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10. CHANGE MANAGEMENT

10.1. An OD change management model for DCR II

This Chapter looks at the findings and recommendations of DCR II from an Organisation Development (OD) perspective, i.e. with a view to defining a way of practically taking these ideas forward to fruition. The change strategy offered is based on a model that divides change into two categories⁸⁰:

- ◆ *Morphogenic change*, that is higher-order, transformational changes required to define a new SA-led management of ODA paradigm;
- ◆ *Morphostatic change*, that is the sequencing and implementation of those lower-order transactional changes required to make the management of ODA more effective and efficient within this new paradigm.

The characteristics of the 'leading and learning' change model we have constructed include: the critical importance of clear overall conceptual leadership and oversight; the need to balance this focus on leadership with an the emphasis on a process⁸¹-based consultative approach to change so as to engage stakeholder creativity and build psychological ownership; the value of symbolic as well as voluntary and coercive drivers of change; the need to achieve quick gains alongside the pursuance of a wider, deeper and longer-term set of measures to embed change in government systems; and the need to assign responsibility, authority and adequate resources to the parties charged with facilitating the change process.

In Table 23 below we offer a possible practical change management strategy designed using these OD constructs. This strategy is premised on two related assumptions. Firstly that government accepts the central thesis of this report, and finds it consistent with other domestic and foreign policy initiatives. Secondly, that government sees the definition of a new SA-led, SA-centred management of ODA framework as an issue worthy of prioritisation and the investment of resources to drive the change process.

The model we propose assumes that the post-DCR II change management strategy will have three main drivers of change, with a hierarchy of responsibilities: the Presidency and Cabinet responsible for morphogenic change; DoF responsible for the bridging the conceptual divide between morphogenic and morphostatic change; and IDC largely responsible for coordinating morphostatic change.

⁸⁰ For a fuller discussion of the concepts of morphogenic and morphostatic change see *E. Schein Organisational Culture and Leadership - Jossey Bass (1994)*

⁸¹ As opposed to a prescriptive blue-print approach to change

- ◆ **The Presidency and Cabinet:** Responsible for defining the principles and policy parameters for the MTEF-derived ODA framework, which will be responsible for directing ODA flows. In other words the priorities for ODA and the underpinnings of the SA Management of ODA framework must come from Cabinet, drawn from the main current international and domestic policy frameworks of government, and based on consensus reached by Ministries over sectoral priorities.
- ◆ **Department of Finance:** Responsible for constructing the SA Management of ODA framework and its main policy instrument the MTEF-derived ODA policy framework. It is imperative that the principles and priorities for the MTEF derived ODA framework must come from policy guidelines from Cabinet, otherwise the process of defining the ODA framework will be budget driven rather than policy inspired.
- ◆ **IDC:** Responsible for translating the SA Management of ODA framework into a change programme covering administrative and procedural measures, and driving these changes through all spheres of government.

One final point to go with the change management strategy encapsulated in the table below. We recognise that an effective OD change management strategy has come from a participatory planning process involving key stakeholders, initiated and led by government and managed within defined parameters. It cannot be prescribed by consultants. As such the ideas offered here can be seen as a means of stimulating discussion and a platform from which a participatory planning process could be launched.

Table 23: Elements of Post DCR II Change Strategy

	Morphogenic Change	Morphostatic Change
Vision	<ul style="list-style-type: none"> Affect a paradigm shift, from the current ODA management framework to a new explicitly SA-led, SA-centred Management of ODA framework 	<ul style="list-style-type: none"> Establish efficient, coherent management systems and institutional capacity in IAs across all spheres of government capable of effectively interpreting and operationalising the new policy framework.
Principal elements of content of change	<ul style="list-style-type: none"> Cabinet defined policy and priorities for ODA MTEF-derived framework for ODA, encompassing a pro-poor, poverty elimination focus Rigorous analyses of comparative advantages of various donors, both TA /grant providers & concessionary loan finance institutions based on reverse CDFs Annual ODA conference to proactively direct ODA flows on the basis of MTEF based government priorities; IAs based consultations & review of previous 	<ul style="list-style-type: none"> Definitive 'Policy Framework and Procedural Guidelines for ODA Management' formalised & institutionalised across all spheres of government. IDC role & capacity strengthened & consolidated, & legitimised by statutory mandate. Comprehensive ODA database and dynamic MIS System in place to enable detailed scrutiny of ODA & facilitate informed decision-making, based on role clarity between IDC, PMS & TAT. IAs (departments & provinces) draw up ODA specific strategic plans based on national

	Morphogenic Change	Morphostatic Change
	<ul style="list-style-type: none"> ▪ year's ODA flows. ▪ DoF exercises symbolic and active authority over management of ODA framework; and strengthens & consolidates IDC's coordination role at the heart of a coherent, formalised ODA management system. 	<ul style="list-style-type: none"> ▪ MTEF-derived ODA framework. ▪ Improved regular, coordination systems in place, involving IAs & managed by IDC, used to prepare for bilateral meetings and disseminate a SA focused approach to ODA.
Leadership	<ul style="list-style-type: none"> ▪ Policy and Strategic: DoF with a public role for appropriate Minister and Executive Officers at high profile annual ODA directing meetings ▪ Interpretation of Policy, procedural management and institutional coordination: IDC 	<ul style="list-style-type: none"> ▪ Management & Coordination of ODA TA & grants based issues: IDC, supported on IS issues by PMS & TAT ▪ Concessionary loan finance: Assets & Liability Branch of DoF ▪ Financial scrutiny: AG's office, supported by IDC, PMS & TAT.
Main stakeholders to be involved in the process of defining and leading this process.	<ul style="list-style-type: none"> ▪ Presidency ▪ Cabinet ▪ DoF ▪ DFA ▪ Relevant national departments and provinces ▪ DoF selected civil society representatives (from research 	<ul style="list-style-type: none"> ▪ IDC ▪ AG ▪ IAs ▪ PMS ▪ TAT

	Morphogenic Change	Morphostatic Change
	institutions, private sector & not-for-profit bodies) with an informed view on ODA	
Resource implications	<ul style="list-style-type: none"> ▪ Logistical & OD facilitation resources to cover conferences, stakeholder consultation workshops ▪ Research consultancy services to undertake reverse CDFs. ▪ Internet & desk research to look at international trends and models on ODA related issues ▪ IDC adequately resourced, with capacity to service ODA SCMT, manage logistical implications of change management & information management and research facility capable of generating necessary ODA data 	<ul style="list-style-type: none"> ▪ Capacity & resources to design & maintain up to date multi-variable ODA data base ▪ Technical capacity to maintain ODA web page ▪ IDC adequately resourced, with capacity to lead ODA CCMT, manage logistical implications of procedural changes, information management and research ▪ Resources to run a capacity building programme on a cyclical basis, and not as a one-off intervention

10.2. Concluding Remarks

We end as we began, facing questions. Having prompted the debate on ODA, perhaps the question facing government is not so much what a change strategy might be, but whether there should be any changes at all. Whether the issues and ideas raised by DCR II warrant Cabinet and DoF dedicating attention to radically reshaping the development paradigm in SA.

We recognise that the argument in favour of change is tinged with irony: is there a case for allocating valuable government resources to managing aid when the present system is not patently dysfunctional? It is worth reflecting here on the motivation behind the commissioning of DCR II and seeing what has emerged from this study in relation to those initial objectives.

One of the stated aims of DCR II was alignment with the MTEF. The Terms of Reference ask us to analyse development assistance to SA in the period '94-'99 in terms of its contribution to reconstruction and development, and suggest that the DCR should serve as a guide to future development assistance. Remarkably there is no mention of ownership and control.

In retrospect it should be obvious that the assumptions behind this original point of departure belong to another paradigm. There was an implicit logic there of SA specifying its priorities through the MTEF and leaving donors to align with these development objectives, helped along by a few bilateral consultative mechanisms. There was certainly no explicit policy framework and rigorously constructed, multi-layered hierarchical plan articulating how SA could actively make this happen.

The seeds of the paradigm of SA ownership and control were undoubtedly latent within a framework, and they owed as much to the wider SA policy environment as they did to the ODA arena. They are visible here and there, for example in the IDC's claim of ownership over a largely donor funded DCR II process, and the backstage, informal inter-departmental planning discussions involving DoF, DFA and relevant national ministries before negotiations with donors.

