

# Operational Plan 2011-2015

## DFID ZIMBABWE

Updated May 2012

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# Introduction

The UK Government is determined to help reduce the inequalities of opportunity we see around the world today. We believe that promoting global prosperity is both a moral duty and in the UK's national interest. Aid is only ever a means to an end, never an end in itself. It is wealth creation and sustainable growth that will help people to lift themselves out of poverty.

In May 2010, the International Development Secretary, Andrew Mitchell, commissioned the Bilateral Aid Review (BAR) to take a comprehensive and ambitious look at the countries in which the Department for International Development (DFID) works through our direct country and regional programmes. The review focussed on the best ways for the UK to tackle extreme poverty, ensuring that we make the greatest impact with every pound we spend. In parallel, through the Multilateral Aid Review (MAR), DFID assessed how effective the international organisations we fund are at tackling poverty.

On the 1st March 2011, the key outcomes of the reviews were announced, including the results that UK aid will deliver for the world's poorest people over the next four years. The Bilateral Aid Review has refocused the aid programme in fewer countries so that we can target our support where it will make the biggest difference and where the need is greatest. The Multilateral Aid Review findings enable us to put more money behind effective international organisations which are critical to delivering the UK's development priorities. In addition the independent Humanitarian Emergency Response Review looked at how the UK can build on its strengths in responding impartially to humanitarian needs and help ensure future disaster responses can be better prepared and coordinated.

DFID is committed to being a global leader on transparency. In the current financial climate, we have a particular duty to show that we are achieving value for every pound of UK taxpayers' money that we spend on development. Results, transparency and accountability are our watchwords and guide everything we do. DFID regards transparency as fundamental to improving its accountability to UK citizens and to improving accountability to citizens in the countries in which it works. Transparency will also help us achieve more value for money in the programmes we deliver and will improve the effectiveness of aid in reducing poverty.

The UK Aid Transparency Guarantee commits DFID to making our aid fully transparent to citizens in both the UK and developing countries. As part of this commitment we are publishing Operational Plans for country programmes. The Operational Plans set out the vision, priorities and results that will be delivered in each of our country programmes.

We will concentrate our efforts on supporting achievement of the Millennium Development Goals (MDGs), creating wealth in poor countries, improving their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.

# 1) Context

Zimbabwe remains a high priority country for the UK. This plan reflects close consultation with other UK Government Departments on both programme development and implementation, notably the Foreign and Commonwealth Office (FCO) and the Ministry of Defence.

The political situation and therefore the development prospects for Zimbabwe have been in the balance for several years; and for the next 12-18 months the political space will be heavily contested with the outcome very uncertain. The Global Political Agreement which led to the establishment of the Inclusive Government in February 2009 has run into a political impasse which the Southern Africa Development Community (as guarantor of the Agreement) has not so far been able to help resolve. The focus has now turned to the next national Parliamentary and Presidential elections.

Zimbabwe made exemplary progress towards the Millennium Development Goal indicators throughout the 1980s and into the 1990s, but the economic and humanitarian crisis of the last decade has stalled or in some cases starkly reversed many of those gains. There is good data up until the last few years on most indicators of need. The DFID programme has gradually progressed from humanitarian relief to more conventional development support since the establishment of the Inclusive Government. This has played an important part in helping the Inclusive Government stabilise the economy and humanitarian situation after the political and economic crisis of 2008. Working through the multilateral institutions, in particular the UN, the African Development Bank and the World Bank, as well as international non-governmental organisations (NGOs) and the private sector, DFID has been able to deliver excellent results for the people of Zimbabwe.

As long as political circumstances allow, DFID will continue to expand support to the provision of basic services; will increase the focus on wealth creation; and will complement support with technical advice to the reformers in Government in preparation for transition to a more stable government. There is continuing uncertainty about when elections might take place, but DFID would be prepared to consider financial support for election preparations as part of a UN-led package, if the Government requested support from the international community and DFID was confident in the credibility of the process.

