

Request 2014/343406/1

# Review of Technical Assistance Models in South Africa

Protea Zebula Lodge, Bela Bela

2 December 2015

Seema Naran and Julia du Pisani

EUROPEAN COMMISSION



Humanitarian Aid and Civil Protection



# PRESENTATION OUTLINE

1. Project introduction
2. Framework for Technical Assistance
3. Technical assistance models in SA
4. Discussion

# Review of Technical Assistance Models in South Africa

## Project introduction

- TA is one of two development instruments (TA and project funding)
- Purpose of TA
  - to provide skills and experience absent in recipient situation, but without which development cannot take place
  - A means to develop human resources and institutions
- 25% of development spending and 50% of ODA
- Extent in SA not clear
- Value added due to TA not clear
- Therefore this TA Review commissioned

# PROJECT APPROACH

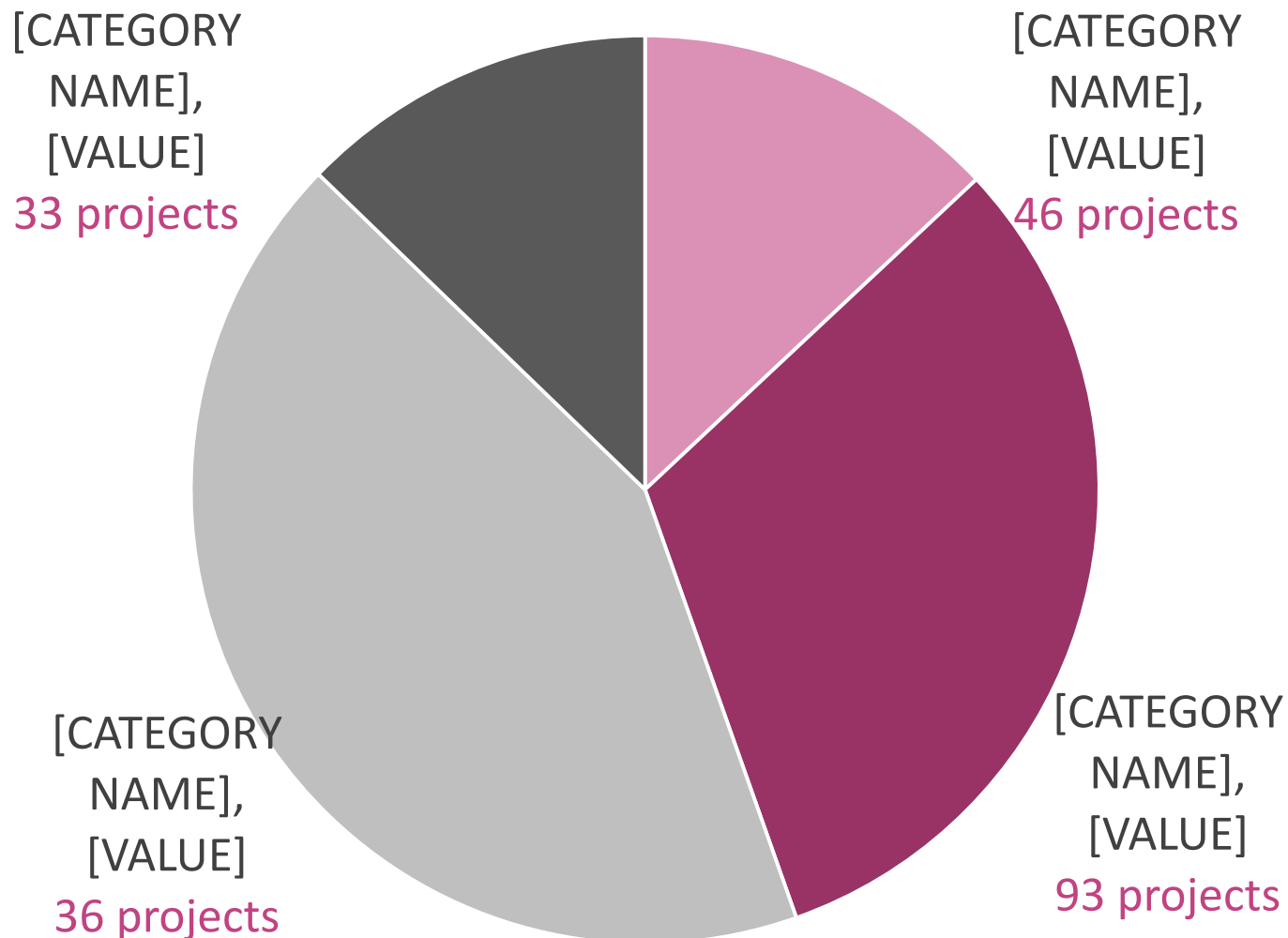
## 3 parts to the project

- TA models
- TA mapping
- Case studies
- Whose Approaches?
  - 8 Development partners
  - 3 Private sector companies
  - 3 NGOs
  - 1 SOEs