However, the need for a conceptual shift in the way ODA is perceived and managed, based on coherently inter-locking policy and strategic and operational dimensions, has emerged from the DCR II process. Essentially, DCR II threw open the discourse on development to this country, and generated a clearer understanding of the deeper, wider, upstream issues and dimensions that shape the flow and impact of ODA on SA: political and conceptual; managerial and institutional; and, critically, the informational bases which allow government to frame and make smart, strategic choices. In other words, the critical elements of an ODA management paradigm based on indisputable SA ownership and control of ODA.

With these issues now exposed it is no longer a matter of whether government should devote resources to redefining the ODA paradigm, but a question of when. While the present system is certainly not dysfunctional, it is equally

clearly not functioning optimally and obviously not in harmony with the country's wider international and domestic policy frameworks. Put simply, the current ODA management framework is not in keeping with the country's sense of itself.

It is with this context in mind that the question of change needs to be addressed. Is this a good time to move from a fuzzy, laissez-faire framework to the proposed new paradigm?

From a change management perspective a number of points are worth noting which suggest that the time is right for government to mount a change management programme now, rather than look back on this period as an opportunity missed.

The case for SA ownership and control is intellectually robust and is matched by a surprising degree of goodwill on the part of donors. Further, there are sympathetic structural and broader policy changes⁸² occurring in the country within which the new ODA paradigm would fit neatly, both in terms of structural arrangements and conceptual consistency.

Structurally, the reorganisation of the National Treasury within which IDC is located means that this is a convenient moment to consider and assign functions and responsibilities relating to morphostatic change. At the other end of the scale, conceptually there are obvious linkages with the President's overarching vision of SA leadership of the African Renaissance that argues for Africa taking control of its destiny as fully as possible. This offers an obvious anchor for the new ODA paradigm, and the morphogenic transformation it entails. There are resonances with other emerging streams of domestic policy: the increasing emphasis on targeting investment into capacity building; Cabinet and DoF's focus on monitoring expenditure on programmes of poverty elimination; and the consolidation of local government as another sign of the country's intent to entrench the principles of democracy, scrutiny and accountability to all aspects of development.

These examples are not exhaustive and are highlighted simply to illustrate that the contemporary policy arena contains a number of dominant and emerging conceptual frameworks within which the SA 'Management of ODA' paradigm legitimately belongs and from which this paradigm can derive inspiration. The question in that sense is answered. SA simply has to assume responsibility for leading and directing ODA on its own terms. It is an obvious and natural stride into the future - an inevitable step in the country's political evolution.

⁸² This paragraph summarises only a small sample of environmental factors. We are confident that a more detailed OD 'force field' analysis will reveal a broader range of positive factors, and show that the balance of contextual forces for change versus those likely to impede change are currently poised patently in favour of change.

Recommendations

- The Presidency and Cabinet should define the principles and policy parameters for the MTEF-derived ODA framework to ensure that ODA flows are based on development priorities established by Cabinet and not budget driven by DoF.
- DoF should construct the SA management of ODA framework and its main policy instrument, the MTEF-derived policy framework on the basis of guidelines from Cabinet.
- The DoF constitutes an ODA strategic change management team drawing participants from invited stakeholder groups to workshop the DCR II report and define the content, process, oversight mechanisms and schedule for the morphogenic and morphostatic change agendas.
- IDC should be responsible for translating the SA management of ODA framework into a change programme covering administrative and procedural measures, and driving these through all spheres of government.

APPENDICES

Appendix 1: Draft Terms of Reference for DCR II

A. Background

The Department of Finance, in collaboration with UNDP, is in the process of developing a Development Cooperation Report (DCR). The purpose of the DCR is to analyse development assistance to South Africa in the transitional period between 1994-99 in terms of its contribution to reconstruction and development. The DCR will also serve as a basis to guide future development assistance.

A team of local consultants assisted by an international expert conducted an overview of the nature of overseas development assistance (ODA) using the following categories:

- ◆ donor,
- ◆ sector/theme,
- ◆ recipient,
- ◆ region and
- ◆ types of instruments utilised.

The above constituted Phase I of the DCR.

The Department of Finance, in consultation with UNDP, has decided to extend this exercise to include an evaluation of ODA on certain sectors, thematic areas and regions. In addition, the DCR will serve as a document that will inform, guide and match development assistance to the changing needs and priorities of the new democracy. Phase II will therefore necessitate the more active participation of the donor community in South Africa. This is particularly important in a context in which the donor community is developing new proposals and strategies for cooperation during the period after the elections of mid-1999 i.e. post-transition.

In this respect the recommendations of the DCR will ensure that ODA is aligned with South Africa's development priorities as reflected in the Department of Finance's Medium Term Expenditure Framework (MTEF). It is with this background that these terms of reference have been developed.

B. Objectives:

- ◆ To conduct an evaluation of ODA to South Africa in the period 1994-99 in terms of the criteria described in Section C below;
- ◆ To offer recommendations as to how present and future ODA, to both government and civil society, should be coordinated and aligned to the articulated needs and priorities of the South African government as reflected in the MTEF and
- ◆ To develop appropriate systems, mechanisms and tools to be used to conduct evaluations of ODA expenditure in South Africa on a regular basis.

C. Activities/Areas of Study:

The consulting team should play a key role in conceptualising the evaluation study, planning the report, and determining appropriate research methods.

Specifically, consultants should:

- ◆ Prepare a note detailing how the study will be approached (work plan) and the division of tasks within the team.
- ◆ Conduct an overall assessment on each of the following sectors:
 - **Health** including primary health care, clinic building, HIV/AIDS awareness
 - **Education** including primary and adult basic education and training, schools building, vocational training
 - **Water & Sanitation**, as part of infrastructure investment
 - **SMME Development**, as part of private sector development
 - **Labour**, specifically the Labour Market Skills Development Program
 - **Infrastructure Investment**, in the above sectors of Education, Health and Water and Sanitation

- ◆ Evaluate the impact of ODA on the **Democracy and Governance** cluster.
- ◆ Within the above sectors and cluster (points above), assess the extent to which the key theme of **Gender** has been integrated into government, NGO and private sector ODA projects and programs.
- ◆ Within the above sectors and cluster (points above), assess the extent to which the key theme of **Capacity Development** has been integrated into government, NGO and private sector ODA projects and programs.
- ◆ Evaluate ODA support to the **Environmental Sector**, both as direct sector support and as a crosscutting theme, in terms of integration into ODA projects and programs. Particular reference should be paid to infrastructure development (including water and sanitation), land reform and renewable energy.
- ◆ Analyse the provincial distribution/coverage and contribution of ODA in selected provinces e.g. Eastern Cape, Northern Cape, Mpumalanga and Northern Province with a view to assessing:
 - criteria for selection of provinces;
 - equitable distribution of ODA, assessed in terms of provincial budgetary allocations, provincial capacity, key poverty indicators etc.;
 - donor expertise matching provincial needs as reflected in, for example, provincial development strategies and MTEFs;
 - the extent to which donor assistance successfully met developmental objectives as reflected in provincial developmental programmes and strategies;
 - offer recommendations as to approaches to re-align ODA where mismatches are identified.
- ◆ Coordinate with task teams set up by various donor agencies to build on and/or incorporate sectoral studies and reviews of development assistance programs already undertaken.
- ◆ Coordinate with, assess and incorporate evaluations of donor assistance conducted by national departments, provincial and local government.
- ◆ Based on the above activities, the team is expected to include a discussion of the lessons learnt from ODA in the period 1994-98.

- ◆ The above discussions (points above), together with the Department of Finance's Medium Term Expenditure Framework (MTEF), shall inform the recommendations that the team offers as to the direction and priorities of future ODA in South Africa.

D. Outputs

The team is expected to produce the following:

- ◆ a draft report based on analytical findings;
- ◆ a presentation to the Department of Finance, UNDP and the donor community;
- ◆ a presentation at a stakeholder workshop;
- ◆ a final report.

E. Duration of the Assignment:

This exercise is to be completed by 1 March 2000.

