary schools in Botswana. MoU has been drafted, which is expected to lead to a PDC in early 2012. 4. *Stockholm School of Economics and Botho College:* Starting education "New Venture Creation" in January 2012. The initial plan for incubator solution in Botswana is still alive but no further progress at this point. 5. *The Swedish Tax Agency and the Botswana Unified Revenue Services (BURS)***:** Sharing of experiences and

[5] The listing contains all the cases – also the ones started in 2009 and 2010. The text is edited based on STC annual reports.

knowledge in institutional development to improve the taxation administration capability of BURS.
6. *The Spinalis Foundation and the Botswana Ministry of Health***:** Introducing a comprehensive spinal cord injury rehabilitation in Botswana, at the Princess Marina Hospital in Gaborone.
7*. Lund University in cooperation with Kristianstad University science park (Krinova) and the Botswana Innovation Hub (BIH)***:** Project period 2010-2011. Has developed further.
8. *The Swedish National Board of Trade and the Botswana Ministry of Trade* : 2008 – 2009 (project ended). Sharing of experiences and knowledge within institutional development and trade-related expertise.

DIALOGUES THAT STOPPED
1. Mining/Energy
1. Energy efficiency in the mining sector: Swedish Energy Agency (SEA) and BIH or BW Energy Affairs: After renewed discussions during 2011 with both parties no further progress has been made.
2. ***Energy***
Demand management, Renewable energy (bio-fuels focus) plan (Swedish Energy Agency and BW Energy Affairs). Same situation as above for the Energy efficiency in the mining sector.
3. Health
Facility management between Swedish organization and BW ministry of Health. Key challenge is that the Ministry of health already have many different partnerships, especially within HIV/AIDS, TB and Malaria.
4. Culture / Media
Inspiration academy (M. Klum foundation and Marua Pula secondary school) Project proposal turned down by Sida.

Table 6: Matches created in Namibia

ONGOING DIALOGUES
Environmental Technology
1*. Renewable Energy* was discussed between Susbiz, Sweco and the Swedish Energy Agency and Namibian parties and opportunities were found within several technologies.
2. *Waste management* in Rehoboth. SusBiz, Avfall Sverige and Rehoboth Town Council Found possibilities in bio-gas and waste management.
3. Sustainable *Business hub* will partner with the Desert Research Foundation of Namibia (DRFN) to be their local partners and assist in furthering projects in Namibia (looking at plans and implementation).
ICT
4. Stockholm School of Economics initiated discussions with Namibia Business Innovation Centre about collaborating in knowledge transfer. SSE would provide training, development and mentorship.
Other
5. *Training for small scale refining of gemstones* between Kristallen in Lannavaara AB and entrepreneurs in Keetmanshoop. Initial activities for setting up the programme are currently under way.
COOPERATION BEING FORMED
1. Swedish Standards Institute (SIS) on capacity building in NSI. Agreement not yet signed, due to changes in the focus of the project. Project is part of the proposed Sida funding to SIS in Namibia of 1 million SEK.
DIALOGUES THAT STOPPED
8. *Industrial School (concept 2009):* Local Swedish companies with Manufacturers Association, and Training Authority of Namibia. Noone was willing to take ownership, preferring the STC to remain the project leader.
9. Tourism. Since the tourism delegation in 2009, little communication has been exchanged between the Swedish participants and potential local partners. Little interest has been shown from.

The list of created matches presented by STC is long and impressive, and my impression from the visits I have made is that STC has indeed been quite efficient and successful in many of its activities. However, we must be reminded that the output listed in the tables is the accumulated result of over three years of activity, which has cost Sida in the neighbourhood of SEK 20 million. Furthermore, the dialogues listed are not always established partnerships, but in some cases rather preliminary contacts, which may or may not graduate into some kind of serious dialogue and at best into a common venture or a project.

11. Achievement of Output targets

The output target has in the LFA been defined as: *Matches created that pursue dialogue with a view of forming partnership and developing a project or business venture.*

Altogether STC has created about 12 matches or on-going dialogues in Botswana and 5 in Namibia. In addition there are 9 matches in Botswana and one in Namibia, which have resulted in an established cooperation project. This is not a result to be frowned upon, but the question is how impressive it is in relation to the considerable cost of the program. This question will be discussed below.

Regarding the Namibia program it needs to be pointed out that during the two years it existed, it had an ongoing debate with the Namibian government about its legal status, which also prevented the STC representative from being permanently stationed in the country. Instead the STC representative was based in Johannesburg, visiting Namibia on missions "on a need basis". Because of the uncertainty about its legal status, we can also assume that this must have negatively affected the work. Prospective partners both on the Swedish and the Namibian sides at times may have been reluctant to go ahead with their plans because they were uncertain about the future of the program.

In its end-report for Namibia STC writes that the program output has suffered because Swedish firms and actors have been passive due to the economic downturn. Also, Sida in its decision memorandum states its belief that new trade and investments are really only possible during good business cycles. In terms of the long-run success of projects I think this statement may be an over-simplification. Because it is the ventures that are feasible even in not so good times, which are the real valuable and self-sustainable ones. During peak business cycles with high demand, also many doubtful ventures may slip through. STC has pointed out, however, that in economic downturns companies tend to focus more on cost reduction rather than entering into new markets and growth projects.

STC´s Conclusions

The STC end report for Namibia provides interesting opinions and conclusions on its performance and on conditions for success. I share the views expressed and find them important, and therefore reproduce some of them here in edited form in table 4.