Zimbabwe has the agricultural potential to benefit from higher food prices. The interventions in this plan will help fulfil this potential, especially for poor farmers, through a set of integrated interventions providing market linkages, access to finance, agricultural inputs and extension services to the most vulnerable farmers. Fuel price rises are likely to increase inflationary pressures and widen the external deficit. DFID is planning to continue to support the Government's implementation of cautious macroeconomic management that has underpinned the stabilisation of the economy since 2009.

In a highly volatile political situation, it is very difficult to be precise about how DFID expects the development programme to evolve. But the plans envisage a two-stage process: a pre-election programme of £80 -90 million (for 2011/12; 2012/13) which will increasingly align to the reform plans of the Government. Thereafter, in anticipation of the election of a government which reflects the will of the people and is prepared to govern in the interests of all Zimbabweans, DFID would expect a significant scale up of support. DFID will continue to play a leading role in the donor community and to maintain coherence across the range of investments.

Zimbabwe is important regionally, not just because of the impact instability in the country has on its near neighbours (e.g. on number of economic migrants to South Africa) but because of the positive contribution it could make as an engine of sub-regional economic growth. Zimbabwe still has great potential to drive economic growth beyond its borders and to increase trade flows and create opportunities for investment.

## 2) Vision

This Operational Plan aims to reduce poverty and suffering for poor Zimbabweans, accelerate Zimbabwe's transition towards a political settlement that reflects the will of the people and lay the foundations for sustained, private-sector led recovery by: i) improving access to basic services for the poor; ii) providing assets and skills to build livelihoods, linking the poor to markets, business opportunities and micro-finance, and renewing essential infrastructure; and iii) boosting the prospects for political transition that will deliver sustained economic and social progress.

Although Zimbabwe has undergone a protracted political, economic and humanitarian crisis over the last decade, a good deal of its infrastructure and human capital remains intact. The capacity of key institutions has been eroded, or compromised, but not destroyed. There is strong potential for Zimbabwe to regain its former position as a regional engine for growth, once a sustainable political settlement is achieved. Assistance under the Inclusive Government will focus on the transition to that settlement by supporting the processes driving change, increasing access to basic services in health and education, building the basis for wealth creation and helping to renew essential infrastructure. It will have a strong focus on girls and women, with targeted interventions to reduce maternal mortality, increase women's access to credit and ensure girls complete secondary schooling. DFID will continue to work closely with other donors, both through pooled funding and multi-donor programmes and by coordinating development policy. Delivery will be closely aligned with the priorities set out in the Inclusive Government's 2011 Budget.

DFID support for basic services and wealth creation would continue under a post-election settlement that reflected the will of the majority of the people of Zimbabwe. But a successful political transition would open up complementary opportunities for reform of core government functions and for international action to address Zimbabwe's massive debt burden and also to provide a long lasting solution to the "land issue". Continued economic stability and increased agricultural productivity would have a major impact on both the scale and speed of Zimbabwe's recovery. DFID will continue to work with the International Financial Institutions, such as the World Bank, the African Development Bank and the International Monetary Fund, to provide appropriate policy and technical support for the Government of Zimbabwe, both to ensure sound economic management now, and to lay the groundwork for a sustainable solution to Zimbabwe's debt burden.

This plan has been developed in close coordination with the Foreign and Commonwealth Office with whom DFID have worked and will continue to work very closely in Zimbabwe. DFID will also work closely with other UK Government Departments where there are shared interests. A chequered history over almost half a century has given Zimbabwe huge visibility with a high level of interest in the UK from the media, Parliament and, indeed the British people. Zimbabwe matters politically in the UK and represents an important foreign policy priority; but it also has domestic policy relevance given that the largest number of applications for political asylum in the UK come from Zimbabweans. The shape of the plan has received strong support from both FCO officials and Ministers; and the UK Prime Minister's Office has recognised the importance of the development programme in supporting reform and sustainable development in Zimbabwe.