F. Reporting & Monitoring

Progress reports are to be submitted to the Department of Finance on a monthly basis.

A draft report will be submitted to the Department of Finance at least two weeks before submission of the final report.

A final report, incorporating comments to the draft report, will be submitted to the Department of Finance by 1 March 2000 in five (5) copies as well as on disk in MS Word.

This exercise will be monitored by a Project Steering Committee (PSC). The PSC is to meet with the consultancy team at least once a month. Draft reports are to be submitted to the PSC at least one week prior to a PSC meeting. See Annex A for a list of PSC members – this will be expanded to include other stakeholders.

A working group drawn from the PSC will meet with the consultants on a regular basis to offer logistical support and facilitation to the team.

G. Expertise Required:

The International Team Leader will have:

- ◆ Experience in conducting assignments of a similar nature for other major bilateral or multilateral organisations is a prerequisite.
- ◆ Post-graduate qualifications in Economics, Business Administration, Public and Development Management or Organisational Development.
- ◆ Strong analytical skills
- ◆ Exposure to South Africa's development debates and priorities
- ◆ Knowledge of computer software appropriate for gathering and analysis of financial data will be an advantage. Experience with DCAS will be also advantageous.

Other team members should have:

- ◆ experience of conducting project/program/sectoral evaluations
- ◆ familiarity with South Africa's national and sectoral development priorities
- ◆ strong analytical skills

(These requirements will be detailed further in the sectoral TORs)

Appendix 2: DCR II Logical Framework

Version Revised 8 Dec 99

Narrative Summary	Objectively Verifiable Indicators (OVIs)	Means of Verification (MoV) and expected deadlines	Assumptions and Risks
GOAL Effective direction, co-ordination and utilisation by the SA government of overseas development assistance (ODA) to achieve the SA Govt's RDP objectives			<ul style="list-style-type: none"> Government policy frameworks and instruments are empirically pro-poor and pro-growth in practice Donor support to SA continues No structural impediments to management and utilisation of ODA
PURPOSE Production of a comprehensive Development Co-operation Report (DCR) with measures to enhance the alignment of future ODA to the prevailing reconstruction and development priorities of the SA Govt (currently articulated in the MTEF)	<ul style="list-style-type: none"> DCR Report presented at final stakeholder workshop Proposals for institutional measures defined in report 	<ul style="list-style-type: none"> DCR draft final report presented to workshop by 12.5 2000 DCR final report submitted by 31.5. 2000 	<ul style="list-style-type: none"> Recommendations of DCR adopted by government depts and donors Recommendations of DCR practical, cost effective and dynamic Development policies and priorities of SA Govt and donors reconcilable No slippages in corollary outputs and activities – otherwise report likely to be delayed. International Team Leader & Local Expert contracts extended to end May 2000

OUTPUTS			
1 Enhanced ownership of the DCR and ODA management process by the SA govt	1.1 IDC led stakeholder workshops held to design, refine and validate DCR & ODA management processes	1.1 Records of workshops held in the period Oct 99 to May 2000	1.1 Stakeholders (govt depts and donors) attend workshops
2 Comprehensive, disaggregated, accurate & usable data set of ODA to SA covering the period April 94-March 99 and incorporated in IDC-PMS database	1.2 Processes & instruments designed and institutionalised in IDC and in bilateral relations with donors	1.2 Documentary evidence of information gathering / reporting instruments used by IDC and donors on a routine basis	1.2 Departments and donors able and willing to install new systems
3 Bibliography and critique of significant impact assessment studies undertaken by donors and depts in the period 94-99	2 Quantitative data set compiled and published	2.1 Published version of data set available by end May 2000 ;	2.1 Departments and donors able and willing to provide information required to complete data set
4 ODA-impact assessment studies of selected sectors and thematic areas vis-à-vis alignment with SA priorities and impact of ODA on poverty. Likely areas:	3 Bibliography and critique published and included in final DCR report	2.2 Changes in IDC-PMS data gathering templates incorporated by May 2000	2.2 Funding secured for consultants and consultants appointed in time
• capacity building;	4 ToRs for studies; project management contracts for consultancies; consultants contracts; reports of sector studies which meet the ToRs	3 Bibliography and critique published by end Oct 1999	3 Departments and donors able and willing to provide impact assessment studies to consultant
• democracy and	5 Proposals for generic M & E framework outlined in chapter of final DCR report	4.1 Documentary evidence of listed OVIs (ToRs to final reports)	4.1 Funding secured for consultants and consultants appointed in time
	6 Report on comparative	4.2 Draft final reports expected by mid March 2000 .	4.2 Key stakeholders co-operate with consultants and support research
		4.3 Final sector study reports expected by end Mar 2000	

<p>governance; education; environment; gender; health; infrastructure; labour skills; land reform; SMME, water and sanitation</p>	<p>study of other country DCRs. Relevant methodological elements identified in this study inform the research methodology of SA DCR. Key comparative issues highlighted in final DCR report</p>	<p>5 Final DCR report. Due by end May 2000</p> <p>6 Copy of initial report expected by mid October 99. Adoption of research methodological tools used by other DCRs (particularly in quantitative data collection). Findings summarised in relevant section of final DCR report.</p> <p>7 Draft final Institutional report due by 8 Dec 99. Recommendations workshop in first donor workshop expected to be held in early Mar 2000, and in final DCR report workshops in April and May 2000.</p>	<p>4.3 Project management arrangements function effectively</p> <p>5 Key stakeholders co-operate with consultants and support research</p> <p>6.1 Other DCR studies made available by UNDP and host countries in good time.</p> <p>6.2 Some similarities exist between other DCRs and the original approach taken by the SA govt</p> <p>6.3 Other DCR reports are of good quality and credible points of comparison</p> <p>7.1 Key stakeholders co-operate with consultants and support research, within the assigned time frame</p> <p>7.2 Funding secured to hold consultative / validation / iteration with donors and departments</p> <p>7.3 Key stakeholders (donors and departments) actually</p>
<p>7 Institutional and structural changes to improve donor co-ordination and ODA management</p>			
<p>6 International comparative study of relevant DCRs undertaken by other countries</p>			
<p>5 Generic Monitoring and Evaluation framework to assess and guide future ODA</p>	<p>7 Institutional / Structural assessment report and recommendations on institutional arrangements produced. Findings subsequently included in presentations to stakeholder workshop</p>		

			want to move towards more transparent, co-ordination and management mechanisms pertaining to ODA
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ACTIVITIES AND INPUTS			
<p>1.1 Process of producing DCR managed and directed by IDC / Dept of Finance, on the basis of consultative, inclusive methodologies involving key departments.</p> <p>1.2 LE and ITL engaged by IDC <i>Inputs</i>: main resource inputs for project management support: Local expert sponsored by Swedish Embassy. International team leader sponsored by DFID. Anticipated timeframe: Sept 99 to May 2000</p> <p>2.1 Design of data collecting instruments in consultation with donors and IDC-PMS team.</p> <p>2.2 Engage MIS / data specialist consultants to</p>	<p>1.1 Project management structures established in IDC, and leadership of DCR process by project team visible in consultative processes (letters and circulars to stakeholders, workshops hosted, material produced)</p> <p>1.2 LE and ITL contracted</p>	<p>1.1 Documentary evidence of processes</p> <p>1.2 Presence of LE and ITL</p>	<p>1.1 All stakeholders (IDC / departments and donors) willing to see IDC take lead role in directing and running DCR process</p> <p>1.2 Donor support for ITL and LE holds for duration of DCR project – and sustained even if there are slippages</p> <p>1.3 ITL and LE perform effectively and meet expectations of them</p> <p>2.1 All stakeholders work collaboratively in designing instruments</p> <p>2.2 Funding secured for specialist consultants and</p>
<p>2.1 Design of data collecting instruments in consultation with donors and IDC-PMS team.</p> <p>2.2 Engage MIS / data specialist consultants to</p>	<p>2.1 Templates of instruments</p> <p>2.2 Specialist consultants contracted</p>	<p>2.1 Documentary evidence</p> <p>2.2 Presence of consultants</p>	<p>2.1 All stakeholders work collaboratively in designing instruments</p> <p>2.2 Funding secured for specialist consultants and</p>

