Operational Plan 2011-2015

DFID South Africa

May 2011

This plan will be refreshed annually. It should be read in conjunction with the Africa Regional Operational Plan. Regional components of this DFID South Africa plan are also a sub-set of the Regional plan - and should not be double counted.

Contents:

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

South Africa

Less than two decades ago, South Africa was an economic and political mess. Racial conflict seemed likely. The economy was bankrupt. Since then, against the odds, the trajectory has been positive. Society is stable. Growth has been steady. Poor people's lives have improved.

But apartheid left an **economically divided population**. South Africa is one of the most unequal countries in the world (Gini 0.70) and 22% of people – nearly 11 million - are living below the national poverty line. A decade of reasonable growth (4.1% between 1998 and 2008) has failed to reduce unemployment (currently at 24% - up to 50% for 15-24 year olds) or close the economic divide.

South Africa is also the world's **11th highest carbon emitter** and produces 40% of Africa's fossil fuel emissions. Its CO^2 emissions per capita are seven times higher than India. A meaningful global deal on climate change needs South Africa on board – both as a major emitter and influential BRICS (Brazil, Russia, India, China and South Africa) and African voice. South Africa also needs a global deal. This would offer essential private and public sector international investment to help South Africa move to a lower carbon growth path.

Despite relatively good economic performance and high levels of social expenditure, this has not yet translated into sufficient impact on poverty. The Government is taking steps to improve **performance and accountability** for service delivery, but there is a long way to go.

The region

Africa contains thirty of the world's forty-three poorest countries, many of which are small, landlocked and far from the world's main markets. It accounts for twenty per cent of the world's population but just two per cent of its trade. This **fragmentation** means that many countries have small markets, limiting competition, trade and the ability to invest in vital infrastructure. Average export costs in Africa are 78% higher than for developed countries, constraining private sector development and growth. Fragmentation also limits individual country's effectiveness in important areas such as tackling climate change and procuring medicines.

But there are also reasons for optimism. Recent growth has been solid and poverty is falling. Key reasons include a reduction in armed conflict, improving macro-economic conditions and reforms to create better business environments. Regional Economic Communities (RECs) and free trade zones are beginning to form and function across the continent. For example, the 'Tripartite' of COMESA, EAC and SADC* is committed to establishing a free trade area across its 26 Member States – representing half of Africa.

South Africa is vital to the future of the southern Africa region and continent. It represents 40% of the sub-Saharan economy with important spillover effects across the region. It is a magnet for migrants seeking to improve their lives. South Africa also acts across the region on issues which benefit poorer countries and meet its domestic interests – such as peace and security and promoting regional infrastructure. It plays an important role in key regional institutions such as the AU and SADC. The establishment of a new development agency (South African Development Partnership Agency - SADPA) aims to expand its regional development role.

South Africa and the world

South Africa's position on the UN Security Council, G20 and BRICS grouping mark its status as a significant 'emerging power'. On the international stage, it has demonstrated its ability to engage full-on with issues affecting Africa and the world. On climate change for example, South Africa was a major player at Copenhagen and will host the next UNFCCC Conference of the Parties this year. On the G20, South Africa co-chairs the development working group – and shares the UK's desire to see global economic frameworks take the interests of developing countries into account. The security and prosperity of both South Africa and UK are influenced by these issues. There are opportunities to collaborate for our common good.

**Common Market for Eastern and Southern Africa (COMESA), East African Community (EAC) and Southern African Development Community (SADC)*

2) Vision

Overview

Our vision is one of a programme which targets poverty from three levels: working with South Africa to change the lives of its 11 million citizens in absolute poverty; working at regional level to help Africa join up to promote trade, manage shared resources and tackle common problems; and working with South Africa as an emerging power on the international stage, aligning and acting side by side on major global issues such as G20 and climate change. Our **programmes at national, regional and global levels will interlock** and reinforce each other. For example, our support to national efforts to reduce carbon emissions helps make South Africa a credible international negotiator. And a global climate change deal – for which both our nations will push at COP17 – should unlock international finance to accelerate action in South Africa and the continent.