Table 7: STC´s conclusions

- The importance of creating *strong local relationships* should be emphasized. Without the awareness and "blessing" from relevant government institutions projects are difficult to run and keep alive.
- *Partner driven cooperation takes time.* To do business in Namibia requires stretched-out planning.
- To some extent STC as a facilitator can help push development in the right direction, but PDC requires interest and commitment from both sides and when this is lacking on either side it becomes very difficult to make a project successful.
- Measuring and follow-up of PDC projects needs to be done over a long-term period. Real outcomes of the initiatives may show only several years after a Meeting Point activity has been started.
- A small and remote market with few industrial sectors may only attract a limited number of companies and organisations.
- Through direct Sida participation more information could have been made accessible to clarify the PDC concept to local partners, especially at the start.
- Joint marketing opportunities should have been created of activities of the STC, Sida and the partnership. This could have been facilitated by Sida representation at all the events.
- Feedback on events be provided earlier by Sida and made available.
- Interest has been relatively easy to identify among the Namibian stakeholders, while sometimes challenging to establish among Swedish companies and organisations.
- Lack of involvement from the Namibian side has negatively affected the results of the program as a

whole. After good initial meetings and discussions were held, in several cases Swedish companies lost interest as the response from the Namibian side was very slow and the momentum was lost. Many Namibian counterparts seem to have preferred more traditional development cooperation concepts.

- In the *transport sector* the responsible authority has not been forthcoming with allowing discussions to even take place for possible interested Swedish companies.
- Within *environmental technology,* the government does not seem too keen on directly supporting initiatives towards creating solutions in the renewable energy environment;
- *Skills* availability is still a big challenge in Namibia. More needs to be done to assist government in decreasing the percentage of the unskilled population.

12. Effects and Impacts

The targets for Effect and Impact respectively have in our LFA been defined as:

- **Effect:** The dialogue results in productive joint venture, or that the dialogue results in agreement that no productive joint venture is feasible or desirable.

- **Impact:** Enhanced social and environmentally sustainable economic growth, and reduced poverty

Eight cooperation agreements in Botswana and one in Namibia have been established but only one has been completed and another one is underway. It is therefore too early assess the performance at Effects level.

As for the impact level this will obviously take even longer to achieve. Even if a total of some two dozen matches have been created, of which several have “graduated” into various forms of cooperation, it is too early to speculate about whether these projects – whether individually or collectively - can be expected to lead to the desired effects and impacts.

Regarding the long-run effects STC has remarked that “The Swedish Trade Council is merely a facilitator and cannot guarantee or be responsible for any PDC partnerships.” While that is partly true, one must also consider that the probability of long-term survival of the projects and of positive impacts being created will of course (among other things) be a function of how good STC´s matchmaking has been. If its selection of candidates is based on thorough knowledge and research then presumably the share of matches that go on to develop sustainable and successful cooperation will be higher than otherwise.

IV. PERFORMANCE OF SGUs PROGRAM

13. Implementation

Following its annual activity plans SGU has implemented a large number of activities in terms of contact creation and networking, visits, discussions and studies. Even though much has undoubtedly been achieved through this dialogue it is also remarkable that several of the initiatives have not proceeded smoothly. A case in point is the difficulty of signing an MoU with some of its sister organizations, which in its turn has led to unknown delays in other initiatives.

Based on the limited time I was able to spend on each activity or project it is not possible to judge if the work overall is on schedule or if it is lagging behind. The initiatives under way in Namibia are:

- *Matchless Belt Mining* together with the University of Namibia (UNAM) and other partners, which is meant to be an umbrella project with many different component parts.
- A *Memorandum of Agreement* between the Geological Surveys of both countries is on the table and is expected to be signed soon.
- An agreement with the Ministry of Mines and Energy for the Meeting Point to provide support to *Small Scale Miners* in Namibia. A workshop is planned to discuss the nature of such support.

Funding is currently sought to carry-out projects within the identified three pillars of cooperation, namely for:

- Institutional Support for the Namibian Geological Survey
- Research development in capacity building and development
- Study for more commercial projects within the industry
- Education and training

The Swedish company Global Drilling received a planning grant from Sida to study training program for local drilling experts. Its findings so far are very positive and are now applying for project financing to implement the training.

In Botswana SGU is pursuing discussions with the Department of Geological Survey, DGS, in Lobatse on the project ”Aggregates”, which aims at localizing suitable areas for stone quarries. The other major activity is “Mineral Identification, also with the DGS. This cooperation has however experienced delays due to DGU´s difficulty to procure the needed laboratory equipment. A delegation to Sweden being prepared together with the University of Botswana, had to be cancelled because of two few participants.

In the South African program the contacts with CGS has not developed as well as expected, and SGU is currently focusing more of its attention to the Council for Scientific and Industrial Research, CSIR, in Johannesburg.

14. Achievement of Output targets

A logical framework analyses matrix worked out by SGU defines the following *Results targets* for its activities:

1. *Such direct results will have been developed in terms of contacts and cooperation, which directly or in a few years have a chance to be self-sustaining*
2. *In each of the cooperation countries a local partner has been assigned as facilitator, and a network of actors has been established*

3. *MoUs regarding Partner-driven development cooperation within the mining and minerals sector have been signed with the three countries*
4. *Institutional cooperation has been initiated with the respective [sister organizations] Geological Surveys Organizations*
5. *Projects have been started in training and capacity building*

Apparent lack of concrete results
So far very little concrete results have come out of the Meeting Point Mining program. At the same time, as noted above, we can see that a large number of apparently useful activities and initiatives – in terms of study visits, workshops and discussions – have taken place. It is not easy to determine what would be the reason for lack of concrete results in this project. There are three possible scenarios:

Firstly, perhaps the basic idea and assumption made by the program, that there would be a lot of useful PDC projects to be developed in the mining sector in these three countries, is erroneous or exaggerated.

Secondly, the premises and assumptions of the program are correct but SGU has been passive, inefficient or inept in bringing the possibilities forward.

Thirdly, - the simplest explanation - is that the MPM has been going on for only a year and a half, and maybe this is too short a time to expect output to be produced, because it takes a long time to develop interest and understanding of the possibilities among both Swedish and African actors – be they ministries, institutions or firms.

This mid-term review- spreading over five different program in three countries in a short assignment, does not really allow us to be sure of what are the reasons. Like always, there might be a little bit of truth in all of the scenarios.