<p>cover the work in this area</p> <p>2.3 Testing data collecting instruments with donors and other relevant stakeholders.</p> <p>2.4 Incorporation of instruments and templates into IDC-PMS data base</p> <p>2.5 Collection of comprehensive, dis-aggregated, accurate & usable data set of ODA to SA covering the period April 94-March 99 and incorporated in IDC-PMS database.</p> <p><i>Anticipated timeframe: instrumentation designed by end Jan 2000. Data set completed by end Mar. 2000 Instruments / templates incorporated into IDC-PMS data base by end May 2000</i></p>	<p>2.3</p> <p>2.4 Results of workshops and meetings and consequent revisions to IDC-PMS database</p> <p>2.5 Changes to / evolution of IDC-PMS data-base</p> <p>2.6 Data set produced</p>	<p>2.3 Documentary / software evidence</p> <p>2.4 Documentary / software evidence</p> <p>2.5 Documentary / software evidence</p>	<p>consultants engaged in time to fit into anticipated timeframes</p> <p>2.3 Funding secured for donor consultation workshops</p> <p>2.4 Common ground exists between DCR data gathering instruments (expected to be user friendly for donors) and the format / architecture of IDC-PMS data base</p> <p>2.5 Accurate dis-aggregated information exists and donors able and willing to provide it on a timely basis</p>
<p>3 Identify significant impact assessment studies</p>			

<p>undertaken by donors and departments in the period 94-99 and using these, produce bibliography and critique.</p> <p>Work to be done in period August – Oct 1999, with report by end Oct 99</p>	<p>3 Report of consultant</p>	<p>3 Documentary evidence</p>	<p>3.1 Information exists and is provided by departments and donors</p> <p>3.2 Consultant engaged to work within expected time-frame</p>
<p>4.1 Secure funding for thematic & sector specific impact assessment studies of selected sectors, and for supporting stream of consultative / reality testing workshops</p>	<p>4.1 Funding commitments formally secured from donors by IDC</p>	<p>4.1 Documentary evidence of letters of commitment from donors</p>	<p>4.1 Donors willing to fund activities (studies and workshops) integral to the SA approach to a DCR</p>
<p>4.2 Identify and appoint consultants for studies</p>			<p>4.2 Suitable consultants found and able to work within the planned time-frames</p>
<p>4.3 Project management arrangements to oversee contractual and logistical arrangements for consultancy teams</p>	<p>4.2 Consultants engaged / consultants contracts</p>	<p>4.2 Documentary evidence of engagement of consultants</p>	<p>4.3 Project management arrangements function effectively</p>
<p>4.4 Hold planning workshop bringing together all consultancy teams to agree on common methodological approach, scope of studies</p>	<p>4.3 Project management arrangements in place</p>	<p>4.3 Documentary evidence and presence of project managers</p>	

<p>and standard reporting format.</p> <p>4.5 Studies undertaken in all or some of the following areas:</p> <ul style="list-style-type: none"> • capacity building; • democracy and governance; • education; • environment; • gender; • health; • infrastructure; • labour skills; • land reform; • SMME, • water and sanitation <p><i>Time frame: Studies to begin in Dec 1999 following</i></p>	<p>4.4 Workshop reports and revised ToRs defined</p> <p>4.5 Reports of sector studies</p>	<p>4.4 Documentary evidence</p> <p>4.5 Documentary evidence</p> <p>5 Documentary evidence</p>	<p>4.4 Resources available for hosting workshop and majority of consultants able to assemble at specified time for workshop (Funding secured in time to begin studies concurrently)</p> <p>4.5 Departments and other stakeholders co-operate with consultants to enable studies to be done within the planned time period</p> <p>4.6 Resources (financial sponsorship and consultancy teams) mobilised in time to enable studies to be undertaken concurrently</p> <p>4.7 Sectors covered, and information exists with these sectors, to offer a meaningful analysis of the impact of ODA on poverty, and the alignment of ODA with SA govt policies in</p>
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<p><i>planning workshops on 12.11.99 and 9.12.99. Draft final reports due by mid Mar 2000</i></p>			<p>particular the MTEF</p>
<p>5 On the basis of sector study reports, the institutional analysis study, the international comparative study of other DCRs, and the work on the IDC-PMS data-base, propose principles to define a generic Monitoring and Evaluation framework to assess and guide future ODA</p>	<p>5 Section of final DCR report describing M & E framework</p>		<p>5 Earlier contingent pieces of work offer relevant insights, and are completed on time</p>
<p>6 Undertake comparative study of DCRs done by other (ideally similar) countries and on the basis of this critique, inform the design of the SA DCR. To be done by 15 Oct 1999</p>	<p>6 Summary report of comparative study</p>	<p>6 Documentary evidence</p>	<p>6 Studies available, accessed in time and are relevant to SA experience</p>
<p>7 Consult key stakeholders (direct interviews with pivotal officers in</p>	<p>7 Proposal /</p>	<p>7 Documentary evidence</p>	<p>7 Departments and other</p>

<p>government departments and among other relevant stakeholders; and hold participatory stakeholder workshops) to assess current institutional and structural arrangements pertaining to donor co-ordination and ODA management. On the basis of these consultations, propose changes to improve effectiveness of ODA management systems and structures within government and pertaining to donor co-ordination. <i>Initial results to be presented to sector planning workshop on 12.11.99.</i> Revised version taking into account findings of sector studies to be included in final report <i>due end May 2000.</i></p>	<p>recommendations on revised institutional arrangements</p>		<p>stakeholders co-operate with consultants to enable research / consultations to be done within the planned time period</p>
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Appendix 3: DAC TABLE 5

Table DAC 5 is used to report the sectoral destination of bilateral ODA commitments (or gross disbursements).

The term "purpose of aid" covers three dimensions: the sector of destination, the form or type of aid, and the policy objective(s) of a given transaction that is reported as Official Development Assistance (ODA) or an Other Official Flow (OOF). The line items of Table DAC 5 represent a sector classification. The column headings distinguish between forms or types of aid. The memorandum columns request data on policy objectives.

The sector of destination of a contribution should be selected by answering the question "which specific area of the recipient's economic or social structure is the transfer intended to foster?". The sector classification does not refer to the type of goods or services provided by the donor. Sector-specific education or research activities (e.g. agricultural education) or construction of infrastructure (e.g. agricultural storage) should be reported under the sector to which they are directed, not under education, construction, etc.

The contents of the line items of Table DAC 5 are defined below:

Line Number	Description	Content
100	Social Infrastructure And Services	This main category relates essentially to efforts to develop the human resource potential of aid recipients.
110	Education	Includes general teaching and instruction at all levels; as well as construction specifically to improve or adapt educational establishments. Training in a particular field, such as agriculture, is reported against the sector concerned.

Line Number	Description	Content
120	Health	Covers assistance to hospitals, clinics, other medical and dental services, public health administration and medical insurance programmes.
130	Population Policies/Programmes And Reproductive Health	Covers all activities in the field of reproductive health, family planning and research into population problems
140	Water Supply And Sanitation	Covers assistance given for water supply and use, sanitation and water resources development (including rivers).
150	Government And Civil Society	Includes assistance to strengthen the administrative apparatus and government planning, and activities promoting good governance and strengthening civil society
160	Other Social Infrastructure And Services	Covers assistance to employment, housing, other social services and cultural development. Includes also research when sector cannot be identified
210	Transport And Storage	Covers road, rail, water and air transport and storage, whether or not related to transportation
220	Communications	Includes all communications (post and telecommunications, radio, television, print media).

Line Number	Description	Content
230	Energy Generation And Supply	Covers both the production and distribution of energy. Assistance towards the peaceful use of nuclear energy is reportable as ODA. This includes the construction and decommissioning of nuclear power reactors for civilian power supply, the development or supply of medical isotopes, and food irradiation and other industrial and commercial applications. Nuclear weapons research and other military applications of nuclear technology are excluded.
240	Banking And Financial Services	Covers assistance to finance and banking in both formal and informal sectors.
250	Business And Other Services	Includes business development and activities aimed at improving the business climate; privatisation
310	Agriculture, Forestry And Fishing	Covers all primary production except resource extraction.
320	Industry, Mining And Construction	Covers assistance to manufacturing industries of all kinds, technological research and development, extractive industries, and construction when sector cannot be identified
330	Trade And Tourism	Covers trade and export promotion; hotels and other tourist facilities
410	General Environmental Protection	Covers activities concerned with conservation, protection or amelioration of the physical environment without sector allocation

Line Number	Description	Content
420	Women In Development	Covers activities concerned with advancement of women in development without sector allocation.
430	Other Multisector	Covers urban and rural development projects and other multisector activities.
998	Unallocated/Unspecified	Amounts should be reported under this heading only for forms of aid which cannot be assigned to another part of the table, and also, in the case of project or sector assistance, to record contributions for which sectoral destination remains to be specified by or in agreement with the donor.