South Africa is the major economy in sub-Saharan Africa. Our role is not one of large-scale funding to support service delivery - South Africa has its own resources for that. But SA government policy and expenditure is not resulting in the jobs and better services one would expect. Our role is to enable government, business and civil society to **take risks, innovate and pilot** new ways of working. Helping translate South Africa's own much greater investment into better lives for poor people. Our focus will be on creating growth and jobs; helping South Africa move towards a lower-carbon economy; improving health services, particularly for women and children; addressing physical and sexual violence against women and children; and strengthening public sector performance management and accountability.

At the heart of DFID's **Africa regional** work is the reality that many issues cannot be addressed effectively at country level alone. They demand regional cooperation and action. **Political commitment and accountability** are critical to regional cooperation. This demands that we sustain our strong partnerships and engagement at both political and working levels – at country level (especially South Africa in our case), regional level (especially with the Tripartite of COMESA, EAC and SADC) and continental level (with DFID's Africa Regional Department leading the AU relationship). Working together with Africa Regional Department and country offices, DFID South Africa focuses its regional efforts on reducing the costs of trade across Africa and tackling the impacts of climate change.

South Africa is an emerging power with the desire and ability to influence regional and global decisions to benefit poorer countries. It is therefore a key ally for the UK in delivery of development objectives. The next four years provides an opportunity to build on well established relationships to support South Africa's growing international development role. For instance, we will work with South Africa to promote Africa's development in key international dialogues, such as meetings of the G20 and World Trade Organisation (WTO), and in seeking to achieve strong global agreements to tackle climate change. We will coordinate efforts to promote African free trade and economic integration, in line with commitments that have been made by African countries. And we will help South Africa become a key provider of development cooperation across the region, including through the establishment of its development agency (SADPA). Our close relationships with the Foreign and Commonwealth Office (FCO), UK Trade and Investment (UKTI) and other UK departments in South Africa are critical to this sphere of work where development and diplomacy converge.

Alignment to DFID and wider UK Government priorities

Our national, regional and global efforts are firmly in line with **Structural Reform Plan** priorities. Improving the lives of **girls and women** is a particular priority – through new work tackling gender-based violence, our work on women's health and ensuring that new jobs created benefit both women and men. In addition, a range of DFID South Africa's priorities are integrated into a **joint UK-SA strategy**, in which our contribution to the UK government's wider prosperity and security agendas is made clear.

What we will stop doing

In support of the commitment to tighten the geographic focus of UK aid, we will be phasing out direct bilateral assistance to Lesotho and Angola during 2011. These countries will continue to benefit from DFID's regional programmes and funds channelled through multilateral donors.

4) Results *(see Annex for full Results Framework)*

In addition to its national and global level results, DFID South Africa (DFID-SA) has contributed to the single Africa Regional framework shared with DFID's Africa Regional Department and others. Headlines drawn from the regional framework are ***shaded*** *below. They are included here to indicate the full extent of the work of the DFID-SA unit – but will only be reported on through the Africa Regional Operational Plan.*

Pillar	**Indicator** (annotations N, R and G indicate whether our support is through our national, regional or global action)	**Baseline** (2010)	**Expected results** (annotations A and C indicate attribution or contribution respectively)	**DFID-SA %** (of total DFID result*)
Wealth	Number of new jobs created, including jobs for women	0	300,000 new jobs (150,000 for women) by 2015	100%
	Number of microenterprises receiving loan finance	130,000	Additional 40,000 microenterprises (<5 employees) receiving loans by 2015	100%
	Number of border crossings in tripartite area which cut average crossing time by 50% or more	1	10	40%
	Number of additional people benefiting directly from public private partnerships in cross border value chains	0	4 million	Est 50%
	Giga-watt hours of electricity traded across new cross-border inter-connectors between Zambia, Kenya and Tanzania	0	2,800	100%
Health	Number of women in poor districts receiving at least 4 antenatal contacts during pregnancy and first contact under 20 wks	190,000 (2009)	Additional 156,000 women access early ANC care with 400 maternal deaths saved per year by 2015 directly attributable to DFID	100%
	Ratio of consumer prices (public and private) of essential medicines in SADC against international standards	2.2 (public) 3.8 (private)	1 (for both public and private)	100%
Climate change	Emissions intensity of GDP growth in South Africa	2.65t / 000$	5% reduction by 2015, one third of which is directly attributable to DFID	100%
	South Africa leads a successful COP 17 in 2011	Copenhagen agreement	SA leadership helps ambitious agreement, which triggers inflows of climate finance to Africa by 2012	100%
	Number of additional people directly benefitting from improved management of shared water basins	0	15 million	100%
	Increased number of households with affordable low carbon energy	0	300,000 households with direct access to improved, low carbon energy	Est 50%
Governance	Number of communities supported to hold government to account for effective delivery of services	0	At least 25 by 2015	100%