# Review of Technical Assistance Models in South Africa

## Findings on TA models

# Value of support 2004-2014

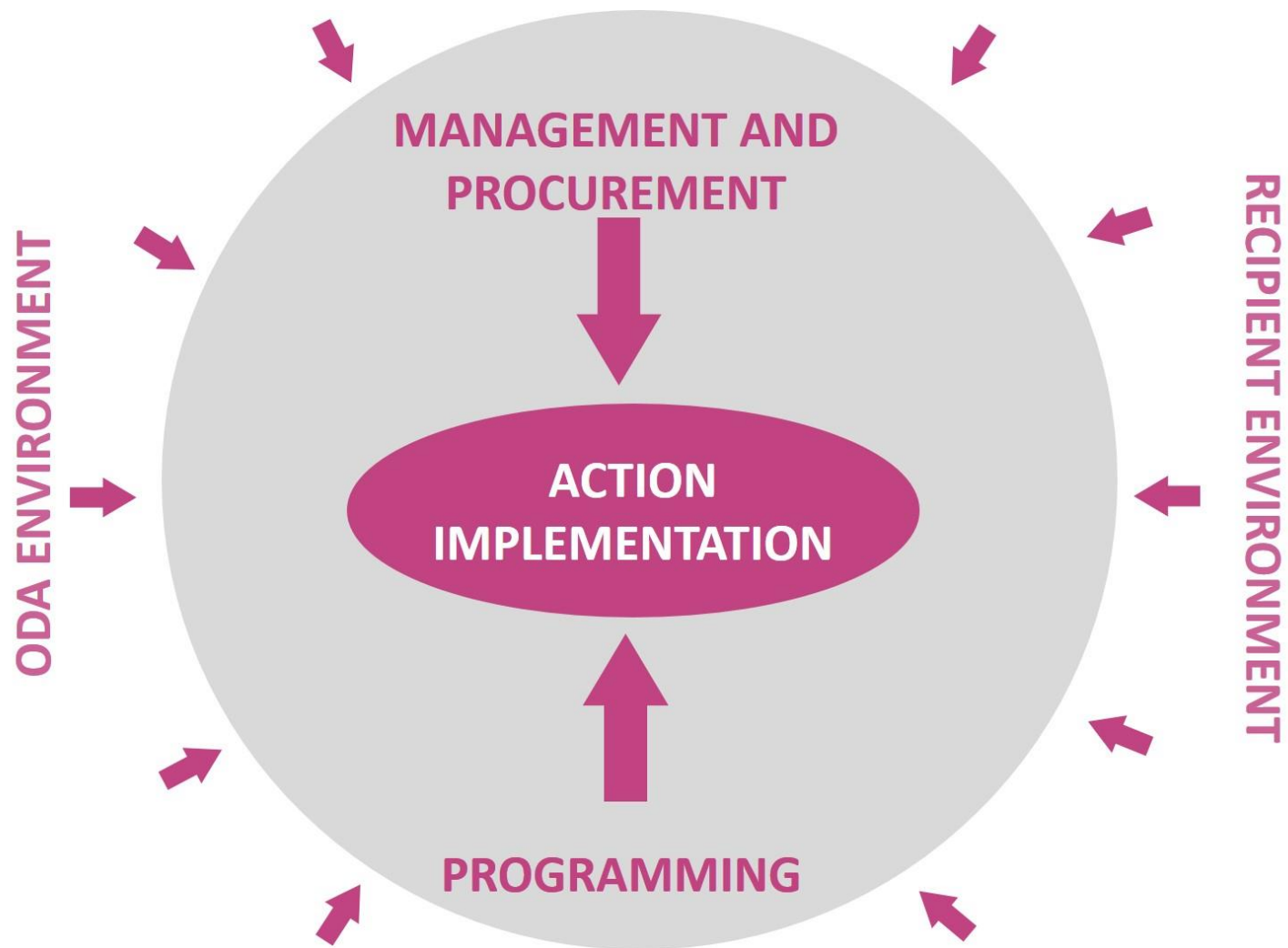


# Finding: value add and effectiveness is not solely determined by the quality of implementation

## Factors affecting value addition/ effectiveness of TA

- Rules of the game, system drivers
  - Global ODA system and philosophy
  - Broader recipient environment
- Environmental, political, strategic - Programming
- Institutional, systems - Procurement
- Action, implementation - TA