Appendix 4: FIELDS OF DATA CONTAINED IN THE DATA COLLECTION PROGRAMME

(Bullet points indicate closed ended options provided in the data collection programme)

PROJECT SPECIFIC DATA		
Project Details	Name of project	<ul style="list-style-type: none"> • Not started • Ongoing • Completed
	Status	
	Sector	<ul style="list-style-type: none"> • Education • Health • Population Policies/Programmes and Reproductive Health • Water Supply and Sanitation • Government and Civil Society • Other Social Infrastructure and Services • Transport and Storage • Communications • Energy generation and Supply • Banking and Financial Services • Business and other Services • Agriculture, Forestry and Fishing • Industry, Mining and Construction • Trade and Tourism • General Environmental Protection • Women in development • Other Multi-sector • Unspecified
Project Allocations	Allocations to individual provinces	
	Allocations To National Government	

Project Milestones	<i>Project start date</i>	
	<i>Project projected end date</i>	
	<i>Actual project end date</i>	
	<i>Year of commitment of funds</i>	
Agreement Details	<i>Signatory</i>	<ul style="list-style-type: none"> • Government • Parastatal • NGO/Civil Society • Private Sector
	<i>Government type</i>	<ul style="list-style-type: none"> • National • Provincial • Local
	<i>Implementing agency</i>	
	<i>Beneficiaries</i>	
Terms of Assistance Details:	<i>Grants: Technical expertise/Management</i>	
	<i>Grants: Other project funds</i>	
	<i>Total Grants</i>	
	<i>Loans: Technical expertise/Management</i>	
	<i>Loans: Other project funds</i>	
	<i>Total Loans</i>	
	<i>Total Guarantees</i>	
	<i>Grand Total committed for project</i>	
Disbursement	<i>Amount disbursed through RDP</i>	
	<i>Amount disbursed directly</i>	
	<i>Total disbursed</i>	

ANNUALISED DATA
1. Commitments per sector
2. Disbursements per sector
3. Commitments per province
4. Disbursements per province

Appendix 5: User Manual for the Data Collection Programme

INSTRUCTION MANUAL FOR DATA COLLECTION PROGRAM FOR DEVELOPMENT CO-OPERATION REVIEW.

Manual Version 1.1

January , 2000.

1. INTRODUCTION TO THE PROGRAMME

This programme is being used to collect data on donor funding to South Africa for the period 1994 to 1999, inclusive, for the production of the Development Co-operation *Report*.

Project data or Annual Summary Data

There are two ways in which data can be collected. It can be done at:

- project level, where details of each project that was or is being funded are entered, or
- summary level, where annual totals for all projects in a geographical region and for various sectors are submitted.

We have provided an option in the programme to submit information in both ways. Our preference would be to obtain project level data, as this will allow for more detailed analysis. We recognise, however, that there may be too many projects, which are being funded to allow for all the projects to be entered in the time given. **As a minimum, therefore, we would like to collect summary information for 1994, 1995, 1996 and 1997, and have project data for 1998 and 1999.**

Double Counting

It is crucial that data is not entered into two places for the same project.

For example, one could decide to enter annual totals for 1994, 1995 and 1996, and project level data for 1997 and 1998. This means, for example, that no project data for any projects that started in 1994, 1995 and 1996 must be included into the annual totals for those years. It is not feasible for us to check this information, and there is the danger that your funding will be misrepresented because project information will **be counted twice**.

Classification System

We have, for the purposes of this study, adopted the OECD/DAC Table 5 classification system. The DAC table is appended to this manual for your convenience.

The programme

The programme will be delivered to you on a 3.5" diskette. The programme will be run entirely from the diskette, and does not require installation onto your computer. You will need a computer running Windows 95 (or Windows 98 or NT).

To run the programme, insert the diskette into your computer, and run the Windows Explorer. To access the Windows Explorer, point the mouse pointer onto the **Start** button, right click the mouse button, and select **Explore**.

On the left-hand pane of the Explorer windows, click on the icon that says "3 ½ Floppy (A:). In the right hand window, you will see an icon that says "Funding". To start the program, double click on the "Funding" icon. The first form that you see is called "Welcome to the Development Co-operation Report data collection program".

2. INTRODUCTION FORM

There are two items of information that must be typed in on the first form. These are:

- Donor organisation name
- Currency name

For the Donor organisation name, please fill in the name of your agency. Under currency, please type in the currency in which you calculate funding, most probably your home currency. **All data that will be entered into the subsequent forms must be in the same currency as the one you have just specified.**

You will notice that when the programme is first run, all the buttons are "greyed out", which means that they are not clickable. This is because the Donor Organisation Name and Currency name must be entered first. They can be changed subsequently. This information is automatically saved when you close the program.

Once this is complete, you have the option of entering summarised data for the years 1994 to 1997, or Project data. We describe next the inputting of funding data for each year 1994, 1995, 1996 and 1997. Each form for these years is identical, so we will only describe the procedure for one year, say 1994.

3. ANNUAL SUMMARY DATA COLLECTION

Click on the button labelled 1994, 1995, 1996 or 1997, depending on which year you wish to enter data for.

A form will come up with two blocks of information. The upper block is labelled “Commitments per Sector code”, and the lower block is labelled “Commitments per Province”.

If your computer’s screen is not big enough, you will see a scroll bar on the right hand side of the form. This is to move the entire form up and down so that you can see the appropriate part of the form. The form will open to the maximum size of your computer screen. If you have a very large screen, you can make the form smaller by re-sizing it by pointing the mouse pointer at any corner of the form.

The Sectors are the DAC table sectors. For each line, enter the amount of money committed in that year, and also the amount disbursed. For a detailed explanation of what each DAC sector means, refer to the excerpt at the end of this document (the pink pages) which has a detailed description of what each DAC sector means.

For the Commitments per province, the total commitment and disbursement, by region is entered. If a project covers more than one province, enter the appropriate amounts for each province. If a project covers the whole country, enter the data into the “National” line only.

If the disbursements entered exceeds the commitment for that province or DAC sector, then the field will be displayed in red, to indicate a possible error.

A question that will arise is how to deal with projects that span several years, as many projects do. Our definition is as follows:

Committed means the amount of funding that was committed for all projects, for that DAC sector or province, for that year.

Disbursed means the amount of money that was actually paid out, for all projects in that DAC sector or province, for that year, to date.

To close the form, press the Close button on the bottom right hand side of the form; the data will automatically be saved.

4. PROJECT DATA SUMMARY DATA

When the “Project” button is first pressed, a form comes up that has a title that reads “Project Data - 0 Projects”. There are several grey lines on the screen. As data is entered, summaries of the projects will appear here. Initially, this form will be blank.