Regarding the *first scenario*, it could well be that the possibilities of transiting from traditional grant aid to PDC in these countries have been exaggerated – at least to a degree. Botswana and Namibia are countries that over several decades became accustomed to receiving aid in grant form whenever foreign donors had identified worthwhile projects that they wanted to support. And even if their governments today are putting up substantial funds in joint projects with foreigners, it will perhaps take time before they have fully realized the new way of cooperating with former aid donor countries.

Also both Botswana and Namibia are small countries, and even if they both have very attractive and promising mining sectors, there must be a limit to how much new business and other relations they can absorb. Furthermore, we must not forget that, even if Sweden has much to offer in the mining sector, Sweden is a small country while at the same time there are many other industrialized countries which, like Sweden, also want to develop commercial (trade and investments) and other presence in and relations with Namibia and Botswana.

As for the *second scenario*, we can note that the SGU has *not* chosen the work mode of STC with a substantial local presence as a basis for its facilitation work. Also, perhaps SGU should have recruited additional staff to help run the program. On the other hand we have seen that SGU has in fact developed a large number of initiatives in terms of contacts, visits, discussions and studies, which are all things which perhaps need time to mature into triggering concrete actions among the potential PDC actors. Also, its reporting and my interviews do not suggest any passiveness of ineptitude, but a very serious approach. Perhaps in some instances they have chosen to be more careful in order not to waste project funds unnecessarily.

The *third scenario*, which suggests that it is a slow process to make potential actors aware of existing possibilities, can of course not be ruled out. However, relative to many other countries we would not expect there to be shyness on part of Swedish firms and institutions to engage in projects in these countries since they are all – according to African standards - quite developed and easy to work in. There is today, and has been for many years a steady stream of Swedish visitors, among them businessmen, representatives from cultural and other institutions as well as government officials. Also the fact that PDC projects can count on grant support from Sida both for its planning and implementation phase, should make it even easier for Swedish actors to come forward.

Based on the above reasoning regarding the three scenarios my inclination is to conclude that it is the first one which offers the most plausible explanation to a relative lack of results having been achieved in the MPM. Also, I believe that the lack of staff and some passivity on part of SGU might have played its part. Saying this however, one should remind oneself that it is not automatically good to go ahead and spend project funds fast according to plan if there is in fact uncertainty. Then there will be no development gain in hurrying the project. It will often be better to wait and accumulate undisbursed balances to be spent later on when conditions have matured. A factor stifling progress in this program may have been the long delays in securing MoUs with its partners.

MoUs with sister organizations

With respect to the very time consuming process that SGU has engaged in to realize MoUs with its sister organizations in the three countries, I think there is reason to be critical. I am not sure that Sida should have accepted that this exercise be part of the MPM program. More logical would perhaps have been that Sida had seen an established MoU with the sister organizations as a *prerequisite* of SGU receiving funds for the MPM. That could have been the credential by which SGU would prove to Sida that it is an actor possessing a comparative advantage over other actors in this area, and which would then justify Sida to enter into the MPM program with SGU without a competitive tender procedure. The agreement with SGU is based on a traditional cooperation between the two government authorities, and not on competitive tender. Today it is becoming increasingly common that such cooperation are opened up to competition from the commercial consultancy companies. The project activities of the chambers of commerce are a case in point.

15. Effects and Impacts

It is too early to speculate about whether the few concrete activities, which have been started, will lead to the desired effect and impacts.

V. OVERALL CONCLUSIONS

16. Implementation and achievement of outputs
Both programs have been implemented according to agreements and project plans. In the case of SGU progress has been hampered by delays in securing agreements etc.

17. Achievement of objectives
At half ways through the program it is still too early to determine if the outputs achieved in the respective programs will lead to desired effects and impacts. Thus this midterm review is unable to provide an assessment of whether the program is on its way to achieving its objectives.

18. Efficiency

Given that both the facilitators are experienced in their respective fields, and based on my observations, which indicate that the activities have been carried out in a serious and professional manner, there is no basis for believing other than that both the Meeting Point programs have been carried out with at least normal cost efficiency.

19. (Cost) Effectiveness

When it comes to the cost effectiveness, however, this is something which does not depend on how well they work, but on whether or not they work with the right things and whether the mode of work (office set-up, size of staff etc. etc.) chosen is meaningful and optimal. Here our assessment can only be uncertain, partly because the scope and depth of this assignment is insufficient to allow such analysis. Comparing the high cost of the programs (about 18 or perhaps 32 million for STC and 13 million for SGU until now) with the results in terms of concrete matches and cooperation projects that have come out, one is inclined to believe that the program is not a cost effective way of promoting PDC. And the reasons behind this we can only speculate about:

Firstly, primarily the big Swedish exporters like Volvo, Atlas Copco, etc manage their cooperation without the help of STC, even if some of them have on occasion participated in workshops and events, e.g. on corporate social responsibility, organized by STC.

Secondly, Namibia/Botswana and Sweden being small countries, there is only so much by way of cooperation – whether commercial or institutional - which will be feasible. No matter how much STC and SGU try to lure potential partners on the two sides into cooperation project – facilitated not only by their promotion work, but also through possible planning grant and subsequent project grant funds from Sida – there is always the limitation of two relatively small economies and countries. Moreover, beside Sweden, there are also other industrialized countries who are actively seeking business and other opportunities in Botswana, Namibia and RSA.

Thirdly, the perceived cost effectiveness of the Meeting Point programs will also depend on whether we include non-tangible or non-quantifiable benefits into the picture. One such is the benefit which some may see in having the STC office serve as a improvised solution to an acute political problem, which arose when Sweden closed its embassy in Gaborone and Windhoek. Even though the closures had been prepared for many years, both the Botswana and Namibian governments saw it as a rash and premature decision. For official Sweden, the fact that STC operates in the same premises can be counted as a qualitative benefit, which we do not have to disqualify as illegitimate, even if we may question whether it should be paid for by Sida grant aid funds.