From 2011/12, the UK development programme will be refocused to stop providing food aid and will stop funding to programmes which support migrant populations in Zimbabwe through the International Organisation for Migration. DFID considers that humanitarian support of the kind provided previously is no longer necessary. This is because macroeconomic stability and a recovery in growth mean support can be focused on economic opportunities for vulnerable people and wealth generation, thus delivering poverty reduction in a more sustainable and cost effective way. DFID will however maintain the ability to revert to humanitarian assistance in the event of deterioration of the economic and political situation and with firm evidence of humanitarian need.

Other donors are already meeting Zimbabwe's funding requirements for direct support to malaria control and prevention and DFID work to improve health systems will contribute to efforts in this area. Climate change is not yet a priority for Zimbabwe's Government. But DFID will support Zimbabwe's response to climate change by small scale advocacy and awareness raising, by strengthening household resilience to climate shocks (for example through conservation farming techniques), and by promoting agricultural diversification.

### 3) Results

**Headline results** (those with a \* directly attributable to DFID. In all other cases, DFID is contributing to the results.)

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
Poverty, Hunger and Vulnerability	The number of food insecure households in rural areas	320,000 households [1.6 million people (2010)]	220,000 households [1.1 million people (2015)]
Education	Completion of five years of primary school (disaggregated by gender)	350,000 (175,000 girls) (2009)	410,000 (205,000 girls) (2015)
Water and Sanitation*	Number of people with sustainable access to clean drinking water sources through DFID support.	107,500 (through 2009/10 DFID support)	2,175,000 (2015)
Sanitation*	Number of people with sustainable access to an improved sanitation facility as a result of DFID support	17,500 (through 2009/10 DFID support)	1,044,000 (2015)
Wealth Creation*	Number of additional jobs (formal and informal) created through challenge funds [Africa Enterprise Challenge Fund], microfinance and Protracted Relief Programme (disaggregated by gender)	0 (2010)	125,000 (83,000 for women) (2015)
Health	Maternal Mortality Ratio	960/100,000 (2010/11)	600/100,000 (2015)
Health	Couple years of protection (CYPs) delivered through DFID funding	506,400 (2010)	550,000 in 2015 (cumulative over the four year period 2,200,000)
Governance and Security	Number of people who vote in elections supported by DFID	2,497,300 (2008)	2,560,000 (2011/12)

### 3) Results (continued)

#### Evidence supporting results

Part of our plan builds on ongoing activities in Zimbabwe. Especially in the health sector, DFID, other partners and the Government of Zimbabwe have accumulated evidence on effectiveness of interventions. Going forward, we will build on what is proven to work in the Zimbabwean context, but we will gradually shift modalities of delivery away from an emergency/humanitarian approach. Likewise, DFID will consolidate a set of ongoing water and sanitation interventions and build on the evidence accumulated. The Monitoring and Evaluation (M&E) framework specifically identifies sources of evidence and data monitoring. One of our interventions is explicitly designed as a randomised control exercise to test impact of specific water and sanitation approaches.

Another set of interventions is guided by a strong set of international and regional evidence, which will need to be buttressed by robust M&E to test the applicability to Zimbabwe. This is the case for most of our wealth creation intervention, where evidence from South Africa and Malawi on impact of access to finance and assets on rural livelihoods and especially women will be tested in the Zimbabwean context. Similarly, education interventions and the impact of cash transfers on development outcomes, which is well supported by regional evidence, will need to build a local evidence base. This is expected to change throughout programme implementation as the Education Management Information System is strengthened and data quality and reporting improves. The M&E of our cash transfer programme will consider a range of development outcomes from cash transfers (access to basic services, nutrition and local economic activity) and will be one of five programmes globally to undertake participatory assessments with the beneficiaries of cash transfers.

However, we feel that whilst our governance interventions can draw on international and regional experience this must be complemented by robust analysis of Zimbabwe's unique politico-economic context. DFID's approach draws on DFID's State-building/ Peace-building Framework, and supplementary analysis which highlights that an exclusive and unstable political settlement lies at the heart of Zimbabwe's development challenges. However, we will need to continue to monitor the approaches proposed to consolidate a lasting political settlement and strengthen the state's ability to deliver services to its citizens. We will need to work closely with other UK Government partners to embed political economy analysis and other M&E approaches to test this particularly uncertain area.

