



# Operational Plan 2011-2015

## DFID Southern Africa

Updated June 2013

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

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# Introduction

The UK Government is determined to help end extreme poverty around the world. We believe that international development is not just the right thing to do, but the smart thing to do. Britain has never stood on the sidelines, and it is in all our interests for countries around the world to be stable and secure, to have educated and healthy populations and to have growing economies. DFID aims to end aid dependency through jobs – building the economies of developing countries so that they can stand on their own feet.

No country can develop with only half of the population involved, that is why DFID is scaling up its support for women and girls across all of our country programmes, including an increased emphasis on girls education and preventing violence against women and girls.

We are also focussing on what works, investing in research and taking advantage of new technology to ensure that UK development support has the greatest impact.

DFID is committed to being a global leader on transparency, and in 2012 was ranked the top aid organisation in the world for transparency. Transparency is fundamental to improving accountability both to UK citizens and to citizens in the countries where we work. Transparency also helps us achieve greater value for money and improves the effectiveness of aid. As part of our commitment to transparency we publish Operational Plans for each area of our work setting out what we will achieve and how we will achieve it. In June 2013 DFID launched a new online tool, Development Tracker, to provide an easy way to access information and data about DFID programmes.

With less than 1000 days to go, we will continue to focus our efforts on delivering the Millennium Development Goals, creating wealth in poor countries, strengthening 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

South Africa has achieved remarkable progress since the transition from apartheid to democracy. Against the predictions of many, it has maintained a stable society and a growing economy. Poor people's lives have improved. South Africa ranks highly on the Ibrahim index of governance indicators, positioned 5<sup>th</sup> of 52 African countries, notably on accountability, rule of law and the regulatory environment.

But apartheid left South Africa an **economically divided population**: it is one of the most unequal countries in the world (Gini 0.67) where the majority were excluded and 13.8% of its 50 million people survive on less than \$1.25 per day. Growth (3.6% on average between 2002 and 2011) has neither been high enough nor sufficiently inclusive to reduce unemployment (currently at 24% - up to 50% for 15-24 year olds). Neither have the high levels of social expenditure had sufficient impact on poverty. South Africa's challenge – set out in its National Development Plan – is to ensure that growth increasingly drives poverty reduction for the majority. The Government is taking steps to improve performance and accountability for service delivery, but there is a long way to go.

South Africa is also the world's **11th highest carbon emitter** and produces 40% of Africa's fossil fuel emissions. Its CO<sup>2</sup> emissions per capita are seven times higher than India. A meaningful global deal on climate change needs South Africa on board – as a major emitter and as an influential BRICS 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.

## 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 beyond the region

Today, South Africa's growing role as a provider of development cooperation, through the establishment of the South African Development Partnership Agency (SADPA), and as a voice on global development policy is helping to tackle a wide range of the continent's remaining challenges. It represents a third of the sub-Saharan economy, and plays a central role in regional institutions such as the African Union. South Africa is the only African country with a seat at the G20, and aspires to use this to ensure that global economic frameworks take the interests of developing countries into account. As a member of the BRICS group, South Africa is at the forefront of the "emerging powers" on global development 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 of a programme which targets poverty within South Africa and the region, looking outwards with a range of regional partners to address shared development objectives in sub-Saharan Africa and beyond. **Programmes at national, regional and global levels will interlock** and reinforce each other in partnership with organisations in the region. For example, support to national efforts to reduce carbon emissions helps make South Africa a credible international negotiator and helps unlock international finance to accelerate action on the continent. Our work to strengthen bodies such as South Africa's revenue service has helped to build institutions which can serve as a model for the whole region, and which can themselves work with other countries to solve their own development challenges. The UK's growing regional programme is focussed on unlocking trade barriers, supporting Africa's management of shared resources, and promoting sustainable climate adaptation. We will support national and regional initiatives to support trade integration across Africa.

**In South Africa**, our role is not one of large-scale funding to support service delivery - South Africa has its own resources for that. 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. In partnership with South African institutions and the South African Government, the 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 gender based violence; and strengthening public sector performance management and accountability.

**At the heart of DFID Southern Africa's 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 and integration. This demands that we sustain our strong partnerships and engagement at both political and working levels – at country level, 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 the London based regional department and country offices, DFID Southern Africa focuses its regional efforts on promoting the Africa Free Trade initiative, through reducing the costs of trade across Africa and enhancing sustainable infrastructure and energy; supporting innovative finance, and tackling the impacts of climate change. The UK will back initiatives that bring Africa's "neighbourhood" closer, promotes sustainable change, reduces climate impact, and improves the lives of the poorest.