20. Sustainability of matches and PDCs

Few if any of the partnerships and subsequent projects created have relied entirely on their own financing. In fact, it appears that most of them would not have come about unless they could count upon either a planning grant from Sida and/or project financing from Sida. Therefore, the *self-reliance and sustainability* are possibly the potentially weakest aspects of the Meeting Point programs.

With a program that holds in prospect that any matches that come along will benefit from a planning grant and perhaps also a subsequent grant project support, there will inevitably be a risk that it attracts also partners without projects that promise to be viable and self-sustained. The outcome on sustainability of course we cannot know until 3 or 4 years have passed, but if we have to guess today we have to use the small signs that are available. For instance if one potential partner declares that it is no longer interested, after its application for Sida grant has been turned down, then there is room to wonder how self-reliant such a partnership will be in the future.

Sidas ambition appears to be not to grant support unless it has good reason to believe that the project will, in fact, become self-sustained after the initial period financed by Sida. In its decision documents for PDC project support (e.g. in the case of Spinalis) Sida makes clear that it expects that the project will go on based on own or other financing after the initial period of Sida financing.

Swedish institutions

A circumstance holding back the willingness or readiness of Swedish institutions to not only engage in PDC but also be willing to invest some of its own funds is that they need a budget appropriation form the Swedish government to do so. Therefore they have recourse only to Sida funds if they want to have some cooperation with actors in e.g. Namibia or Botswana, even in such cases (e.g. SGU in South Africa or Namibia) where also the Swedish partner can have an interest of its own for the cooperation. The PGU has expressed an ambition that many authorities and government institutions will engage in and use its own money for development cooperation or for PDC, but this presupposes that the government authorizes them to use budgetary funds for such activities. However, the first step must of course be that the authority in question asks for such funds in its budget, so the first step is up to these institutions.

21. Commercial vs. Institutional cooperation

In all Sida documents, including the decision memoranda for the Meeting Point programs, the objective to promote commercial cooperation is mentioned alongside that of institutional cooperation. In practice, however, it is only the latter type of partnerships which have been created so far. The meeting points program has so far been a program to facilitate contacts and cooperation with official institutions, which are paid for by Sida grant funds.

In the STC program there is so far only one match involving a private company. In some activities only officials from the government and institutions will participate. A case in point is a recent Botswana delegation to Sweden, where all members except from one was from the government. The lack of initiatives involving private, commercial actors can perhaps partly be explained by the fact that current rules and regulation makes it difficult for Sida to financially support private firms. The right of private firms to benefit from the Sida planning grants was introduced only in March 2011. Also, according to current EU rules a private company can receive a maximum of 200 000 Euro in government grants over a three year period.

22. Relevance

In order for the Meeting Point programs to be relevant they have to live up to the policy requirement of PDC to create partnerships, which will be beneficial to economic growth and poverty reduction, and which will also be sustainable. Today it is too early to see if any of these objectives will be fulfilled. Even if they turn out to contribute positively to economic growth and equality, it is very uncertain that they will prove to be sustainable without further support of grant financing.

23. Saturation point for Swedish cooperation (?)

According to a report put out by Sida in December 2011, during the last three years in Botswana there have been the following actor-driven partnerships all financed by Sida grants:

- *10 different projects* developed by independent actors under Sida grant support
- *3 different programs of match-making/ facilitation* whose task it is to identify and promote/ facilitate new actor-driven cooperation projects. Among them are the Meeting point program of STC and the Meeting Points Mining of SGU. The third one, with a similar purpose, is the newly created Sida facility of PDC cultural cooperation.
- *23 different planning grants*, some of which are results of the matches created by the meeting points program, and some of which have subsequently "graduated" into applying for and receiving regular grant project support from Sida
- *PDC research collaboration*

In addition – not labelled as Partner-driven development cooperation are the following:

- *A program for transparent local Governance* and Local leadership for Growth
- *Regional international training programmes* within climate and environment, and
- *Direct Support to HIV/AIDS*. This is the only example of traditional development cooperation, implemented by the South Africa Aids Trust (SAT), and accounting for half of all Sida disbursements in Botswana, or SEK 45 million during 2010-2013.

The penetration of partners from Sweden into Botswana with its 2 million inhabitants would therefore seem to be substantial, and one wonders whether it has not reached some kind of natural saturation point. There is in my opinion reason to be suspicious since all of the financing comes from Sida grants, and very little, if any, from the respective Swedish actors themselves. Regarding the 10 ongoing projects of course it is important to point out that the recipient country institutions are putting up at least half of the financing for the projects.

Even if the partnerships can lead to good "development projects", we must ask what will be the sustainable benefit to the country of projects, which come about only because there is grant financing, and where the absence of commercial risk capital is total and conspicuous. Most of it being financed by two government, it looks very much like traditional government to government grant aid, and not anything new like e.g. commercial cooperation between independent actors.

24. Alternatives to Meeting Point program?

What would have happened with the respective matches if STC were not on ground in Botswana? We do not know, but I believe several of the matches would have happened in any case, e.g. Spinalis and SIWI, although they have likely been implemented faster with STC´s help. In some cases it appears (e.g. the Department of Water Affairs) that the parties had already found each other and knew what they wanted to do, but only by talking to STC were they actually informed about the existence of Sida´s support to PDC.

Looking in general at the matches created by STC and SGU we cannot rule out that several, or perhaps most of the them would/ could have taken place also without the facilitation services of the MP programs, especially if the availability of Sida grant funds for PDC projects had been actively advertised.

In today's world of easy communication by telephone and internet – and air travel – business firms as well as institutions, which are interested to cooperate and which are informed about the existence of Sida support programs, should have a good chance to find their matches on their own.

STC has considered this option and believes that[6] *"solely relying on telephone, internet and some flights back and forth would not be a very successful approach. This conclusion is drawn based on the number of projects the STC has insight into. There are numerous reasons for this, for instance that the business culture strongly focuses on relationship and commitment (which cannot be built from abroad). Another example being the low (compared to Sweden) usage and knowledge of internet as well as the poor ICT infrastructure. Several STC clients and partners share this opinion".*

In a system where the partners themselves have to take the financial responsibility for setting up their matches and subsequent projects, there would perhaps be a tendency that only the "genuine" and good projects will come forward, thus hopefully increasing their chances to become self-sustainable, which in this context we define that they will be able to survive also without further Sida grant financing.

