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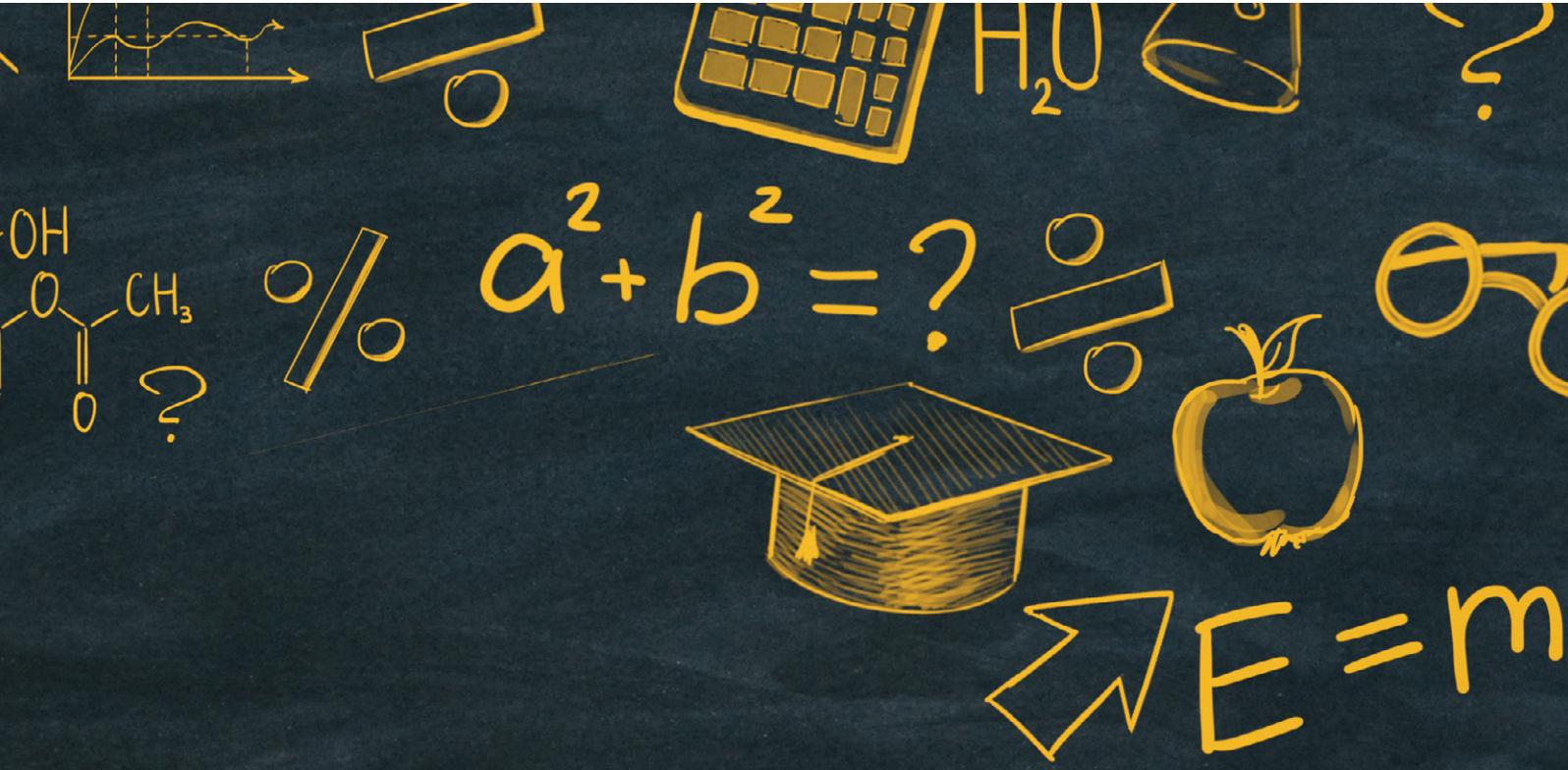