**New regional and global partnerships are being built with South Africa in its role as an emerging power.** South Africa's desire and ability to influence regional and global decisions to benefit poorer countries, makes it a key ally for the UK in the achievement of development objectives. We are working to identify a range of areas where we can work together, including with the new South African Development Partnerships Agency and in support of new forms of south-south cooperation, for regional stability and sustainable development. That includes work to enable other African countries to learn from South Africa and UK experience and institutions in areas such as taxation, customs, and access to medicines. And we are strengthening our partnership in global institutions such as the G20, including links with the G8 and the BRICS, where we can work together for economic stability, growth, and poverty eradication. As we approach 2015, we will work together for a new development agenda agreed by the UN to succeed the current Millennium Development Goals..

### Alignment to DFID and wider UK Government priorities

Our national, regional and global efforts are firmly in line with DFID's Structural Reform Plan priorities. Improving the lives of girls and women is a particular priority – through new work tackling gender-based violence, the reduction of maternal mortality and ensuring that new jobs created benefit both women and men. In addition, a range of DFID Southern 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. Our close relationships with the Foreign and Commonwealth Office (FCO), UK Trade and Investment (UKTI) and other UK departments in Southern Africa are an important platform in this respect.

### What we will stop doing

In support of the commitment to tighten the geographic focus of UK aid, we phased 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.



### 3) Headline results

*In addition to its national and global level results, 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 (by 2015 unless stated)	DFID-SA % (of total DFID result*)
<b>Wealth</b>	Number of new jobs created or saved, including jobs for women <b>(N)</b>	0	300,000 jobs (150,000 for women) <b>(C)</b>	100%
	Number of additional people receiving loan finance and/or micro insurance <b>(N)</b>	0	40,000	100%
	Number of border crossings in tripartite area which cut average crossing time by 30% or more <b>(N, R)</b>	1	10 border crossings <b>(C)</b>	40%
	Number of additional people benefiting directly from national and cross-border value chains <b>(R)</b>	0	3 million people (50% women and girls) <b>(A)</b>	Est 50%
	Giga-watt hours of electricity traded across new cross-border inter-connectors in the Tripartite area <b>(R)</b>	0	2,800 <b>(C)</b>	100%
<b>Health</b>	Maternal mortality ratio <b>(N)</b>	310 per 100,000 live births (2008)	270 per 100, 000 live births by 2014 <b>(C)</b>	100%
	Ratio of consumer prices (public) of selected essential medicines in SADC against international standards	2.3	1 <b>(C)</b>	100%
<b>Climate change</b> *	Tons of Co2 avoided / Gigawatts of low carbon energy installed <b>(N)</b>	0	By 2015 DFID programmes will support South African business to take actions that will save 3.6 mtCO2 over the lifetime of the projects implemented, compared to business as usual	100%
	South Africa hosts a successful COP 17 conference in 2011 which delivers progress on the global negotiations and on climate finance. <b>(N, R, G)</b>	Copenhagen agreement	COP 17 agreement demonstrates progress since COP16. Green Fund is operational. <b>(C)</b>	100%
	Number of people directly benefitting from improved management of shared water basins <b>(R)</b>	350,000	15 million (50% women and girls) (by 2020) <b>(C)</b>	100%
	Number of people with improved access to low carbon energy <b>(R)</b>	0	300,000 people <b>(A)</b>	Est 50%
<b>Governance</b>	Number of service user communities monitoring government performance <b>(N)</b>	0	At least 25 by 2015 <b>(A)</b>	100%

• DFID climate change programming is subject to the strategy and allocations of the UK's cross-Government International Climate Fund (ICF)



## 3) Results (continued)

### Evidence supporting results

**Wealth creation:** Evidence of need at **country** level is strong with recent IMF and 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 **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 11<sup>th</sup> 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. 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 continue 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 [The World Health Organisation \(WHO\)](#), experience in other countries (e.g. Brazil) and existing support to improve quality of services. At **regional** level, evidence of likely impact is based on a detailed cost-benefit analysis for the access to medicines programme, 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 learn from existing good practice and rigorously invest in learning more.

### Value For Money (VFM) rationale

DFID's approach to the South Africa country programme is based on evidence of value for money. UK funding to South Africa is targeted at maximising the impact of this country's much larger expenditure on services and on leveraging 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 unit costs (such as cost of a job created and Disability Adjusted Life Years (DALY)). For the newer science of climate change methods for estimating unit costs and for delivering value for money are being developed and reflected in new business cases in these programme areas. **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 strengthen 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 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 three teams – wealth creation, MDG health / governance and climate change. **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, MoD and UKTI). This reflects the close relationship between our mutual aims which are set out in a joint UK-SA strategy. In addition:

- At **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 **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 **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, Trade Policy Unit, G20 team, climate change team) and other government departments are vital in translating this into political level impact.