***** These are indicative figures and may change as joint planning proceeds.

3) Results (continued)

Evidence supporting results

Wealth creation: Evidence of need at **country** level is strong with recent IMF and Organisation for Economic Co-Operation and Development (OECD) reports indicating that current growth is not strong enough to reduce unemployment – and that the current high-carbon growth path is unsustainable. DFID's priority choices for promoting growth and jobs – by addressing lack of skills, encouraging small enterprise development and broadening access to microfinance – are all supported by recent studies (IMF, World Bank, FinMark Trust). Projected results reflect evidence from our current programme experience.

At the **regional** level, evidence for the value of promoting trade in Africa is strong and steadily improving. Evidence underlying individual investments (roads, border points, improvements in regulation, agricultural productivity) is well established. But a challenge is the absence of evaluations assessing the complex and political causal chains, across a number of sectors and countries, required to improve terms of trade.

Climate change: Evidence of **country** level need for mitigation is strong – South Africa is the world's 11th largest carbon emitter. Such resource-intensive growth also represents a major risk to long-term economic stability. Climate change is an emerging science and evidence is still building. However, South Africa has undertaken extensive modelling of options for mitigation. At Copenhagen (2009), South Africa announced ambitious emission reduction targets, conditional on a fair climate change agreement and international finance.

There is also clear evidence of the potential impact of climate change across the Africa **region** - and the economic benefits of action to adapt and mitigate its effects. Our knowledge of what works and what does not is improving. However, given the continuing development of climate science in Africa, evidence underlying some investments is relatively weak. We will continuing investing to improve the evidence base.

Health: Evidence of **country** need is based on thorough analyses of the health sector, including a major DFID-funded government review (2009). The new Service Delivery Agreement between the Presidency and Ministry of Health forms the basis for monitoring the future impact of government, DFID and other donor support. The interventions to reduce maternal, neonatal and HIV related deaths are based on normative guidance from WHO, experience in other countries (e.g. Brazil) and existing support to improve quality of services. At the **regional** level, evidence of likely impact is based on a detailed cost-benefit analysis (SARPAM) with a recent example set in South Africa of an improved national procurement process leading to 50% savings in the cost of essential life-saving medicines.

Governance: Our **country** governance plans focus on two areas – public sector accountability and violence against women and children. In both cases, there is strong evidence of need (SA Presidency 2009; Seedat et al (2009); Jewkes et al (2009)). The results offered on accountability are supported by recent international evidence which highlights the limitations of top-down governance reform – and the need to link citizens into that process (DFID 2010). The evidence for unacceptable and costly violence against women is strong (WHO 2004). However, the evidence on 'what works' is more limited (DFID India 2009; Kim (2009); Gender Links (no date)). This programme will build on existing good practice and rigorously invest in learning more.

Value for Money (VfM) rationale

DFID's whole approach to the South Africa **country** programme presents high value for money. All our funding to South Africa is either targeted at maximising the impact of this country's much larger expenditure on services – or leveraging far greater public or private investment into the country. In the areas of wealth creation and health, we have demonstrated strong value-for-money cases on the basis of units costs (such as cost of a job created and Disability Adjusted Life Years (DALY)). Arriving at estimates of unit costs, and cost-benefit ratios, is more challenging for the newer science of climate change – though high value for money is anticipated - and the less quantifiable impacts of better governance.

Regional economic integration offers very good value for money in trade and regulatory reform, regional transport, electricity infrastructure and better integrating agricultural and financial markets. For example, cutting inland transit times in Africa by one day boosts exports by an average of 7%. Internal Rates of Return on cross border trading initiatives are generally very high. Projections for regional climate change interventions also suggest high value for money. For example, water access can be provided for £1 per person for certain cross border water resources (Regional Transboundary Management Programme). We will be working to improve measurement of value for money across the regional programme. Overall, effective regional interventions also help maximise results and value for money at country level (whether implemented by DFID-SA or other country offices).