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Strategic Meetings and Knowledge Management Practises in the Development Cooperation Environment

REFLECTING ON ODA COORDINATORS WORKSHOP



The International Development Cooperation chief directorate within the National Treasury hosted a joint National and Provincial ODA coordinators forum on 11-12 September 2019. Among others, the workshop was treated as platform to delve into the developments that shape the management of development cooperation in South Africa. The Five strategic reflections of the meeting are:

1. Strategy is the best tool for outlining future direction

The global ODA environment is marked by declining flows. South Africa's Upper Middle-Income status has led to a significant decline of ODA flows. This led to some use of loans and trilateral programmes and increased use of technical assistance programmes. In the period ahead

mobilising alternative sources of finances becomes important. Policy direction on development cooperation would help systematize processes for resource mobilisation, address the question of centralisation or decentralisation of the management of development cooperation and identify organisational roles and responsibilities. Development professionals, however, need to be intentional leaders formulating and

REFLECTING ON ODA COORDINATORS WORKSHOP *CONTINUED*

implementing clear and well thought out strategies for acquiring predictable forms of development cooperation assistance. Strategy is the best tool for exploring different future directions.

2. Working in innovative ways to optimise sustainable financing is the new game in town

The paradigm for financing sustainable development is shifting and new models are emerging in sustainable development finance. Social impact investment for instance mobilises private financing to contribute to achieving the Sustainable Development Goals (SDGs) and catalyses innovative new approaches to social, environmental and economic challenges. In the case of South Africa it is also about harnessing alternatives to traditional ODA resources as ODA declines. Partnerships should be built in new and diverse areas. Monitoring and evaluation necessary to show and attract private sector support. Equally important is the need to engender credibility by having highly dependable relationships with government. Having said that, analysis will also help outline the landscape and allow for public and private sectors to plan for effective development cooperation. This must be supported by transparent and efficient avenues for dialogue and consultation.

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3. In South Africa some types of aid modalities have fostered ownership

Aid modalities are distinguished according to the arrangements for disbursement of funds, conditions of procurement and the reporting of donor resources. South Africa has seen the adoption of General Budget Support and Sector Budget Support with development partners like the European Union lead to greater ownership and use of country systems. Donors such as the United States Development Aid Agency (USAID) are re-evaluating their approaches which will require them to work closely with the SA government.

4. Maximise the use ODA in an innovative and strategic manner

As result of declining grants being innovative and strategic has never been as important as it is now. To this end development professionals should

- (i) Know their funders strategies and align it to applicants mandate,
- (ii) Develop business models,
- (iii) Build relationships with collaborators,
- (iv) Identify active donors and conduct market research;
- (v) Mobilise donors by co-investing/ cost-sharing.

5. Sustainable Development Goals can help development professionals set priorities, establish goals and measure performance

Since the Sustainable Development Goals were agreed in 2015 sustainability reporting requirements have increased and frameworks to support standardization have advanced. However, good processes to maximize efficiency of resources and improve oversight need to be established at project level. Therefore, frameworks that emphasise (i) good project design i.e. objectives, targets and end results (ii) project management and (iii) performance tracking that enable transparency and accountability is welcomed.

Jayanthi Basdew

KNOWLEDGE MANAGEMENT AT THREE GLOBAL INSTITUTIONS



According to Hovland (2003) Knowledge Management (KM) activities in the global environment has been propelled by a deep desire to document the best practices and capture the results of programmes that make contributions in poverty reduction and policy changes. Outlined below are the KM approaches adopted by three development agencies.

The African Development Bank (AfDB)

In 2010 the Board of Directors of the African Development Bank (AfDB) approved the establishment of the Information and Knowledge Management division within the office of the Chief Economist (AFDB, 2011). The role of the division is to manage knowledge and information

services to support the operations and research in order to enhance evidence-based decision making in achieving development and reducing poverty in Africa. Furthermore, the division is also charged with the responsibility of coordinating KM approaches such as communities of practice, staff profile pages, "networks of practice, storytelling, after action review seminars and other KM strategies" (AFDB, 2011).