Sida has very little staff budget money and will not get any more (as opposed to program funds). Therefore Sida has to look for administrative solutions, which it does not have to pay for from its personnel budget. In the process of applying for planning grants there is a lot of administrative work involved, not least to assist the actors to comply with various conditions for the planning grant program. All of this takes valuable time which Sida does not want to take upon itself. In the MP programs STC and SGU take care of that.

Without further investigation we simply do not know whether a program like the Meeting Point in its present form *or* some other type of project would (considering all direct and indirect, tangible as well as non-tangible benefits) be the most cost-effective in promoting PDC. To find out one would have to carry out a systematic evaluation of different alternative models, a task which is obviously beyond the scope of this mid-term review.

25. PDC compared to traditional development cooperation in Botswana

In many respects the type of development cooperation going on today is not very different from the old type of development cooperation. Given that the institutions and parastatals on the Botswana side are with no exception very tightly controlled departments of the ministries, it is the same decision makers today as before deciding about planning and everything else. On the Swedish side the responsibility for planning and for the formal agreement now rests with the institution receiving the Sida-support, although it should be noted that Sida of course is the one deciding if a an institution should receive support, and also still retains a rather active role in following up on the projects.

As for financing, there seems to be no difference at all. All the projects on the list of PDC cooperation in Botswana are supported by a Sida grant. And the fact that the Botswana partner today is formally obliged to put up half the funds is not really new either, because this was also the case in the past, although the requirement w.r.t. the recipient government's funding was usually not formalized. The recipient government was always asked to come up with a rather large part of the money for a project, often in kind rather than cash.

If almost all the matches generated are between institutions (which on the Botswana side is equal to the government) and furthermore are financed (50 %) by Sida grant, can this be seen as *Partner-driven*

[6] Comments provided by STC on the draft report.

Cooperation? Especially in the case where the partners have shown themselves reluctant to do anything unless Sida grant financing is available?

The similarity of the old and new systems is born out in table 8.

Table 8: Comparing PDC with traditional development cooperation

	Formal responsibility for planning and for agreement	*Financer*	*Degree of recipient country "counterpart funds"*
Traditional development cooperation: grant aid based on agreement government to government	On Botswana side: Government On Swedish side: Sida	Sida grant financing	Recipient always provided part of the financing for the project
Present development cooperation based on Partner-driven projects	On Botswana side: government On Swedish side: other institutions	Sida grant financing	Formal requirement that recipient government provides half

27. Other Issues

Crowding out- three kinds

There are three different kinds of *crowding-out* effects that we can imagine in the Meeting Point programs.

Firstly, a Swedish company, having plans to undertake something profitable in Southern Africa, could through a MP program avail of service for free, which it would otherwise have paid for itself. According to STC, there is sin practice no risk that this will happen. The firms that have such plans are mainly the big exporting companies, and they would not use MP services any way. As for the other smaller companies, these usually have to be persuaded by STC to participate. And in any case they have to pay for many of the cost themselves, such as e.g. the flight tickets and the hotel.

Secondly, we could imagine that STC could use "Sida-time" to pursue activities belonging to its normal commercial consultancy assignments. Again, according to STC, there is no such risk, because the agreement with Sida specifies exactly what STC can use the grant money for.

Thirdly, another potential crowding-out is in terms of the competition which might arise between the MP program of STC and the one of SGU. We have already seen that STC is acting also in the mining area, and that I think it should be able to do. We need to ask if such crowding-out should be seen as a healthy competition, or if there may be any negative implications. This review has not found sufficient information to be able to pass judgment in this respect.

Flexibility

In a few cases it appears that the MP program was not able to accomplish its task because it lacked flexibility. One case in point is the Walvis Bay Corridor Group, which was not able to meet with its desired target group of Swedish companies. Therefore WBCG did not benefit from the program because the program apparently had no room to tailor-make the visit so as to fit WBCG´s needs. But this review has not been of sufficient depth to allow an assessment of how feasible or desirable such flexibility would be - considering all factors. Possibly Sida could consider to introduce measures during the remaining two years of the programs, which would provide STC and SGU with more flexibility to shape their respective programs.

Physical presence

On the issue how important physical presence in the country is for a successful MP it is not possible to get a consensus. Some of the actors involved (on both sides) will claim that physical presence in Windhoek is extremely important in order to really know what is going on and what is in the pipeline, i.e. what deals and procurements etc. are going to happen in the future; Also that a private, social network is very important, and that it does not live on long after you have left. It is a fresh produce. And you cannot really inherit it from others. You have to earn it yourself.

According to Sida Decision memorandum dated 14 December 2009 (page 2) "an important experience gained since 2005 is that a long run presence of the STC staff…. is an absolute requirement for being able to contribute to and create conditions for an enhanced trade exchange". At the same time others will maintain that in today's world of accessible internet, Skype telephones and cheap air travel, it is quite possible to manage a program from abroad, on condition of course that you do a sufficient number of strategic visits to the country.

Given that SGU appears to have achieved less results than STC, one wonders what, if any, role the lack of permanent SGU representation in either Namibia or Botswana, may have played. It is remarkable that SGU, with roughly the same budget as STC, has no one in place while STC has 5 people, of which 2 to 3 are supposed to be financed by the Sida project. Perhaps SGU should consider negotiating with STC about placing one representative in its office on a permanent basis. Today SGU already rents one room in the Sweden House run by STC, but this room apparently stands empty most of the time.

STC office as a surrogate DCO

If a large part of what STC does in Botswana (i.e. the matches that they create) depends on Sida financing one could say that STC can be perceived as, in effect, acting like a Sida development cooperation office. Furthermore, a large part of the matches created and engaged in by STC are in reference to activities with a *high social profile*, e.g. water, chemical hazards, youth etc. It is somewhat of a paradox that STC plays this role since its traditional role has always been to promote exports and investment and commercial business in general.