4) Delivery and Resources

DFID's office in Pretoria manages three distinct yet inter-related programmes:

• a **country** programme focused on South Africa;

• a **regional** programme, which has recently joined up with the overall Africa regional programme. Regional actions and results in this DFID-SA plan are therefore also included in the Africa Regional Operational Plan;

• a **global** programme supporting the relationship between South Africa and the UK as global development allies. This will be taken forward through DFID's Global Development Partnerships Programme.

Our programme staff are currently structured around two teams – wealth creation and resilient livelihoods (which encompasses climate change, health and governance). During workforce planning, we will be looking at whether tighter links could be forged between our structure and priority BAR pillars. **All teams work to varying degrees across the country, regional and global levels**. The credibility, relationships and knowledge we build at each level thus supports our action at other levels.

There are also strong conceptual **links between our four pillars**: wealth creation; climate change; health; and governance. For example, sustaining growth in South Africa demands shifting to a lower carbon pathway. Poor health is a drag on the economy – and less unemployment means better health. Our work on public sector performance monitoring will directly benefit our investments in health - as well as improving government accountability more broadly. And in addition to our planned work for directly tackling gender-based violence, attention to the status and welfare of women and girls is critical across the board (e.g. reducing the risks of women contracting HIV and unlocking women's potential in the economy). In some areas, we are already exploiting synergies between pillars – such as between wealth creation and climate change. But we will be exploring means to maximise cross team links throughout the period of this Operational Plan.

Delivery routes and partnerships
The complex nature of our programme demands that we invest in creation of trusting relationships with a wide range of partners. Across the board, we retain a strong working relationship with other members of the **'UK family' in South Africa** (including FCO, Ministry of Defence (MoD) and UK Trade and Investment (UKTI). This reflects the close relationship between our mutual aims which are set out in a joint UK-SA strategy. In addition:

• At the **country** level, our principal delivery route is through technical assistance to government. We are engaged at senior level with relevant government departments across the priority pillars. Business and organised labour are also strong partners on wealth creation and climate change.

Donor coordination in South Africa is weak - a reflection of the limited value of donor harmonisation in a country where oda is less than 1% of national income. However, the UK and EU have a close and valuable relationship, with co-funding and joint influence across all pillars.

• At the **regional** level, we primarily deliver through technical assistance and funding to the Regional Economic Communities (RECs). The principal mechanism for delivery of our component of the wealth creation regional programme will be through our MoU with the Tripartite (COMESA, EAC, SADC) supported by TradeMark Southern Africa technical assistance and capital funding. We also work in other areas through individual RECs and regional civil society organisations.

• At the **global** level, we deliver through influence based on our relationships, credibility and knowledge built on country and regional actions. Our close relationships with other DFID departments (e.g. Africa Regional Department (ARD), Trade and Policy Unit (TPU), G20 team, climate change team) and other government departments are vital in translating this into political impact.

4) Delivery and Resources (continued)

Programme spend - showing country and DFID-SA responsibility for regional programme spend (shaded)

Pillar	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL	
	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 DFID SA spend	5,500	0	6,000	0	6,000	0	6,000	0	6,000	0	24,000	0
Regional	8,500	30,000	12,800	0	26,300	20,000	34,900	20,000	34,000	20,000	108,000	60,000
Climate Change DFID SA spend	1,700	0	2,000	0	2,000	0	4,600	0	4,600	0	13,200	0
Regional	14,100	0	21,000	0	38,600	0	52,400	0	10,000	0	123,000	0
Governance DFID SA spend	1,600	0	1,500	0	1,500	0	1,500	0	1,500	0	6,000	0
Regional	3,200	0	1,500	0	1,500	0	2,000	0	1,000	0	6,000	0
Education												
Reproductive, Maternal and Newborn Health	8,000	0	9,500	0	9,500	0	6,900	0	6,900	0	32,800	0
Regional	15,200	0	3,300	0	5,300	0	7,100	0	4,500	0	20,200	0
Total (country)	**16,800**	**0**	**19,000**	**0**	**19,000**	**0**	**19,000**	**0**	**19,000**	**0**	**76,000**	**0**
Total (regional)	**41,000**	**30,000**	**38,600**	**0**	**71,700**	**20,000**	**96,400**	**20,000**	**49,500**	**20,000**	**256,200**	**60,000**

Figures for DFID-SA's portion of regional spend are included here for reference – but they will only be counted and scored against the Africa Regional budget and plan.