KNOWLEDGE MANAGEMENT AT THREE GLOBAL INSTITUTIONS *CONTINUED*



Some of the most prominent techniques undertaken to enhance the capacity of MfDR amongst member states include establishing a platform to exchange experiences and knowledge among development practitioners in Africa



One of the most innovative KM approaches pioneered by the AFDB include the African Community of Practice (AfCoP) initiative. AfCoP was established in response to call by African governments and practitioners to share lessons learned and good practice in Managing for Development Results (MfDR) in the continent (AfCoP, 2012).

Some of the most prominent techniques undertaken to enhance the capacity of MfDR amongst member states include establishing a platform to exchange experiences and knowledge among development practitioners in Africa. Another innovative instrument of KM that the AFDB has used is the Survey on Regional Economic Communities. The objective of the survey was to review regional integration agendas in the eight Regional Economic Communities (AfCoP, 2012).

The World Bank

The World Bank (WB) has also been leading efforts of promoting innovative KM tools. The WB uses the

Knowledge-Based Economies as a framework for promoting effective learning and best practices. The framework is premised on a threefold information structure that promotes research collaboration between the private sector, government and civil society organisations. The organisations tap into the growing system of knowledge production by collaborating on identified research areas and adapt them to local needs (UN, 2016).

A prominent example of such an initiative is found in the Malaria Research and Training Center of Bamako University. The initiative was supported by the government of Mali and it included 24 African researchers who were tasked with developing a Malaria prevention strategy as part of a programme to improve public health. An outstanding achievement of the programme was that it culminated in the development of an anti-malaria vaccine that was piloted in the Bandaigara region. In addition, the programme reduced mortality rates drastically and assisted local institutions to wage an intense

response in the fight against Malaria (UN, 2016).

The Organisation for Economic Co-operation and Development's Development Assistance Committee

The standards and practices of KM proposed by the Organisation for Economic Co-operation and Development's Development Assistance Committee (OECD DAC) closely comply with exchanging information and harvesting experiences on development cooperation. The organisation boasts of a DAC Evaluation Inventory system which is an internet-based communication tool for disseminating the lessons learned from the evaluations on the implementation of development cooperation to a wide range of actors in the ODA environment.

Siphiwe Mkhize

IDC CONDUCTS A KM AWARENESS SURVEY WITH ODA COORDINATORS



The KM survey was conducted on the margins of the ODA coordinators workshop that was held in September 2019. Among others, the survey was strictly intended to determine the following: whether ODA coordinators were aware of the KM tools that existed within the IDC. The KM tools measured in this regard included the quarterly dashboards that show donor deposits into the RDP fund, quarterly newsletters distributed to ODA coordinators. The survey was

delivered to 21 ODA coordinators and responses were received from 9 ODA coordinators.