Entering data for a project

To start entering data for a project, please click on the “New” button. A form will then appear which must be filled in. The following details are required for each Project:

Instruction on filling in each field on the form follow:

Project Name	Type in the name of the project
DAC Sector	Classify the project based on the closest fit of your classification system to the DAC system. Click on the arrow on the right hand side of the field to select a DAC sector. Look at the end of this document to see the DAC classification system.
Status	Select project status-either “Not started yet”, “Ongoing” or “Complete”. Select from the drop down list.
Province	Choose to enter information by region or nationally. If the “by Region” radio button is clicked, then it will be possible to enter the value of the project for each region, as a percentage. If the project has a national focus, click on the “Nationally” button, and the value of 100% will automatically be entered.
Project Milestone dates	There are four dates which are required here; the project start date, the committed end date, the actual end date and the <i>Year of Commitment</i> . To change a date field, click on the down arrow (called a drop down list), and a pop-up calendar will appear. Click on the left arrow to go back a month, and the right arrow to go forward a month, and click on the actual day of the month to select it. The date you click on will appear in the field. To select a month, click on the month (in the pop up calendar), and to change the year, click on the year.
Signed with	If the agreement was signed with Government, a field called “Gov type” to the right of the “Signed with” field must be filled in, i.e. whether the agreement was with National, Provincial or Local government. If the agreement was signed with a Parastatal, an NGO/Civil Society or with the Private Sector, the “Gov type” field does not appear.
Implementing agency	The name of the implementing agency. <i>For example, the Agreement may be signed with the Department of education, but the actual implementing agency may be the Council for Scientific and Industrial research. The agency listed here should match that indicated as implementing agency in the Project Agreement.</i>
Beneficiaries	<i>The name of the beneficiaries/target group as indicated in the Project Agreement/Document.</i>
Grants / Loans	A breakdown can be made here for aid that was given as a <i>Loan</i> , as a <i>Grant</i> or as Credit Guarantees.

	<p>Grants and loans are both divided into “Technical Expertise/Management” and “Other Project Funds”.</p> <p><i>Technical Expertise/Management refers to all assistance that is foreign i.e. external consultant/management fees.</i></p> <p>The objective here is to separate costs for foreign expertise and management <i>from the amount that goes directly to the project, and therefore to the South African agency.</i></p> <p>There are two ways in which this information can be entered, which are mutually exclusive. If you are unable to provide a breakdown of “Technical Assistance” and “Other Project Funds” then click on the little round button next to “Total Amount” and enter the amount there.</p> <p>If you do have the breakdown, click on the round button next to “Technical Expertise/Management” and fill in both “Technical Expertise/Management” and “Other Project Funds”</p>
RDP Fund	Enter the amount disbursed via the RDP fund
Direct	Enter the amount disbursed directly to the receiving agency.
Total disbursed	This is calculated automatically and cannot be typed into.

When the data entry for this form is complete, **press the Save button**. The program will then return to the previous form, which shows a summary of all projects. To change any entries for a project, double click on the project name and the form for editing that project will appear.

If a project is completely wrong, then select it in the summarised view, and press the “Delete” button to erase it.

To return to the main form, press the “Close” button.

EDITING A PROJECT AFTER IT HAS BEEN ENTERED

If you wish to go back to a project and change some details, select it from the list of all projects by double clicking on it. Make the changes you need, and

then click on the **Apply** button, then press the **Close** button. If you don't do this **your changes will be lost**.

RETURNING COMPLETED QUESTIONNAIRES.

When you have completed all the information, *please* return the diskette to the following address *by courier*:

Pramod Daya
Mindspring Computing
Unit 3a, Royal Cape Park
Londonderry Road
Ottery, Cape Town.

We would prefer that you return the diskette by courier as the postal service is slow and unreliable. Alternatively, call and we will arrange to collect the diskette from you.

We would be grateful if the diskette is received by us on **Friday the 18th of February, 2000**, at which point we will commence consolidation and analysis of the data. If you have internet access, we would prefer to have the data files on the diskette e-mailed to us. If you are able to do this, please send the contents of the diskette in a single "zip" file to dcrdata@mindspring.co.za.

We are allowing four weeks for the process of entering the data. **If you are having any problems, please contact Preeya Daya on cell phone number 082-647-7169 for assistance.** If necessary, she will be available to spend time with you on filling in the questionnaire. Please note that this support will only be available for technical assistance and not for actually entering all the data. You may also send an e-mail to the above e-mail address for assistance.

Appendix 6: List of Individuals Consulted for DCR II Study

CAPACITY BUILDING

	Person consulted	Position	Organisation
1.	Andries Mangowkwana	Programme Officer	SDC
2.	Anne Strand	Counsellor	Royal Norwegian Embassy (NORAD)
3.	Asha Newsum	Senior Governance Adviser	Department for International Development (DFID)
4.	Claes Norrlof	Counsellor	Swedish International Development Agency (SIDA)
5.	Dag Sundelin	First Secretary (Development)	SIDA
6.	David Urquhart	First Secretary(Development)	Australian Agency for International Development (AusAID)
7.	Dr Hans Martin Schmid	Director	German Technical Co- operation (GTZ)
8.	Dr Roberto Rensi	Counsellor	Delegation of the European Union (EU)
9.	Geert Vansintjan	Development Co- operation Section	Royal Belgian Embassy
10.	Herbert Schmid	Co-ordinator	Swiss Agency for Development Co-operation (SDC)
11.	Janny C Poley	First Secretary	Royal Netherlands Embassy
12.	Joel Kolker	Housing & Urban Development Division	USAID
13.	Karen Freeman		USAID
14.	Knud V Johansen	Minister Counsellor	Royal Danish Embassy (DANIDA)
15.	Nomea Masihleho	Unit Leader Civil Society Programme, Democracy & Governance Team	USAID
16.	Patrick C Fine	Education Team Leader	United States Agency for International Development (USAID)
17.	Remy Duiven	Programme Officer	SDC
18.	Seiichi Otsuka	Minister	Embassy of Japan
19.	Steve Hallihan	Development Counsellor	Canadian High Commission
20.	Thomas Kjellson	First Secretary (Development)	SIDA
21.	Adri Solomons	Director	Dept of Labour
22.	Adrienne Bird	Chief Director, Skills	Dept of Labour

		Development	
23.	Bertus Siebert	Director, Finance and Provisioning	SAMDI
24.	Charles Erasmus	EU Programme Manager	SAMDI
25.	Colleen Purkis,	Programme Director	JUPMET
26.	Dhianaraj Chetty	Director, Development Support	DoE
27.	Dr J Mokgoro	Director-General	SAMDI
28.	Dr S Hendricks	Chief Director Human Resources	Dept of Health
29.	Dr T Coombe	Deputy Director-General	DoE
30.	Duncan Hindle	Chief Director Human Resource Management	DoE
31.	Ghaleeb Jeppie	Director, International relations	DoE
32.	Godfrey Mokate	Chief Director	Local Government Development and Support
33.	Hanlie van Dyk-Robinson	Chief Director, Sectoral Review and Analysis (SRA)	DPSA
34.	Johan Visser	Head, Transformation Unit	DoE
35.	Khaya Ngema	Deputy D-G: IPSP	DPSA
36.	Mr Ruan Kitshoff	Director, Office of the Director General	DPSA
37.	Mrs Makwakwa	Director, International Health Liaison	Dept of Health
38.	Nathan Sassman	Tracking and monitoring, Development Support	DoE
39.	Neil Nel	Programme Management Services	Dept of State Expenditure
40.	O'Hara Diseko	Director HRD	DPSA
41.	Roelf du Preez	Corporate Services, (consultant)	Education Support Unit
42.	Roger Govender	Director, Human Resources	Dept of Welfare
43.	Salaama Hendricks	Director for Schools	DoE
44.	Ursula Evans	Director, SRA	DPSA
45.	Dr Garth Batchelor	Director	Environment Management Department of Agriculture and Nature Conservation, Mpumalanga Provincial Government
46.	Dr, Nomsa Mlondo	Acting Director	Training and Development Office of the Premier, Mpumalanga Provincial Government
47.	Dr. John Carneson	Deputy Permanent Secretary	Department of Education Province of the Eastern Cape,
48.	Dr. M C Annadale de Villiers	Chief Director	Corporate Services Office of the Premier, Northern Province