VI SPECIFIC QUESTIONS IN THE TERMS OF REFERENCE

1. ***Has the facilitator role, as it has developed, provided a good basis for creating long-term relations between Swedish partners and Namibian /Botswana/South African partners respectively?***

To answer this question positively we must observe or predict that the relationships will last in the future also without grant support. Therefore it is really too early to answer. In SGUs program there are hardly any partnerships that have started to function yet, while in STCs program – especially in Botswana – a large number of matches have been created, several of which have graduated into projects. But even there we do not know yet how long-term they will be, because almost all of them came about because of support by a Sida planning grant and/ or project grant. Therefore we cannot be sure how sustainable these partnerships will be. Judging from the experience of such partnerships in the Russian and in the Baltic programs, there is little reason to be optimistic.

2. ***Has the facilitation managed by STC and SGU developed in a direction which has increased partner driven cooperation opportunities in targeted sectors/areas in the respective countries?***

The number of contacts and resulting matches is still too limited to allow for an assessment in this regard. However, in general, we can note that once partners start to interact, other related topics and potential cooperation areas in the sector in question, will often surface. Thus, we can believe that opportunities for cooperation will probably be enhanced once the partners become more familiar with each others needs and limitations.

3. ***What are the differences and/or similarities of the two set-ups of STC and SGU as facilitators? What lessons can be drawn from each?***

STC´s main profile is one of promotion – of Swedish investments, of Swedish exports and also in advocacy of international trade and of market economy. This is what they do and this is what they are good at. SGU has a totally different history and tradition. One knowledgeable observer in Southern Africa remarked that STC are master event makers - that is their expertise. So it is no wonder if STC has performed better than SGU in creating matches and facilitating meetings. However, that is not the same thing as saying who among the two may be the better performer in terms of the Meeting Point program in the long run.

Comparing the performance of STC to that of SGU in their two respective meeting point programs we must remember that STC started with Sida-financed activity in Namibia already in 2005 and in Botswana in 2008, while SGU started only in 2009. This fact could possibly explain part of the fact that SGU has lagged behind in producing concrete results in its MPM program.

Given the marked difference between the two in number of matches created and other concrete initiatives carried out, it is impossible not to question whether SGU´s lack of permanent representation in Southern Arica has played a crucial role for its performance. This appears to be a topic which Sida should – on short notice - raise in its dialogue with SGU, and perhaps ask SGU to submit a brief analysis of the pros and cons involved.

4. ***SGU is supposed to contribute to identifying and establishing new partnerships, but also to create long-term relations with their institutional counterpart in Namibia, Botswana and South Africa. To what extent has that part of the Sida agreement been adhered to and what are the lessons learnt so far?***

SGU has, following the instructions given in Sidas decision memorandum, initiated the process of establishing MoU agreements with its sister organization in the respective countries. Paradoxically, this pursuit seems to have stifled its other work, notably that of creating new matches and generating PDCs, because the MoUs have taken many months to agree upon. Not only has a lot of valuable project time and work been lost on this matter, but in addition it is not unlikely that this problem has distracted SGU from focusing whole-heartedly on creating matches and generating PDCs, which must be seen as the core activity of the MPM.

STC has established a cooperation agreement with its sister organization in Botswana which is BEDA, and has today a fruitful and smooth cooperation with that organization.

5. Compare the achieved results verified in the narrative and financial reports with the respective SGU and STC result matrices being decided upon when signing the agreements

Given that expected output and desired results have been defined in a rather general way, and given that output targets have been revised annually, we cannot expect to find major deviations between planned and achieved results as reported. As stated elsewhere in this report, except for a number of delays in the SGU program, there is a general correspondence between planned and achieved output. Regarding long-term results, we have concluded above that it is yet too early to discern any effects and impacts of the program.

In general the reporting of both STC and SGU have been of high quality: informative and full description of what has happened. Nor have they shied away too much from reporting also on negative aspects. Nevertheless, a careful reader will be able to detect some instances where the reporting has been more positive compared to what some partner institutions in Botswana and Namibia have stated in interviews. Also, in a few places the text of the Meeting Points Mining homepage, some partnerships are presented so as to give a reader the impression that it is already agreed and established, while in actual fact it may still only be at the stage of discussion.

6. ***To what extent can the establishment of these two facilitators be considered cost-effective as well as cost-efficient?***

This question is answered and commented in sections 17 and 22 above.

7. ***In what way have the Swedish Government's three thematic priorities (environment/climate change, human rights/democracy, gender issues) as well as the two perspectives been addressed in the programs, in the reporting and in the dialogue? To what extent could further focus on these issues contribute to improved results in terms of the programs themselves as well as the relevant strategy objectives?***

Both programs have focused much of their promotion work on environment/climate change. Regarding Human rights/democracy and gender, as well as the perspectives of rights based and poverty little direct or explicit initiatives have so far been taken.

8. ***What are the reviewer's recommendations for the remaining two years of the strategy periods for Namibia, Botswana and South Africa? In what way should the programs and the result matrices be adjusted in order to improve their relevance and effectiveness in terms of achieving their respective objectives as well as improving their contribution to the relevant cooperation strategy objectives?***

Both programs have been implemented largely according to plan, and apart from observing that progress in terms of achieving results has been relatively modest in the SGU program, this mid-term review has not uncovered any design issues, which might be modified in order to improve performance in the short or medium term. Even if the review has indicated some question marks e.g. with respect to sustainability issues as well as local representation of the facilitator, it has not been of sufficient depth to allow any conclusions, which could lead to formulating recommendations regarding modifications or alternative solutions. That I believe can only been done after an ex post evaluation of the program has been carried out.