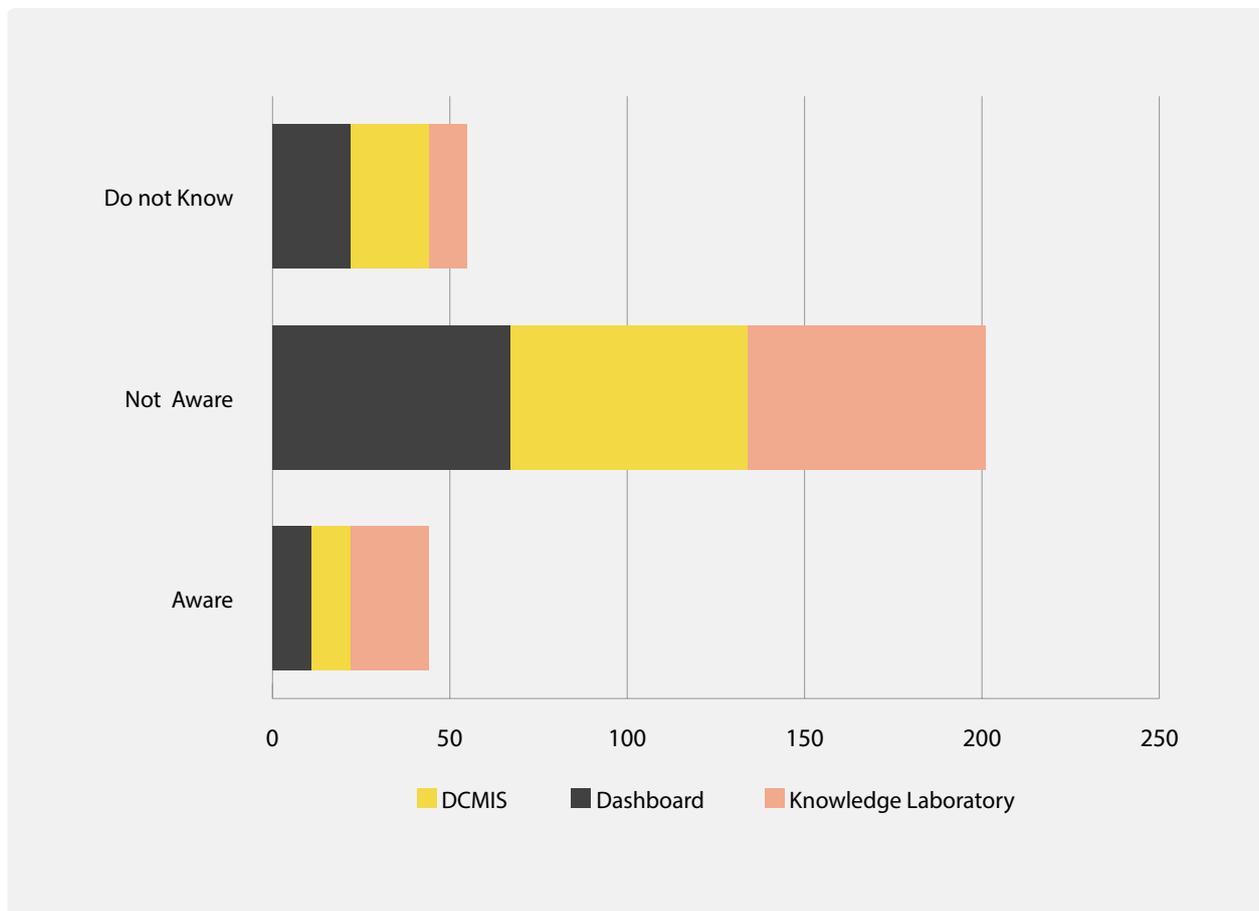
Results of the survey show that 67 percent of the respondents were aware of IDC KM practices and tools. A large number (89 percent) of respondents do not use IDC KM products, with 33 percent of them finding IDC KM products moderately useful and a further 33 percent do not know if KM products are useful.

More specifically, as shown in figure 1 over 50 percent of the respondents are not aware of the Dashboard, the DCMIS and the Knowledge Laboratory. As regards the Newsletter many found the Newsletter to be very important but 44 percent of the respondents requested it to be shared. A third of the respondents found the content of the Newsletter to be good but some wanted to make contributors.