#### Value for Money (VfM) rationale

Political conditions permitting, there is a compelling argument for making development investments now, in order to repair the damage resulting from many years of under or misinvestment in Zimbabwe. Rather than making investments later to build again from scratch investing now has the potential to deliver significant VfM. The relatively high levels of human capital, the latent – albeit dilapidated – quality of the infrastructure stock, the abundant natural resource base and the geographical position in a stable region, all suggest strong potential for significant and rapid developmental bounce-back if the political and economic transition in Zimbabwe is managed successfully.

Investment by DFID in supporting a peaceful transition could deliver a major improvement in the effectiveness of UK aid, in the later years of the programme. A stable political settlement would significantly decrease the cost of delivery, by opening the way to direct use of national systems, and improving the business environment and market development. Timing of the investment is essential in determining value for money – for example, in infrastructure, despite ten years of underinvestment, the capital stock remains comparably good, reflecting a strong base, but is deteriorating quickly. In education, declining educational performance means that the skills base is being eroded rapidly but a push to improve quality (building on past results in maintaining access despite deleterious conditions) can reverse this at relatively low unit cost. This applies to other sectors too.

Given the uncertain political situation and relatively high levels of economic fragility, investment in Zimbabwe does carry a significant level of risk. But the potential rewards of successful investments are also high.

## 4) Delivery and Resources

The UK development programme increased to £90 million in 2011/12 with the prospect of further increases during the Operational Plan period if the political situation is favourable. Front line delivery costs increased to £1.86 million in 2011/12, are expected to increase to £2.430 million in 2012/13. However the latter years will see a greater efficiency in the focus of those costs on direct delivery to the poor and on delivering the results outlined in Section 4 of this plan. We will be identifying ways to reduce the costs of delivery both within the DFID operation as well as within our partner organisations.

Partnerships are central to DFID's effectiveness in Zimbabwe. We will continue to work hard to encourage donor cohesion which has been strong in recent years. DFID has been successful in leveraging donor resources for key development priorities. We have provided the initial leadership to construct multi-donor funding mechanisms into which others have contributed. Examples are the Protracted Relief Programme, Education Transition Fund and the Multi Donor Trust Fund (the "ZimFund"). Our share of overall development assistance to Zimbabwe is high at around 20% in terms of aid volumes, and higher still in terms of policy and programme leadership. We will intensify our efforts with the international community – including new donors. DFID is likely to remain in the top three of funders in the medium term, alongside the US and the European Union (EU). With political transition, however, DFID would expect to see a decrease in the UK's burden share as, for example, the International Financial Institutions and the European Union step up their activity. At present, Zimbabwe does not access resources from International Development Association (IDA)/International Bank for Reconstruction and Development (the World Bank), the African Development Fund (the African Development Bank) or the European Development Fund (EU) but results from DFID's Multilateral Aid Review (MAR) will be carefully considered as resources through those instruments come back on stream. DFID Zimbabwe works closely with two major UN Agencies, the United Nations Children's Fund (UNICEF) and the United Nations Development Programme (UNDP), and consider both to have a major contribution to make to the development landscape in Zimbabwe. In both cases, we are looking carefully at how we can work with the organisations to improve performance in key areas identified by the MAR: in UNDP's case this is in terms of consistent country level performance, financial management and gender issues; for UNICEF, a stronger results focus, improved transparency and working effectively with its UN partners.

DFID Zimbabwe tends to have stronger human resource capacity relative to most other donors which means that we have the ability and some responsibility to provide technical and policy leadership. Support to the Constitutional Review process and to improved public financial management are good examples.