49.	Dr. Mvuyo E Tom	Director-General	Province of the Eastern Cape,
50.	Mr A J Venter	Provincial Secretary	Safety and Security, Free State Provincial Government
51.	Mr Adrian Oelofse	Director: Human Resource Management	Office of the Premier: Gauteng Provincial Government,
52.	Mr Ben Nkambule	Co-ordinator: Inter-governmental relations	Office of the Premier Mpumalanga Provincial Government
53.	Mr Bruno Vilane	Head of Department	Department of Local Government, Traffic Control and Traffic Safety
54.	Mr D Mazolo Mafu	Permanent Secretary	Department of Safety and Security, Province of the Eastern Cape
55.	Mr Godfrey Mokate	Chief Director	Department of Provincial and Local Government
56.	Mr H Pieterse	Chief Executive Officer	Free State Local Government Association
57.	Mr Jan E Volschenk	Head of Department	Department of Agriculture and Nature Conservation, Mpumalanga Provincial Government
58.	Mr Joe Mbenyane	Inter-governmental relations	Office of the Premier, Mpumalanga Provincial Government
59.	Mr Mayur Maganlal	Donor Co-ordination iGoli 2002 Project	Greater Johannesburg Metropolitan Council
60.	Mr Mukwevho Shavani	Chief Training Officer	Office of the Premier: Gauteng Provincial Government
61.	Mr Mzwandile Mangcu	Inter-governmental Relations	Department of Education Province of the Eastern Cape
62.	Mr Nic Erasmus	Head: Management Services	Nelspruit Town Council
63.	Mr Osborne Nzimande	Committee / Projects Officer	Local Government Association of Mpumalanga
64.	Mr Rashid Seedat	Project Manager: iGoli 2010 Partnership	Greater Johannesburg Metropolitan Council
65.	Mr Roger Naidoo	Assistant Director: Strategic Environment Management	Department of Agriculture and Nature Conservation Mpumalanga Provincial Government
66.	Mr Sean Phillips	Deputy Director General	Department of Public Works Northern Province
67.	Mr Silas Mbedzi	Programme Manager	Local Government Transformation Programme
68.	Mr Sipho Mthetwa	Acting Director	Local Government Association of Mpumalanga
69.	Mr Tom Waspe	Chief Director: Support Services	Gauteng Department of Education. Gauteng Provincial Government

70.	Mr. M Donald Skepu	Assistant Director	Eastern Cape Local Govt Association
71.	Mr. Phillip Cole	Project Manager	Imbewu Project
72.	Ms Daisy Mafubelu	Director: Human Resource Development	Department of Health – Free State
73.	Ms Joanne Murphy	Director: Human Resource Development	S A L G A
74.	Ms Lynn Darwin	Free State Province Transformation Programme	Office of the Premier Free State Provincial Government
75.	Ms Magda Blom	Chief Training Officer	Department of Health – Free State
76.	Ms Nelly Mafontshe Malefetse	Deputy Director: Local Government Training	Department of Provincial and Local Government
77.	Ms Ntokozo Hlubi	Acting Strategic Executive: Human Resource management	Greater Johannesburg Metropolitan Council
78.	Ms Philiswa Mdikane	Chief Director: Finance	Department of Education, Province of the Eastern Cape
79.	Ms Priscilla Moshebi	Deputy Director: Human Resource Development	Department of Health – Free State
80.	Afsaneh Tabrizi	CEO	TNDT
81.	Alana Potter	Training Officer	Mvula Trust
82.	Cassim Khan	Training Officer	TNDT
83.	Dr Michel Carton		University of Geneva
84.	Dr Tom Williams	Director	EU Technical Support Programme to DoE
85.	Jean de la Harpe	Consultant	DWAF
86.	John Baker	Technical Assistant	Ausaid, DoE
87.	Dr Kenneth King		University of Edinburgh
88.	Dr Nick Taylor	Director	Joint Education Trust
89.	Mashwashle Diphofa	Programme Manager	Joint Education Trust.
90.	Patrick McCarthy	Training and Development Office	PSMDP, DPSA
91.	Robin Mitchenson	Technical Assistant, Public Sector Management Development Programme	DPSA
92.	Sam Mputi	Consultant	Dept of Welfare

DATA

	Person consulted	Position	Organisation
	Mr Bernard Baker	Information Officer	Singapore High Commission
2.	Mr Philip Brown	Development Co-operation officer	New Zealand Official Development Assistance NZODA
3.	Mr Nicolas Bwakira	Director	United Nations High Commission For Refugees
4.	Mr Stephen Chard	Head of DFID, Southern Africa	United Kingdom Department For International Development
5.	Mr E Danjoy	Director	French Development Agency
6.	Miss Doi	1st Secretary, Development	Japanese Development Cooperation in South Africa.
7.	Ms. Jeanne Gould	Minister Counsellor	European Union Commission
8.	Mr Caroline Gudenus	Counsellor	Austrian Embassy
9.	Mr Steve Hallihan	Development Counsellor	Canadian International Development Agency
10.	Mr Lopez Herrera	Counsellor	Spanish Embassy
11.	Mr Knud Johansen	Minister Counsellor	Danish Embassy
12.	Mr W Kingma		Royal Netherlands Embassy
13.	Mr Marko Laine	2nd Secretary	Finnish Bilateral Assistance Programme in South Africa
14.	Mr Boshigo Matlou	Program Officer	International Labor Organisation
15.	Ms Theresa McDonnell	Program Officer	Irish Aid South Africa
16.	Mr Jesper Morch	UNICEF Representative	United Nations Children's Fund
17.	Mr Claes Norrlof	Counsellor	Swedish International Development Agency
18.	Mr Fayez Omar	Resident Representative	The World Bank
19.	Dr Michele Pala	Development Counsellor	Italy-South Africa Development Aid
20.	Mr J Parsons	Director	United Nations Family Planning Association
21.	Mr W. Stacy Rhodes	Director	United States Agency For International Development
22.	Mr Schmid	Coordinator	Swiss Agency For Development And Cooperation
23.	Mr Rolf-Radbod Schroder	Development Counsellor	German Bilateral Assistance Program in South Africa
24.	Dr Whelile Shasha	WH Liason Officer	World Health Organisation
25.	Ms Helen Smythe	Director	United Nations Educational, Scientific and Cultural Organisation
26.	Mr Sun	Economic Counsellor	Chinese Embassy
27.	Mr Tor Oivind Tanum	Counsellor	Norwegian Agency for Development
28.	Mr. David Urquart	Development Counsellor	Australian Agency for International Development
29.	Mr Geert Vansintjan	Development Attache	Belgian Embassy

30.	Mr. Yves Wantons		Flemish Embassy
31.	Mr J.David Whaley	Resident Representative	United Nations Development Program
32.	Mr Zainuddin	Counsellor	Malaysian Embassy

DEMOCRACY & GOVERNANCE

	Person consulted	Position	Organisation
1.	Adv. Dirk Brunt	Director : Intergovernmental Relations	Office of the Premier, Western Cape Provincial Government
2.	Adv. Peter Mothle and Ms Tselane Mokuena	Chief Director, Democracy Development and Director: International Liaison	Independent Electoral Commission
3.	Advocate Elaine Venter	National Co-ordinator – Official Donor Assistance	South African Police Services
4.	Amanda Gillett	Senior Programme Officer	AusAID
5.	Asha Newsum	Senior Governance Advisor	Department for International Development
6.	Beth Hogan	Team Leader, Democracy and Governance Program	USAID/SA
7.	Bobby Rodwell	Consultant	National Development Agency
8.	Bongani Majola	National Director	Legal Resources Centre
9.	Brechje Schwachofer	Development Co-operation	Royal Netherlands Embassy
10.	Commissioner Mala Singh	Commissioner : Career Management	South African Police Services
11.	Dan Temu	Deputy Resident Representative (Programme)	United Nations Development Programme
12.	David Urquhart	First Secretary (Development),	AusAID
13.	Dr Chippy Olver	Director General	Dept Environmental Affairs and Tourism
14.	Dr Frene Ginwala	Speaker	National Assembly, South Africa Parliament, Cape Town
15.	Dr J. Cilliers	Executive Director	Institute for Security Studies, Pretoria
16.	Dr Job Mokgoro	Director-General	SAMDI
17.	Dr Tinus Schutte	Assistant to Public Protector	Public Protector
18.	Dumisani Mngadi	Assistant Resident Representative	United Nations Development Programme
19.	Eddie Stepforth	Accountant	Foundation for Human Rights
20.	Ena van Rensburg	Senior Programme Officer	AusAID
21.	Francois Dronnet		EU Delegation in SA
22.	George Mathebula	Senior Programme Officer	AusAID
23.	Harold Motshwane	Program Manager: Rule of Law & Rights Education Unit,	USAID/SA
24.	James Kuklinski	Democracy Fellow	USAID/SA
25.	Kam Chetty	Senior Institutional Specialist	World Bank, Resident