IDC CONDUCTS A KM AWARENESS SURVEY WITH ODA COORDINATORS

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Figure 1: Awareness of KM tools in the IDC



(IDC, 2019)

Jayanthi Basdew and Sipiwe Mkhize)

IDAM COLLOQUIUM ON THE MANAGEMENT OF OFFICIAL DEVELOPMENT ASSISTANCE

The National Treasury International Development Cooperation (NT:IDC) Chief directorate participated in colloquium hosted by the Institute for

Development Assistance Management (IDAM). The colloquium took place on 13-15 November 2019 and it was organized under the theme

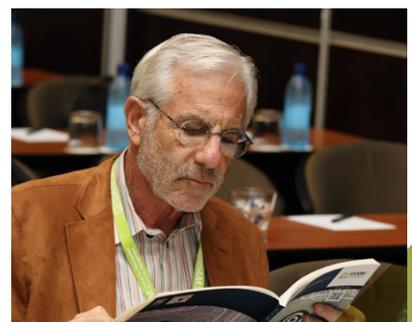
“South Africa’s consultative forum on development assistance management: a reflection on contextual factors”.

Key messages from panelists

<p>Honorable Oscar Mabuyane Premier of Eastern Cape,</p>	<p>Official Development Assistance is instrumental in helping the government to tackle the pressing challenges related to poverty, unemployment and inequality. The Provinces relationship with donors should be informed by altruistic motives that are devoid of elements that seek to perpetuate dependency.</p>
<p>Mr Robin Toli (Chief Director : International Development Cooperation, National Treasury)</p>	<p>SA’s graduation from Lower Income to Upper Middle-Income country has led to a significant decline of donor funding.</p> <p>The Global ODA environment is in a constant state of flux largely occasioned by the rise of new actors, shifting donor approaches, new forms of cooperation and development goals.</p> <p>Despite these changes, many development partners (Germany, EU, France, USA Canada) will support South Africa post 2020 but they would transform the partnership from pure aid to a mixed one based on economic twinning, Technical Assistance, research and loans.</p>
<p>Mr Siphwe Mkhise Deputy Director: Knowledge Management (IDC)</p>	<p>Development partners (AfDB, World Bank and OECD DAC) use different Knowledge Management activities “to document the best practices and capture the results of programmes that make contributions in poverty reduction and policy changes” these include communities of practice, staff profile pages, storytelling, after action review seminars, collaborative research, and lesson learnt inventory system.</p> <p>The IDC uses the KM Laboratory to capture tacit knowledge in the form of interviews of ODA Coordinators and development partners. The IDC also uses ITC forums to act as a repository of ODA programmes and the website to preserve knowledge.</p>

IDAM COLLOQUIUM ON THE MANAGEMENT OF OFFICIAL DEVELOPMENT ASSISTANCE

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SOUTH AFRICA-JAPAN ANNUAL CONSULTATION 2019



The South Africa-Japan Annual Consultation were held on 19 July 2019 with attendance by some 50 participants from Government, the Japanese Embassy and JICA. Reported at the Consultation were the following technical cooperation projects:

- JICA is supporting the Department of Agriculture, Forestry and Fisheries to capacitate smallholder farmers in KwaZulu Natal, Limpopo and Mpumalanga. The approach embodies market orientated agriculture to ensure smallholder farmers get better returns from their produce. To date 735 farmers have been trained in South Africa.
- JICA supports human resource development in South Africa Mathematics DBE in partnership

with JICA has focused on the development of teaching aids and trained teachers on more effective Mathematics teaching. An in-school monitoring and support model was also developed. DBE is planning on rolling out teaching aids as well as the monitoring system to all provinces, and have requested an extension of assistance for the next two years. Flagship initiative with the Department of Higher Education and Training include the improvement of employability skills as well as scholarships at Japanese universities and internships at Japanese enterprises under the African Business Education Initiative. JICA is seeking to improve the capacity of pilot technical and vocational

education and training (TVET) colleges (Tshwane South in Centurion and Northlink in Cape Town) on Fitting and Turning to meet industry needs.