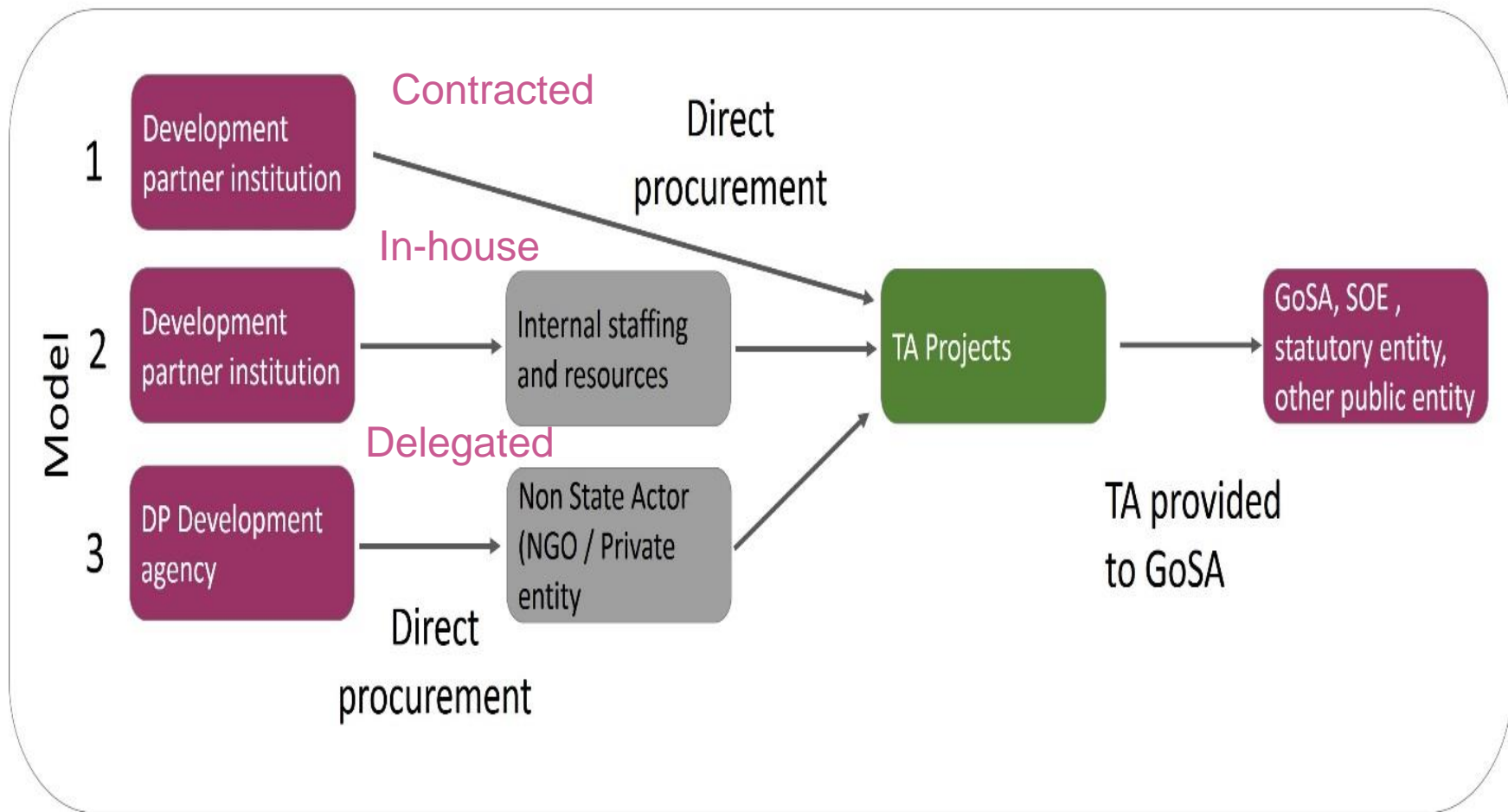




# Review of Technical Assistance Models in South Africa

## **MODELS IN USE**

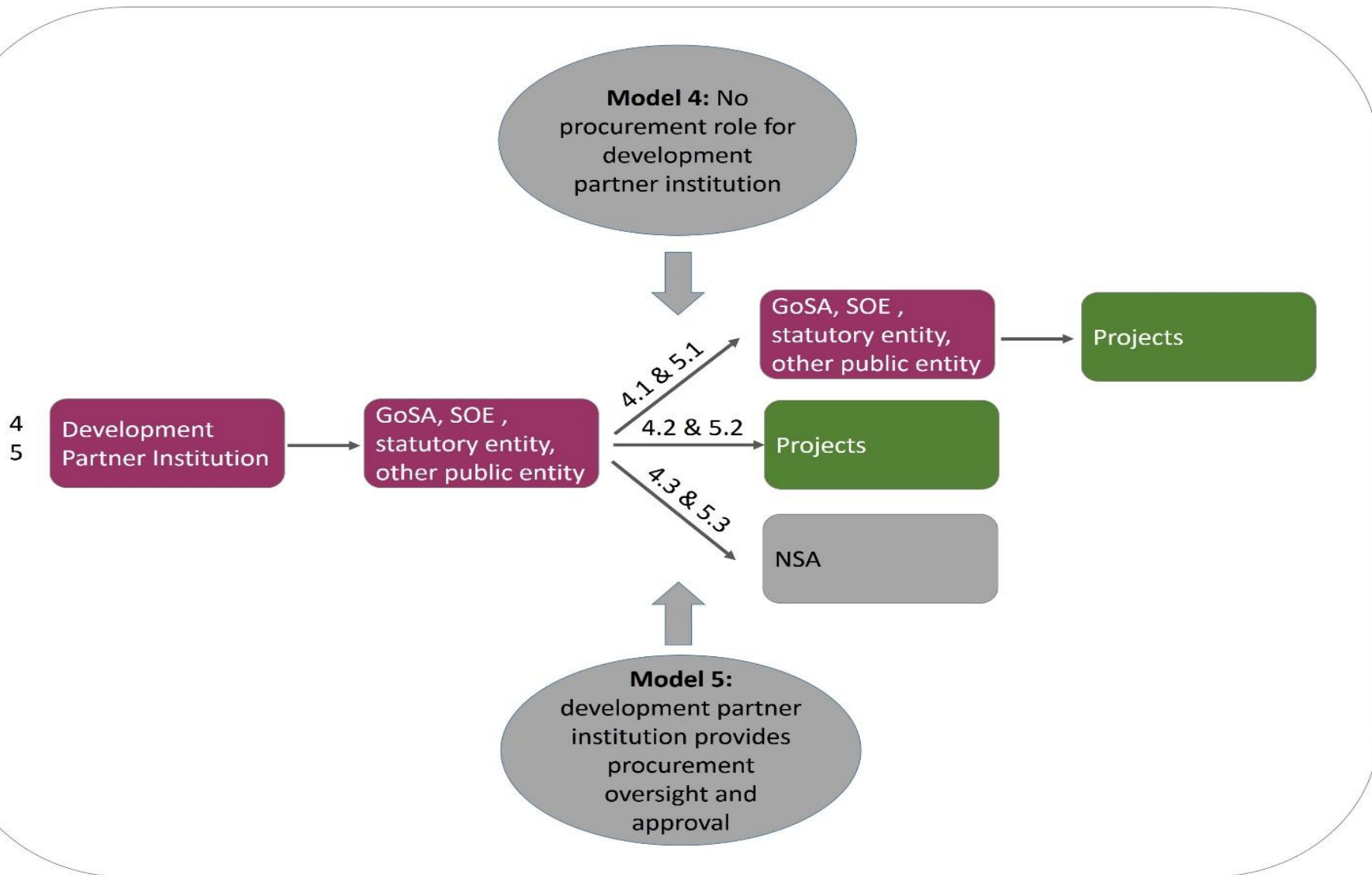
# In-kind models



## PRELIMINARY THOUGHTS ON IN-KIND MODELS

- Compliance with Paris Declaration challenging
- Can have high effectiveness for specific interventions
- Often preferred by SA departments due to efficiency
- In-house has advantages
  - International expertise
  - Easily adapted
  - Known quality
- In-house disadvantage in ownership
- Belgian / French model provides ownership but manages risk

# In-cash



# PRELIMINARY THOUGHTS ON IN-CASH MODELS

- Use of DP procedures
  - Requires definition of a new “joint” procedure meeting SA and DP standards: adds transaction costs
  - requires PIUs
  - does not build capacity in-house
  - In practice not much used anymore
- Use of own procedures with DP
  - builds capacity
  - oversight undermines ownership
  - In practice works well and not much rejection of decisions
- Budget Support
  - TA often neglected

## MODELS USED BY NGOs

### NGO as a channel for TA funding

#### In-kind

- Not generally recipient
- May provide In-kind support to government

#### In-Cash

- DP procedures - Not commonly used
- Own procedures, DP oversight - Not common: audits rather
- Own procedures - Most common

## MODELS USED BY PRIVATE SECTOR

- **In-kind**
- Support more focused
- Purpose of support typically for mutual interest
- Flexible and responsive
- Range of instruments
- Mostly local focus
- Mostly implementation / delivery level
- Partnerships also used
- Effective for targeted problem



## MODELS USED BY SOE (DBSA)

### **DBSA as Channel: delegated**

- **In-cash**
- Own procedures

### **DBSA as TA provider**

- In-kind
- Contracts advisors
- Provides advice with in-house resources (limited)

# Review of Technical Assistance Models in South Africa

## WAY FORWARD

## CASE STUDIES

### **Case studies: Dec 2015-Feb 2016**

- **Methodology**
- Information gathering (including interviews)
- Analysis and reporting

### **Recommendations for TA for future**

- TA and CB strategies
- Internalization considerations
- Management considerations
- Reporting and data management