9. ***To increase their effectiveness and efficiency, what activities or methods can be suggested as additional parts of the program documents and agreements?***

Possibly SGU's work to promote matches and generate PDCs has been stifled and hampered by the fact that it has been forced to wait months on end to secure the MoUs with its respective sister organizations. Apart from the fact that the MoUs are required by Sida according to the Sida decision memorandum, one wonders if SGU really needs them to be able to pursue the objective of creating matches and generating PDC projects. Given that the private sectors in Botswana and Namibia are quite small, and that the governments control most anything, not least SGU´s sister organizations, which in terms of independence are just units of the ministry, perhaps the MoUs are indeed necessary for SGU to be able to act freely. However, this needs to be tested. Perhaps Sida should consider freeing SGU from the MoU requirement, and with that SGU could go on to act a little more aggressively and - like STC is doing – focus wholeheartedly on creating new matches and identifying worthwhile PDCs. As it has developed in the SGU MPM program, the institutional objective, of which creating MoUs with its sisters is central, seems to actually have been in conflict with the objective of generating PDC projects.

Also, in the case of SGU, it should perhaps consider to secure a permanent or semi-permanent representation in both Botswana and Namibia.

10. ***In what way could the allocated budget be used in a more efficient way to reach the intended objectives?***

The scope of this review has not allowed for a scrutiny of the respective project budgets of STC and SGU. However, in the case of SGU one may perhaps question whether too much of the funds have been spent on studies and general contact initiatives with institutions, and relatively less on concrete negotiations on project proposals with potential investors.

11. ***Does an improved focus on the thematic priorities (Environment/Climate Change, Human Rights/Democracy and Gender) and the perspectives (Rights-based and the Poverty) require any additional paragraphs in the agreements?***

There does not seem to be a need for revising the text in this respect, as I believe that the text of the current agreements provides the programs with sufficient justification to focus on the thematic priorities as well as on the two perspectives to the extent that the respective facilitators find it desirable to do so.

Annex 1: List of References

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Aktivitetesrapport och ekonomisk rapport 2010. Meeting Points Mining Uppsala, april 2011

Programförslag Aktörssamverkan inom gruv- och mineralsektorn 2010-2013. Sveriges Geologiska Undersökning 2010-03-18

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Internationellt Utvecklingssamarbete inom Mineralsektorn: Utredning på Uppdrag av Regeringen, SGU (Dnr 0-1329/2008). 2008-11-01

Avtal mellan Sida och Exportrådet om Bidrag till Meetingpoint Botswana och Meetingpoint Namibia 2010-2013. Sida Contribution No: 54070028. 54070029

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Botswana Project List December 2011: Sida

Det Privata Näringslivet som Förmedlare av Svenskt Bistånd – en kartläggning. Nils Resare. Svenska Kyrkan/ Diakonia. Rapport 4. 2011, Årgång 2

Planning Grant – Private. Sida May 2011

Planning Grant - Public sector, civil society and membership organizations. Sida May 2011

Annex 2: Persons met and interviewed

Botswana	
Leesdi Thema	Ministry of Foreign Affairs and International Cooperation
Trunklinah Gabonthone	Botswana Export Development & Investment Authority
Kgakgamatso Moloi	Botswana Export Development & Investment Authority
Dr. Budzanani Tacheba	Botswana Innovation Hub
Sten Stenbeck	Sweco
S.M. Coles	Ministry of Education
G. Ponoesele	Ministry of Education
G.S. Mokgabisi	Ministry of Education
Inka Löfvenmark	Spinalis – SCI Rehab Project
Dr Göran Lagerström	Spinalis – SCI Rehab Project
Norman Moleele	Botswana Confederation of Commerce, Industry & Manpower
Khumo C. Mogaetsho	Ministry of Minerals, Energy and Water Resources
Bogadi Mathangwane	Ministry of Minerals, Energy and Water: Water Affairs
Gibson Sibanda	Ministry of Minerals, Energy and Water: Water Affairs
Nchidzi C. Mmolawa	Ministry of Minerals, Energy and Water: Mineral Affairs
Georg Thabeng	Ministry of Minerals, Energy and Water: Water Affairs
Tiyapo Ngwisanyi	Department of Geological Survey
Russell K B Ives	SANDVIK Mining & Construction
Namibia	
Phillip N Pendukeni	Epangelo Mining Company
Eliphas Hawala	Epangelo Mining Company
Benjamin S. Mapani	University of Namibia, Department of Geology
Akalemwa Fredrick Kamona	University of Namibia, Department of Geology
Johny M. Smith	Walvis Bay Corridor Group
Klaus Endresen	Honorary Consul of Sweden in Windhoek
Linus Mulele	Ministry of Mines and Energy
Erasmus I. Shivolo	Government of Namibia, Mining Commissioner
Romanus Samuyenga	Ministry of Mines and Energy
Minsozi Sibeso	Ministry of Mines and Energy
Gabi I C Schneider	Geological Survey of Namibia
Kudakwashe (Kuda) Ndhlukula	REEEI Coordinator| Polytechnic of Namibia|
South Africa	
Sybil Rhomberg	South African Capital Equip Export Council
Stewart Foya	Council for Geosciences
Gerhard Graham	Council for Geosciences
Fhatuwani Leonard Ramagwede	Council for Geosciences
Alazar Yosef Billay	Council for Geosciences

Sida

Ulf Ekdahl
Marie Bergström
Elsa Håstad
Maria Selin

Swedish Trade Council

Håkan Bengtson
Olov Hemström
Robin Ekström
Dan Nere´n
Samuel Holst
Rebecca Lilliebjelke

SGU

Rune Johansson

Annex 3: Terms of Reference 2012-01-20

Review of two Facilitators in Southern Africa – the Swedish Geological Survey (SGS) and the Swedish Trade Council (STC)

Review purpose
The intended use of the review is to see to what extent Sida's funding of two Swedish facilitators has contributed to the intended objectives of the cooperation strategies for Botswana and Namibia respectively, by measuring the level of fulfilment of the specific facilitator program objectives.

The review is expected to feed into operative decisions regarding Sida's use of so called facilitators as a means to attaining the objectives of partner driven cooperation in, particularly, Botswana and Namibia, but also in the other five Swedish partner countries for Selective Cooperation; South Africa, Indonesia, India, China and Vietnam.