DFID Department for International Development

4) Delivery and Resources (continued)

Operating costs

	2011/12	2012/13	2013/14	2014/15	Total
	£ (‘000)	£ (‘000)	£ (‘000)	£ (‘000)	£ (‘000)
Frontline staff costs – PAY	1,638	1,708	1,708	1,708	6,762
Frontline staff costs – Non-PAY	1,207	1,265	1,384	1,508	5,364
Administrative costs – PAY	330	280	280	280	1,170
Administrative costs – Non-PAY	75	92	62	34	263
Total	**3,250**	**3,345**	**3,434**	**3,530**	**16,730**

DFID Department for International Development

4) Delivery and Resources (continued)

Efficiency savings

Delivering Programme Efficiencies

Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation	Between April 2009 and March 2015, DFID-SA will have reduced its number of programmes from 40 to 23. In April 2009, there were 18 programmes under £5m. This number will be 2 or less by March 2015.	Estimated £40,000
	We are closing country programmes in Angola and Lesotho during 2011/12.	Savings of £65,000 (Lesotho)
Further examples of Programme efficiency	Significant Consolidation of Government Overseas exercise under consultation.	TBC

	2011/12		2012/13		2013/14		2014/15	
Administrative Cost Savings Initiative	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in Consultancy Payments	0	10	0	0	0	0	0	0
Reduction in Travel	0	0	0	0	0	0	0	0
Reduction in Training	0	5	0	0	0	0	0	0
Reduction in Estates and Property Costs	0	22	0	0	0	30	0	0
Reduction in costs as a result of Office Res	23	0	33	0	0	0	0	28
Other Reductions	0	5	0	0	0	0	0	0
Total	23	42	33	0	0	30	0	28

Reductions are forecast with a degree of certainty for 2012/13. Increase in pay is due to staff moving from programme funding to admin for a (new, temporary) 12 month post. Reductions in later years are assumed to come from Consolidation of Government Overseas but options are under consideration, savings cannot be confirmed.

5) Delivering Value for Money (VfM)

Challenges

DFID-SA's complex and sometimes unpredictably political delivery channels pose manageable challenges in driving and measuring value for money:

- At country level, we target technical assistance and resources at government and other partners, to maximise the impact of their own expenditure. Delivery chains and attribution are therefore complex.
- At the regional level, we are one of many actors seeking to progress complex, slow-moving agendas. Once again, delivery chains and attribution are complex.
- At the global level, results are frequently unpredictable, driven by multiple political forces as well as the actions of DFID and direct partners.

DFID-SA Cabinet is leading on developing a value for money Strategy and Action Plan which will be completed by June 2011 and will be operated until 2015. Given the particular nature of our challenges, we will also invest in gathering lessons for dissemination to others. The strategy will include the following components:

1. Improving DFID-SA's awareness, commitment and capacity on value for money

- DFID-SA will focus on value for money as its office-wide learning goal through 2011-12, beginning by carrying out a Commercial Capability Review in March 2011. It will be vital to help DFID staff recognise that value for money is something we <u>all</u> have a responsibility to understand and improve.

- DFID-SA is also recruiting an additional economist in early 2011/12, who will focus on value for money amongst other issues. He/she will work with Cabinet to assess draft Business Case proposals, providing advice and quality control.

2. Improving DFID-SA programme value for money

- Based on training received, we will take a more commercial approach to procurement and management of contracts, both on programme and office issues.

- Head of Cabinet and Head of Office will scrutinise Business Cases to ensure value for money is given high profile and rigorously addressed.

- DFID-SA has Value for Money audits in progress on two of its major programmes. We will continue to use audits and other measures to build systematic value for money review into annual programme reviews to inform implementation and learn lessons for the future.

3. Working with partners to raise awareness and commitment to value for money

-We will encourage the government to develop its actions on value for money, building on existing work on public sector performance management.