- JICA is working with the Department of Social Development (DSD) to promote initiatives like empowerment of persons with disabilities and disability mainstreaming. Activities included a baseline survey, focus group discussions informant interviews, peer counsellor training (with more than 100 trainees), disability awareness training (for a range of disabilities), and access auditor training.
- Under the auspices of the Public Finance Management for

SOUTH AFRICA-JAPAN ANNUAL CONSULTATION 2019 CONTINUED

DBE is planning on rolling out teaching aids as well as the monitoring system to all provinces, and have requested an extension of assistance for the next two years. Flagship initiative with the Department of Higher Education and Training include the improvement of employability skills as well as scholarships at Japanese universities and internships at Japanese enterprises under the African Business Education Initiative

Development programme JICA contracted service providers from the local and Japanese public and private sector, as well as the academia, to design and implement a series of customised trainings for counterparts from various units within National Treasury and affiliates.

- Japan plans to support South Africa with National Health Insurance to attain SDG3. Such support would be aimed at improving technical competencies of health financial management and planning under NHI.
- JICA is supporting the Automotive Industry Development Centre (AIDC) to enhance supplier development. JICA experts have trained AIDC trainers on efficiency and continuous improvement through Japanese-initiated methods such as "5S", "KAIZEN" and "Total Productivity Maintenance."
- JICA is supporting the Department of Science and Innovation with the promotion of joint research on threats like global warming, natural disasters and food insecurities.

- JICA is supporting Department of Water and Sanitation with capacity development on water resources management and water services.

Government departments were also afforded the opportunity to discuss programme challenges and strategy for strengthened collaboration. In terms of the latter it was stated that "when considering South Africa's neighbours facing similar challenges it's worthwhile to create opportunities to showcase and share good practices." "Large budgets are not always the determining factor for successful projects but rather effective teamwork and committed members. Areas to consider in the expansion of the partnership include increased PPP initiatives and trilateral cooperation".

Lastly, at the consultation NT-IDC announced its plans to evaluate JICA's work between 2011-2018 with the purpose of assessing the value-addition, impact and trends, and identifying areas of improvement, if needed.

Jayanthi Basdew and Janet Mcgrath

CIVIL SOCIETY ROLE IN RAISING AWARENESS ON HUMAN RIGHTS OF THE SOUTH AFRICAN CONSTITUTION



Apartheid was a system of institutionalised segregation that existed in South Africa from 1948 to 1994. Millions of lives were damaged because of white minority rule and the oppression of rights, movement and freedom of black people. Unjust laws and practices were swept aside in 1994 and in 1996 South Africa adopted a new constitution. The Constitution was adopted to heal the divisions of the past and gives prominence to human rights. It aims to create “a society based on democratic values, social justice and fundamental human rights”. To prevent the violation of peoples’ rights from ever happening

again, the Constitution contains a Bill of Rights which is the cornerstone of our democracy. The rights specified in the Bill of Rights include the right to life, equality, freedom of expression and association, political and property rights, housing, health care, education, access to information and access to courts. The state has an obligation to respect, protect, promote and fulfil these rights.

Despite South Africa having one of the best constitutions in the world, a 2018 Baseline Survey Report found that 51 % of respondents neither heard of the Bill of Rights nor the

Constitution. Male respondents were more likely at 55 % than their female counterparts who stood at 47% to have heard of either the Constitution or the Bill of Rights. With regard to race respondents whites were the most likely (68%) to have heard of either, followed by Indian respondents (61%), coloureds (56%) and black African respondents at 48%. Furthermore 57% of young adults aged 18-19 had heard of the Constitution or the Bill of Rights and awareness amongst women in rural areas had decreased. These findings reinforced the need to develop an innovative approach to increase constitutional literacy across

CIVIL SOCIETY ROLE IN RAISING AWARENESS ON HUMAN RIGHTS OF THE SOUTH AFRICAN CONSTITUTION

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the South African population. Against this background, the Foundation for Human Rights (FHR), in partnership with the Department of Justice and Constitutional Development (DOJ&CD) funded by the European Union through Sector Budget Support, is implementing the Socio-Economic Justice for All Programme (SEJA). Under SEJA projects have been conducted to increase the awareness and knowledge of constitutional rights in general and more specifically in schools.