The political context for our work in Zimbabwe restricts our current choice of aid instruments. At the moment all DFID resources are channelled through third parties: multilateral organisations, the private sector and NGOs. We anticipate that following a successful political transition our choice of aid instruments would widen. We are investing now in activities which prepare the ground for the day when we can consider alternative delivery options, such as improving public financial management systems. We could then consider channelling money through Government systems and once the conditions were right, to provide budget support either generally or by sector.

## 4) Delivery and Resources (continued)

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL (2011/12-2014/15)	
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000
Wealth Creation	5,000	0	7,000	0	8,000	0	10,000	0	10,000	0	35,000	0
Climate Change	1,000	0	0	0	0	0	0	0	0	0	0	0
Governance and Security	5,000	0	3,000	0	13,000	0	13,000	0	13,000	0	42,000	0
Education	5,000	0	20,000	0	10,400	0	9,000	0	4,000	0	43,400	0
Reproductive, Maternal and Newborn Health	13,000	0	27,000	0	21,000	0	23,000	0	24,000	0	95,000	0
Malaria	0	0	0	0	0	0	0	0	0	0	0	0
HIV/Aids	10,000	0	8,000	0	8,000	0	10,000	0	10,000	0	36,000	0
Other Health	0	0	0	0	0	0	0	0	0	0	0	0
Water and Sanitation	6,000	0	6,000	0	4,500	0	12,000	0	11,000	0	33,500	0
Poverty, Hunger and Vulnerability	23,000	0	18,000	0	18,000	0	22,000	0	22,000	0	80,000	0
Humanitarian	2,000	0	500	0	0	0	0	0	0	0	500	0
Other MDGs	0	0	500	0	0	0	0	0	0	0	500	0
Global Partnerships	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>70,000</b>	<b>0</b>	<b>90,000</b>	<b>0</b>	<b>82,900</b>	<b>0</b>	<b>99,000</b>	<b>0</b>	<b>94,000</b>	<b>0</b>	<b>365,900</b>	<b>0</b>



## 4) Delivery and Resources (continued)

### Operating Costs

	2010/11	2011/12	2012/13	2013/14	2014/15	Total (2011/12-2014/15)
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	901	678	1,120	1,176	1,235	<b>4,209</b>
Frontline staff costs - Non Pay	640	1,182	1,310	1,376	1,444	<b>5,312</b>
Administrative Costs - Pay	341	289	250	263	276	<b>1,077</b>
Administrative Costs - Non Pa	418	271	169	177	186	<b>804</b>
<b>Total Frontline Costs</b>	<b>1,541</b>	<b>1,860</b>	<b>2,430</b>	<b>2,552</b>	<b>2,679</b>	<b>9,521</b>
<b>Total Administrative Costs</b>	<b>759</b>	<b>560</b>	<b>419</b>	<b>440</b>	<b>462</b>	<b>1,881</b>
<b>Total</b>	<b>2,300</b>	<b>2,420</b>	<b>2,849</b>	<b>2,991</b>	<b>3,141</b>	<b>20,922</b>

## 4) Delivery and Resources (continued)

### Efficiency savings

Delivering Programme Efficiencies		
Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation	Stop providing food aid and support to mobile populations	13,000
Further examples of Programme efficiency		

Administrative Cost Savings Initiative	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Staff Costs	52							
Office Restructuring			59	135				
Marketing		11						
Managing Services		136						
<b>Total</b>	<b>52</b>	<b>147</b>	<b>59</b>	<b>135</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 5) Delivering Value for Money (VfM)

The cost of delivering development assistance in a fragile state like Zimbabwe is high relative to countries with more benign conditions. Given the more limited choice about the instruments available, DFID has nevertheless been able to secure good value for money by adopting a flexible approach to design of programmes, and using a mix of multilateral partners, non governmental organisations and commercial partners for delivery, and driving a degree of competition between the various providers. The International Development Committee's 2010 report on DFID's programme in Zimbabwe recognised that key DFID programmes are cost-effective and have achieved high impact, making them attractive investments for other donors.

Continued improvement in the political and economic situation would provide opportunities to develop new programme designs that will decrease unit costs, primarily by aligning activities and funding streams more closely with delivery mechanisms of the Government of Zimbabwe e.g. in the health sector.