Intervention Background
STC and SGS have been identified as facilitators by Sida, with the aim of initiating long-term partnerships between private and public partners in Sweden and in Namibia and Botswana. SGS has also agreed to establish institutional relationships with their respective counterparts in Namibia, Botswana and South Africa. The facilitator's role, being the spider in the web between partners in the respective countries, is rather new in a Sida context. A certain trial and error is therefore to be expected. This review sets the focus on distinguishing between good and bad experiences in order to improve and perhaps change the facilitator concept during the remaining two years of the two strategy periods.

This review should focus on both aspects and explore reasons for if and why there are differences between the results in the two partner countries. It should also acknowledge differences in the building up of institutional relationships. Do the results differ in character and likeliness between the two facilitators, since they have constructed their work in different ways? To what extent do these differences have an impact on the results? Is there a crowding-out effect between the two initiatives in the region, since they both work more or less within the Economic Growth sector, whereas SGS has a more narrow mandate focusing on the mining sector.

The review should also provide an improved basis for decision-making at Sida regarding the facilitators' assignments aiming at strengthening their roles in promoting PDC. An issue to investigate should also be to what extent the facilitators have fulfilled their agreed assignments or not, and in the latter case what can be done to get on track again.

The stakeholders, SGS and STC, are expected to facilitate the reviewer's work by providing relevant information, reports and background documents as well as, if needed, being available for interviews. The reviewers should, if considered needed, receive help with contacting partners in Namibia and Botswana as well as in relevant actors in Sweden. The reviewers will be responsible for leading the search for information in reports and elsewhere as well as for writing the inception and final reports.

Sida will be responsible for disseminating results of the review as well as for ensuring that lessons learned from the exercise will have an impact on future design of the cooperation with STC and SGS as well as with other so called facilitators.

Review Questions

1. Has the facilitator role, as it has developed, provided a good basis for creating long-term relations between Swedish partners and Namibian /Batswana/South African partners respectively?
2. Has the facilitation managed by STC and SGS developed in a direction which has increased partner driven cooperation opportunities in targeted sectors/areas in the respective countries?
3. What are the differences and/or similarities of the two set-ups of STC and SGS as facilitators? What lessons can be drawn from each?

4. SGS is supposed to contribute to identifying and establishing new partnerships, but also to create long-term relations with their institutional counterpart in Namibia, Botswana and South Africa. To what extent has that part of the Sida agreement been adhered to and what are the lessons learnt so far?
5. Compare the achieved results verified in the narrative and financial reports with the respective SGS and STC result matrices being decided upon when signing the agreements.
6. To what extent can the establishment of these two facilitators be considered cost-effective as well as cost-efficient?
7. In what way have the Swedish Government's three thematic priorities (environment/climate change, human rights/democracy, gender issues) as well as the two perspectives been addressed in the programs, in the reporting and in the dialogue? To what extent could further focus on these issues contribute to improved results in terms of the programs themselves as well as the relevant strategy objectives?

Recommendations and lessons

1. What are the reviewer's recommendations for the remaining two years of the strategy periods for Namibia, Botswana and South Africa? In what way should the programs and the result matrices be adjusted in order to improve their relevance and effectiveness in terms of achieving their respective objectives as well as improving their contribution to the relevant cooperation strategy objectives?
2. To increase their effectiveness and efficiency, what activities or methods can be suggested as additional parts of the program documents and agreements?
3. In what way could the allocated budget be used in a more efficient way to reach the intended objectives?
4. Does an improved focus on the thematic priorities and the perspectives require any additional paragraphs in the agreements?

Methodology

This review is primarily a desk study comparing the intended objectives of the two programs, as described in the result matrices, with actual results, as presented in the respective narrative and financial reports. The desk study should be complemented with interviews of SGS and STC personnel, Sida personnel as well as some involved actors in Sweden as well as in Namibia, Botswana and South Africa. To what extent the interviews need to be held in Sweden and/or in the partner countries has to be explored in the inception report.

Work Plan and Schedule

Tentative review period: 2012-01-20 -- 2012-03-02.

Reporting

Draft Review Report should be received by Sida on 2012-02-20.
Comments will be given by Sida on 2012-02-24.
Final Review Report should be received by Sida on 2012-03-02.

Evaluation Team

One Senior Expert (Category 1) in the field of management, economic growth and development.
Apart from the general requirements for Category 1 experts, have extensive experience regarding development cooperation and the role of government agencies, municipalities, CSOs and private companies within the development context.
The consultant should have a good understanding of Partner Driven Cooperation as well as relevant experience from a Southern Africa context.
The consultant should have appropriate skills regarding the assessment of the three Thematic Priorities; Environment/Climate Change, Human Rights/Democracy and Gender as well as the Rights-based and the Poverty perspectives.

A Review of Sida's Meeting Point Programmes with the Swedish Trade Council and the Swedish Geological Survey

This This review is a midterm review of Sida´s Meeting Point Programmes. The aims of the Meeting Point Programmes were to promote and facilitate programs within the framework of broader economic cooperation. Sida´s support to the Meeting Point Programmes 2010-2013 was entirely based on Sweden´s strategy for Partner Driven Cooperation and STC, Swedish Trade Council now Business Sweden (BS) and Swedish Geological Survey SGS were at the request of Sida facilitators.

The midterm review analyses to what extent Sida´s funding of the two facilitators STC (BS) and SGS has contributed to the objectives set in the bilateral strategies for Botswana and Namibia respectively. STC (BS) has performed more matches than SGS which have resulted in established cooperation. SGS has implemented a large number of activities in terms of meetings and networking but with few concrete matching and cooperation results.

It is stated in the review at half ways through the program it is still too early to determine if the outputs achieved in the respective programs will lead to desired effects and impacts and the overall objective for the programs which is to play a catalytic role in promoting trade, business relations and institutional cooperation, which will result in sustainable Partner Driven Cooperation (PDC) based on the partners mutual interests.

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