#Keep it Constitutional Animation Series 18 5-minute video clips have been developed and translated into a radio programme in four languages that will be distributed to community radio programmes. The animation series is aimed at a range of age-groups and educational levels. The FHR is in discussion with DBE on incorporating the series in the curriculum. Discussions are also ongoing on how to select educators from across the country to train on the Animation Series. Several organisations working with schools have asked for the animation series to be workshopped.

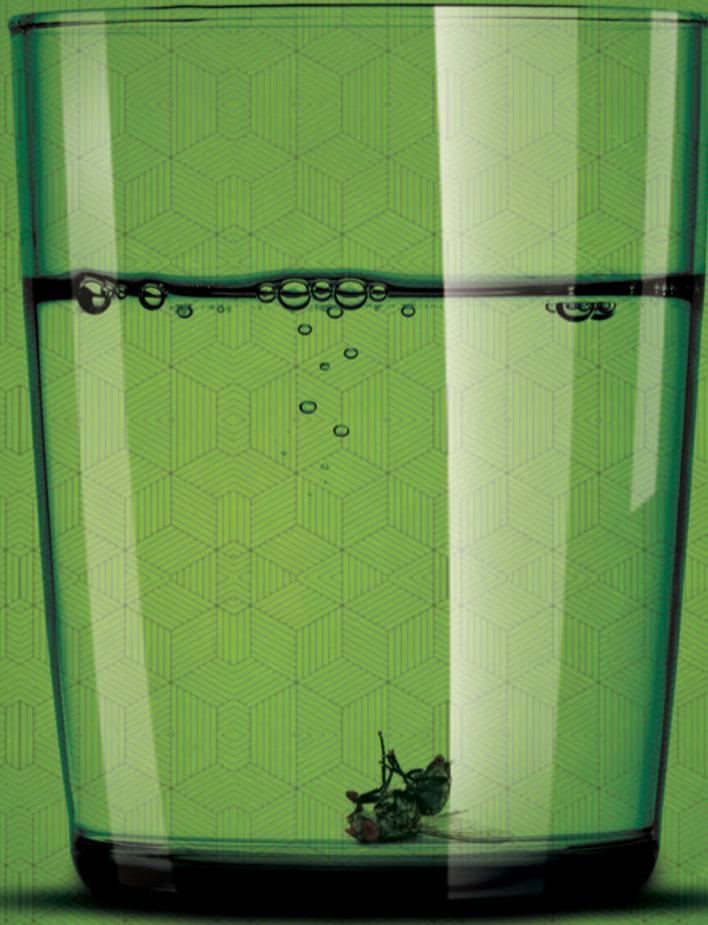
National School Moot Court Competition Under the SEJA programme the National Schools Moot Court Competition was supported. The main objective of the Competition is to create greater awareness in schools and communities in South Africa about the Constitution and the values that it



embodies through active participation. The aim is also to encourage some of the talented young people to consider pursuing a law career, but more broadly to contribute towards the civic education of all our young people, whatever career they may follow.

Human Rights Awareness in Schools Programme The FHR designed this schools programme within a participatory framework where learners see themselves having direct input in the process of human rights education. The activities included group exercises, demonstrations, codes, questions and answers sessions, presentations, music and dance. In 2018 the FHR facilitated two human rights sessions with learners and teachers at the Athlone Girls High School and the Girls High School in Observatory. At Athlone Girls High two sessions on sexual harassment, bullying, Xenophobia, Religious intolerances sexual rights, health and reproductive rights, teenage pregnancy, racism and bullying were held. At the Girls High School in Observatory, with help from representatives from Lawyers for Human Rights the FHR distributed 900 constitutions and introduced the constitution and its principles, quizzed the students which paved the way for a holistic session that was attended by various stakeholders to assist with imparting well informed information to the youth.

Jayanthi Basdew



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