DFID will ensure that this opportunity is grasped in full by:

- Building on DFID's new Business Case approach to project design to embed early on an analysis of VfM options, Monitoring and Evaluation design and a clear feedback loop between appraisal and post-project evaluation, ensuring involvement of relevant expertise and clearly identifying responsibilities to quality assure relevant parts of the Business Case (by July 2011, A new VfM strategy will guide this work).
- Designating the Results Adviser as responsible for driving the VfM processes; and challenging all programme designs to identify ways in which we can address these issues more robustly; and quality assuring programme reviews.
- Developing rigorous procurement approaches for each programme to ensure more service providers are identified by international tender
- Committing to use mini-tenders for providers which are covered by centrally negotiated framework contracts (by April 2011)
- Working with DFID's Procurement Group to widen the framework contract for fragile states, to ensure wider choice of provider and thus more competition.

DFID Zimbabwe will consider with Procurement Group whether it would be appropriate to bring these plans together in the form of a commercial strategy

On Operating Costs, DFID will secure better VfM by looking for efficiencies and economies of scale in our local procurement processes and investigating ways to reduce costs through combining processes, systems and services with others e.g. the British Embassy.

We will harness Corporate and Divisional financial improvement strategies and tools to ensure we have the correct systems, procedures and practice in place to drive continued improvement in financial management and to maintain high standards.

# 6) Monitoring and Evaluation

## Monitoring

How – each DFID programme will have a Monitoring and Evaluation (M&E) framework, which will track programme progress against outputs, reporting to DFID at regular intervals. In addition, data will be collected where appropriate through special surveys, such as Demographic Health Surveys and Multiple Indicator Cluster Surveys. M&E may also be complemented by operational research studies. Tools will be used for tracking beneficiary satisfaction, such as the Child Status Index (CSI) and participatory assessments with recipients of cash transfers. Data will be disaggregated, where possible, by sex.

Who - primary responsibility for monitoring will fall to programme partners, for example a UN agency or management consultant, in conjunction with implementing partners. DFID Zimbabwe lead advisers/programme managers will monitor all programmes on a regular basis, and the programme team together will review its results framework regularly.

When – monitoring at the project level by implementing partners will be continuous. DFID will agree a regular reporting schedule with programme partners (usually quarterly). During annual reviews, DFID will assess progress against outputs and how this is contributing to the achievement of the outcomes. The office results framework will be reviewed at least every six months. Given the volatile environment the Operational Plan will be reviewed/refreshed at least annually.

What - DFID will ensure that the best complement of methodologies will be used to provide a rigorous qualitative and quantitative information base that informs programme management and the quality of future programming and enables measurement of programme impact.

## Evaluation

Impact assessments are currently underway for the HIV Programmes. Earlier an outcome assessment was completed for the Programme of Support for Orphans and Vulnerable Children. Over the Operational Plan period, DFID Zimbabwe will significantly increase the number of evaluations that are commissioned across the country programme, focusing on our large spending areas and public commitments as well as lesson learning from innovative programmes and partnerships, for example the national cash transfer scheme. Operations research, randomised trials and longitudinal impact assessment studies will be conducted to assess the quality of implementation, evaluate results, document best practice and improve programme management. The appropriateness of methods will be considered when the evaluations are designed. At least 25% of the budget for the period of the operational plan will be subject to independent evaluation. An Evaluation Strategy will be completed by the end of September 2012.

## Building capacity of partners

- DFID will look for ways to help Zimbabwean institutions to build their capacity and skills for independent evaluation and use country systems for evaluation whenever possible, including assistance in collecting and analysing data disaggregated by sex.
- DFID will also consider support for initiatives to make use of the resulting findings. ZIMSTAT- the national statistical agency - will be a key partner. We will look at ways to improve its capacity, and encourage other donors to consider it too, while maintaining resources to produce programme specific data
- DFID will also consider how, in working with project partners and fellow donors, we can increase their ability to effectively monitor and evaluate our joint work as well as their own.