- We will develop procedures and benchmarks to systematically assess the internal and programme efficiency of non-government partners – and encourage them to work with us to improve the value for money of joint interventions.

4. Scrutiny of operating costs to find efficiencies

- We have already put significant effort into finding efficiencies in our operating costs and will continue to scrutinise our costs to find further savings.

- In the past year we have made initial moves to share more services with the British High Commission, such as security. We will continue to consider options for sharing more services, including potential relocation in the High Commission, over the next 12 months, which will generate significant savings for DFID.

6) Monitoring and Evaluation

Monitoring

DFID-SA will carry out ongoing monitoring to assess progress against this Operational Plan and the Results Framework.

How: We will make sure all of our programmes have a monitoring framework, which will track progress for the programme against outputs. New and innovative programmes will have especially rigorous monitoring. At the same time, we will strengthen the capacity of the public sector performance monitoring system so that we and others can use it to measure higher level outcome indicators for the whole country.

Who: DFID staff will assess performance in relation to the overall Operational Plan and make sure that all programmes deliver the information required for monitoring the indicators in the results framework. We will work closely with partners, who will normally be responsible for the actual monitoring of progress in programmes.

When: Each programme will develop its own reporting timetable but at a minimum each programme will be monitored annually. Progress towards operational plan objectives will be reviewed every six months by the Leadership Group, which will take decisions where performance needs to improve.

What: Monitoring information will be used to influence the future direction of the programme and to reconsider approaches where necessary. At an operational plan level, the information will be used to determine areas of strong and weaker progress, so that remedial action can be taken where progress is slow.

Evaluation

We will develop a detailed evaluation strategy in 2011 to establish how best to assess all our programmes as part of the Operational Plan, including how we might involve the recipients of UK aid directly.

We will ensure that all DFID-SA programme staff are adequately informed and understand the importance of good evaluation. During 2011/12, we will recruit a Results Adviser to help ensure that all programmes are evaluated to a high standard. DFID-SA's Communications Adviser will work closely with him/her to develop effective ways to communicate emerging results.

Many of our programmes have independent evaluations planned. As part of our overall evaluation strategy we will examine whether more programmes require independent evaluations. The approach will vary depending on the type of programme. High priority and innovative programmes such as TradeMark Southern Africa and our support to South Africa's health service reforms will receive special attention. We are in communication with Research and Evidence Division in developing these. DFID-SA will work with partners and support them to ensure evaluations are carefully planned, conducted and used.

Building capacity of partners

Over the past year, the government has stepped up its commitment to public sector performance monitoring and accountability, with each department now working towards specific and measurable public targets. DFID-SA is already supporting this directly through our work within the Department of Health – and will continue to do so over the CSR period. We are also planning to support the Presidency's wider monitoring and evaluation efforts, with potential impact across the sectors.

7) Transparency

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

DFID South Africa will meet its commitments in the UK Aid Transparency Guarantee.

DFID South Africa will meet the commitments made by DFID in the UK Aid Transparency Guarantee, publishing comprehensive details of all new projects and programmes and procurement.

All payments and documents which are scheduled for publication will be quality assured first by the Head of Cabinet and then by the Head of DFID South Africa if necessary; documents will also be checked to ensure that published information is in plain English and free of jargon.

During 2010 DFID-SA has focused on training and supporting programme and procurement staff to ensure that the implications of the new transparency processes are fully understood and that action is taken to make our data understandable and accurate. This effort will continue through 2011 as the new processes bed down.

We will seek to embed a transparency element into the development of all our project documentation so it becomes a constant presence in our work.

We have already begun to look at ways to increase transparency through programming:

- In 2011 we will begin implementing a new governance programme to develop monitoring and evaluation systems within the Government of South Africa. This will bring Government performance data to citizens, supporting the Government's efforts to become more transparent and accountable to its citizens.
- Our work on health includes support to citizens to compile local reports on whether national policy commitments are delivered at facility level.

In terms of transparency with our partners, we will continue to hold an annual meeting with key civil society organisations to discuss programme areas and key policy issues. On our Wealth Creation programme, TradeMark, we are in regular communication with our partners to keep them updated on DFID's transparency requirements.

We will meet the standards set out in the International Aid Transparency Initiative (IATI), and encourage our partners in civil society, multilateral organisations and other donors to do the same.