			Mission in SA
26.	Lindiwe Mokate	Chief Executive Officer	Human Rights Commission
27.	Mr Banie Engelbrecht	Deputy Director: Budget Control	Department of Defence – Defence Secretariat
28.	Mr BB Mtimkulu	Director Operations Policy	Department of Defence – Defence Secretariat
29.	Mr Bennie Palime	Deputy Director: Liaison Services	Office on the Status of Disabled Persons Office of the Presidency Pretoria
30.	Mr Du Plessis and Judge O'Regan	Director and Judge	Constitutional Court
31.	Mr Nkambule and Ms. E. Johnson	Director and Deputy-Director	Department of Justice
32.	Mr Paul Graham	Executive Director	Idasa, Pretoria
33.	Mr Peter Gastrow	Director: Cape Town Office	ISS Cape Town
34.	Mr Pieter Pretorius	Secretary	Western Cape Provincial Parliament, Cape Town
35.	Mr R Kitshoff and Ms V. Motalane	Director and Deputy-Director	Department of Public Service and Administration
36.	Mr S R Mutige	Head: Administration	KwaZulu-Natal Legislature
37.	Mr S. Friedman	Director	Centre for Policy Studies, Johannesburg
38.	Mr S. Mogape	Director	Department of Provincial and Local Government
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8.	Mr Claude Rainville	CIDA
9.	Ms. Lusungu Kanchenche	DFID
10.	10. Mr Marko Laine	Embassy of Finland
11.	Ms. Anne Strand	Norwegian Embassy
12.	Ms. Janet Davies	European Union
13.	Ms. Eva Joelsdotter-berg	Embassy of Sweden
14.	Mr Vansingjan	Belgium Embassy
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25.	Ms. Gugu Nxumalo	DoE: National Office
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ENVIRONMENT

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GENDER

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2.	Adrienne Bird,	Department of Labour
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9.	Anna de Cleene,	DFID
10.	Bridget Dillon,	DFID
11.	Audrey Elster,	PPA, currently Harvard
12.	Susan Fine,	USAID
13.	Zini Godden,	Netherlands Development Co-operation
14.	Barbara Haeming,	GTZ
15.	Lynette Hlongwane,	UNDP
16.	Saras Jagwanth,	Law, Race and Gender Unit
17.	Betty Kgare,	OSW, Northern Province
18.	Mamathe Kgarimetsa,	AA Gender Unit, Development Bank of Southern Africa
19.	Barbara Klugman,	Women's Health Project
20.	Joy Lentlonkoane,	Transformation Unit, Mpumalanga
21.	Keneilwe Letele,	Department of Housing, Mpumalanga
22.	Colleen Lowe-Morna	consultant
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24.	S Luswata,	UNICEF
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27.	Rosa Machaka,	Department of Finance, Northern Province
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45.	Sisonke Msimang,	African Gender Institute, previously AUSAID and UNFPA
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47.	Julie Oyegun,	ex-consultant for Commonwealth Secretariat
48.	Deidre Papenfus,	Local Government Development Support Programme
49.	Sue Parnell,	consultant, University of Cape Town
50.	Mmabatho Ramogoshi,	National Network on Violence Against Women
51.	Zoe Rathus,	Women's Legal Service Centre, AUSAID consultant
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53.	Nelisa Roche,	UNDP
54.	Elaine Sacco,	South African Local Government Association
55.	Angela Schaffer,	consultant
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57.	Lotta Sylwander,	SIDA, Sweden
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59.	Maria van der Venter,	Poverty, Mpumalanga
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4	Officials	Business Partners Eastern Cape	
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6	Officials	Department of Labour Eastern Cape	
7	Officials	Eastern Cape Development Corporation (ECDC)	
8	Officials	SMME Federation Eastern Cape	
9	Officials	Department of Agriculture	
10	Officials	Business Support Centre	
11	Officials	Ithala KFC	
12	Officials	Dumac	
13	SMME Desk Officials	Northern Province	
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WATER & SANITATION

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76.	Mr. M. Kango	Acting Director, Technical Services and Deputy	Kei District Council, Umtata

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5.	Ms. M Hedlund		DANIDA
6.	Mr. P Fine		USAID
7.	Ms. A. Bird		DoL
8.	Mr. M Hansan	Technical Assistant	DoL
9.	Mr. K Gargon	Technical Assistant	DoL
10.	Mr. P Mathabane		DoL
11.	Ms. A Solomons		DoL
12.	Mr. Deasy	Technical Assistant	DoL
13.	Mr. R Schiavaro	Technical Assistant	DoL
14.	Mr. Jurgen Kenti		
15.	Ms. M Hagenaaars		
16.	Mr. A Saelart	Technical Assistant	DoF

MANAGEMENT OF ODA AND INSTITUTIONAL ARRANGEMENTS

	Person consulted	Organisation
1	Claude Schraevesande	Department of Home Affairs
2	Maggie Skosana	Department of Public Service and Administration
3	Miss. TG Mnisi	Department of Health
4	Mrs. C Makwakwa	Department of Health
5	Nape Nchabeleng & Bali Mamabolo	Northern Province: Office of the Premier
6	Vincent Nel/Pat Kambule	Department of Justice

Organisations consulted : National Government

Department of Safety & Security
Constitutional Development
Department of Agriculture
Department of Arts, Culture, Science & Technology
Department of Education
Department of Finance (IDC)
Department of Foreign Affairs
Department of Health
Department of Health
Department of Home Affairs
Department of Housing
Department of Justice
Department of Labour
Department of Mineral and Energy Affairs
Department of Public Service and Administration
Department of Public Works
Department of State Expenditure
Department of Transport
Department of Water Affairs & Forestry
Department of Welfare
National Business Initiative
Office Of The Presidency
SA Police Service
The SA Reserve Bank

Provincial and Local Governments

Provinces: Office of the Premier (three provinces)
Local Government Transformation Programme
South African Local Government Association

Donors

AusAid
CIDA
DFID
European Commission
Netherlands Embassy
Norwegian Embassy
SIDA
UNDP
USAID
World Bank

Appendix 7: Conversion rates of currencies against the Rand.

Annualised Conversion Rates						
CURRENCIES	1994	1995	1996	1997	1998	1999
US Dollar	0.2818	0.2757	0.2343	0.2173	0.1823	0.1636
British Pound	0.1842	0.1747	0.1504	0.1327	0.1101	0.1011
Swedish Krone	2.1754	1.9686	1.5724	1.659	1.4486	1.3514
Swiss Franc	0.3857	0.3262	0.2889	0.3153	0.2646	0.2456
Danish Krone	1.7924	1.5461	1.357	1.4341	1.2235	1.1409
Spanish Peseta	37.7708	34.3963	29.6336	31.7903	27.2842	25.5299
French Franc	1.565	1.3762	1.1974	1.2673	1.0774	1.0065
Belgian Franc	9.4321	8.1168	7.2445	7.7679	6.629	6.1899
Austrian Schilling	3.2198	2.7182	2.4763	2.6489	2.2609	2.1114
Australian Dollar	0.3856	0.372	0.2999	0.2922	0.2892	0.2535
Canadian Dollar	0.3847	0.3785	0.3196	0.3009	0.2697	0.243
ECU/Euro	0.2383	0.2134	0.1871	0.1922	0.1629	0.1534
Finnish Mark	1.4728	1.2045	1.0757	1.1273	0.9764	0.9123
German Mark	0.4577	0.3953	0.352	0.3764	0.3214	0.3001
Irish Pound	0.1886	0.172	0.1468	0.1432	0.1283	0.1243
Italian Lira	454.6399	449.2564	361.9055	369.8587	317.1926	297.0969
Dutch Guilder	0.5133	0.4428	0.3944	0.4237	0.3624	0.3381
NZ dollar	0.4754	0.4204	0.3412	0.3308	0.3392	0.3071
Norwegian Krone	1.9931	1.748	1.5123	1.5363	1.3751	1.275
Japanese Yen	28.8194	25.9385	25.4336	26.2705	23.821	18.6077

The table above was supplied by the South African Reserve Bank, and was used for all conversions of funding amounts from foreign currencies to Rands, both within this document and in the dataset.