## 7) Transparency

### **DFID Zimbabwe will take action to meet its commitments under the UK Aid Transparency Guarantee.**

Transparency is one of the top priorities for the UK Government. We will ensure that we continue to meet our commitments under the UK Aid Transparency Guarantee including publishing detailed information about DFID projects, including programme documents and all spend above £500. We will continue to ensure that information is accessible, comparable, accurate, timely and in a common standard with other donors and that we provide opportunities for those directly affected by our projects to provide feedback.

Notwithstanding the particular challenges of the contested environment in Zimbabwe, DFID will work hard to promote accessibility to information. This includes continuing media briefings with local journalists every few months to update on the UK programme and answer questions. DFID will also continue our quarterly meeting between the DFID team and local heads of Civil Society Organisations (CSOs). Similarly, we will continue producing a six monthly information sheet on our main actions and results. The DFID/British Embassy joint Communications Team will make paper and electronic copies available to interested parties. DFID will also continue to input into the Embassy's communication materials such as the *UK in Zimbabwe* website and a bi-annual publication *Britain and Zimbabwe*.

DFID Zimbabwe does not presently provide information directly in the main local languages - Shona and Ndebele. However, we will consider to what extent this would make information more accessible. English is widely understood and taught in all Zimbabwe schools from an early age. However, our implementing partners do already provide project information in local languages. For example, leaflets explaining the work they are doing, social public health billboards and advertisement in papers. This Operational Plan will be translated into both local languages.

DFID will meet the standards set out in the International Aid Transparency Initiative (IATI), and encourage partners in civil society, multilateral organisations and other donors to do the same. We will also use our influence to encourage the Government of Zimbabwe to become more transparent to their own citizens about their budgets and the aid which they receive. In 2010, DFID led a process to provide more comprehensive and reliable information on funding from donors to Zimbabwe to the Ministry of Finance, which facilitated inclusion of reliable figures in the national budget for 2011. This could also include funding to CSOs and independent media to improve their ability to hold donors and government accountable to citizens for how aid is spent in Zimbabwe.

DFID will increase opportunities for feedback by those benefiting from our programmes. For example, in the large livelihoods programme (the Protracted Relief Programme) regular feedback from beneficiaries is achieved through focus groups and individual interviews, enabling those directly benefiting from the programme to express where they feel impact has been positive or where they feel it has not. Although internet access in Zimbabwe remains very limited, mobile phone coverage has increased significantly in recent years. 2008 figures estimate 1.7 million mobiles in operation across the country. It is likely to be significantly higher today and will increase further in future years. DFID Zimbabwe will analyse the feasibility of building feedback from beneficiaries by mobile text-messaging into the livelihoods programme, which currently reaches over two million people. In the health sector, DFID Zimbabwe is planning a system of scorecards for end users to provide feedback on their satisfaction with health care delivery at facility level.

# Annex: Girls and women

## Challenge

While on some measures of gender equality women in Zimbabwe fare well compared to men – there is little gender disparity in access to education – in other areas there is a strong rationale for focusing on girls and women. For example, young women suffer worse than men from poverty in Zimbabwe. The Human Development Index (HDI, 2003) was lower for women than it was for men. In terms of health, young women are three to six times more likely to be infected with HIV and maternal mortality has doubled since the early 1990s. Women and girls suffer disproportionately from violence and insecurity. According to the Global Peace Index 80% of all people murdered in 2009 were women, and latest data shows that 62% of the victims of sexual violence are girls between the ages of 15-19. 47% of women report experiencing physical and/or sexual violence.

## Response

We will tackle poverty, health outcomes, violence and insecurity directly to make maximum impact on women and girls as well as ensuring that all our programme areas complement one another to deliver better outcomes for them. For example, to address poverty by 2014 we aim to reach half of all the poorest households in Zimbabwe, many of whom are women headed, with cash transfers to increase household food security, improve access to basic services as well as nutritional outcomes. Our health interventions will improve access to health services, enable more women and girls to make choices about their reproductive health, through access to family planning, halt and reverse the prevalence of HIV particularly among girls aged 15-24 years old. Combating violence against women will be the focus of many our programmes. For example our support to the National Action Plan for Orphans and Vulnerable Children (NAP) will strengthen the justice system and child protection services for vulnerable children with a particular focus on adolescent girls. Our health programme will target social norms and domestic violence in shaping women's reproductive choices. We will be innovative in our work on wealth creation to increase access to finance for women as a way to catalyse broader empowerment benefits and prevent domestic violence, building on ground breaking work in South Africa.

## Results Expected

A summary of key results for girls and women is presented in Box 1. We will focus in particular on the four results areas of DFID's Gender Strategy, the *Gender Vision House*:

### (i) Direct assets for girls and women :

70% of beneficiaries of our work on access to finance will be women; 53% of households targeted with agricultural inputs will be women headed

### (ii) Preventing violence against girls and women :

Our support to the NAP will ensure child survivors of violence, exploitation and abuse can access effective support and care services including access to justice and psychosocial support. We plan to scale up our work on community based conflict prevention around the next elections, which will benefit women who suffered disproportionately from the violence in 2008.

### (iii) Getting girls through secondary school:

To get girls through secondary school we will provide cash grants to girls in lower secondary school where the rate of drop out is currently highest. Our programme will help keep girls in school by working to make schools more accountable and improving the learning environment.

### (iv) Delay first pregnancy:

Our programme will improve access to maternal and reproductive health services, including contraception.

### **Box 1: Key results for girls and women**

- Improve food security for 0.25 million women headed households
- Ensure 0.5 million girls and women have access to modern family planning methods.
- Reach 72,000 women with access to finance.
- Support 20,000 girls to complete secondary school each year
- More than 12,000 girls reached with child protection services including access to justice
- More than 40,000 births to be attended by skilled health personnel

# Annex: Results Progress

## Progress towards headline results – one year on<sup>1</sup>

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Progress towards results (including year)	Expected Results (including year)
Poverty, Hunger and Vulnerability	The number of food insecure households in rural areas	320,000 households [1.6 million people (2010)]	Business case currently being designed and on track for implementation in 2012.	220,000 households [1.1 million people (2015)]
Education	Completion of five years of primary school (disaggregated by gender)	350,000 (175,000 girls) (2009)	Project is currently being implemented and is on track.	410,000 (205,000 girls) (2015)
Water and Sanitation <sup>2</sup>	Number of people with sustainable access to clean drinking water sources through DFID support.	107,500 (through 2009/10 DFID support)	Business Case approved end May 2012. Progress expected in coming year	2,068,000 (2015)
Sanitation <sup>2</sup>	Number of people with sustainable access to an improved sanitation facility as a result of DFID support	17,500 (through 2009/10 DFID support)	Business Case approved end May 2012. Progress expected in coming year	1,026,000 (2015)
Wealth Creation <sup>2</sup>	Number of additional jobs (formal and informal) created through challenge funds [Africa Enterprise Challenge Fund], microfinance and Protracted Relief Programme (disaggregated by gender)	0 (2010)	No data is available yet but project implementation is on track.	125,000 (83,000 for women) (2015)
Health	Maternal Mortality Ratio	960/100,000 (2011)	No data is available yet but the project implementation is currently on track.	600/100,000 (2015)
Health	Couple years of protection (CYPs) delivered through DFID funding	506,400 (2010)	1.8 million CYPs through procurement of Family Planning Commodities	550,000 in 2015 (cumulative over the four year period 2,200,000)
Governance and Security	Number of people who vote in elections supported by DFID	2,497,300 (2008)	DFID's project is currently being implemented but the date for the next election is unclear.	2,560,000 (2011/12)

<sup>1</sup> These results may not directly aggregate with other country results due to different measurement methodologies

<sup>2</sup> These results are directly attributable to DFID. In all other indicators DFID is contributing to the results.