## 4) Delivery and Resources (continued)

### Planned Operating costs

	2011/12	2012/13	2013/14	2014/15	Total
	£ (,000)	£ (,000)	£ (,000)	£ (,000)	£ (,0000)
Frontline staff costs – PAY	1,254	1,619	1,948	2,027	6,848
Frontline staff costs – Non-PAY	1,373	1,392	1,042	1,057	4,864
Administrative costs – PAY	283	212	204	229	928
Administrative costs – Non-PAY	140	102	17	16	275
<b>Total</b>	<b>3,050</b>	<b>3,325</b>	<b>3,211</b>	<b>3,329</b>	<b>12,915</b>





## 4) Delivery and Resources (continued)

### Planned Efficiency savings

<b>Delivering Programme Efficiencies</b>	
Category	Details
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.
	Our country programmes in Angola and Lesotho were closed 2011/12.
Further examples of Programme efficiency	Consolidation of Government Overseas exercise still ongoing.

	2011/12	2012/13	2013/14
<b>Administrative Cost &amp; Savings Initiative</b>	<b>Non Pay £'000</b>	<b>Non Pay £'000</b>	<b>Non Pay £'000</b>
Reduction in Consultancy Payments		0	0
Reduction in Travel	75	76	80
Reduction in Training	21	11	10
Reduction in Estates & Property Costs	294	298	357
Reduction in costs as a result of Office Restructuring	125	68	0
Other Reductions		0	0
<b>Total</b>	<b>515</b>	<b>453</b>	<b>447</b>

Reductions in outer years are assumed to come from Consolidation of Government Overseas but options are under consideration, savings cannot be confirmed.



## 4) Delivery and Resources (continued)

**Planned Programme spend (£'000)** - showing country and DFID-SA responsibility for regional programme spend (shaded)

Pillar	2010/11		2011/12		2012/13		2013/14		2014/15		Total	
	Res	Cap	Res	Cap	Res	Cap	Res	Cap	Res	Cap	Res	Cap
Wealth (country)	5,500	0	1,200	0	1,600	0	2,500	0	2,100	0	12,900	0
Regional	8,500	30,000	11,510	0	12,535	0	13,762	0	7,738	15,000	54,066	30,000
Climate (country)	1,700	0	247	0	1,200	0	4,654	0	5,982	0	13,783	0
Regional	14,100	0	6,273	0	22,366	0	40,481	0	37,476	0	119,744	0
Gov (country)	1,600	0	2,953	0	2,000	0	2,000	0	2,000	0	10,553	0
Regional	3,200	0	1,062	0	0	0	0	0	0	0	4,262	0
Repr, Mat & Newborn Hlth & HIV & Aids	8,000	0	13,747	0	14,200	0	12,051	0	6,474	0	58,045	0
Regional	15,200	0	6,387	0	10,621	0	4,596	0	6,704	0	52,495	0
<b>Total (country)</b>	<b>16,800</b>	<b>0</b>	<b>19,000</b>	<b>0</b>	<b>19,000</b>	<b>0</b>	<b>21,205</b>	<b>0</b>	<b>16,600</b>	<b>0</b>	<b>95,281</b>	<b>0</b>
<b>Total (regional)</b>	<b>41,000</b>	<b>30,000</b>	<b>38,600</b>	<b>0</b>	<b>45,522</b>	<b>0</b>	<b>58,839</b>	<b>0</b>	<b>51,918</b>	<b>15,000</b>	<b>230,567</b>	<b>45,000</b>
Global Development Partnerships Programme (GDPP)	0	0	84	0	1,208	0	4,150	0	5,450	0	10,808	0
<b>Final Total</b>	<b>57,800</b>	<b>30,000</b>	<b>57,684</b>	<b>0</b>	<b>65,730</b>	<b>0</b>	<b>84,194</b>	<b>0</b>	<b>73,968</b>	<b>15,000</b>	<b>325,848</b>	<b>45,000</b>

Figures for 2010/11 and 2011/12 are actual outturn; 2012/13 are provisional outturn and 2013/14 and 2014/15 are planned budgets.



## 5) Delivering Value for Money

### Challenges

DFID-SA's complex and sometimes unpredictable 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 help maximise the impact of their own expenditure. Delivery chains and attribution are therefore complex.
- At regional level, we are one of many actors seeking to progress complex, slow-moving agendas. Again, delivery chains and attribution are complex.
- At global level, results are frequently unpredictable, driven by multiple political forces as well as the actions of DFID and direct partners.

DFID-SA has developed a value for money strategy which will be operational until 2015. 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 2012-13. We began by carrying out a Commercial Capability Review in March 2011.
- DFID-SA recruited a Results and Evaluation Adviser in 2011/12, who focuses on value for money amongst other issues. For example, working with Cabinet to assess draft Business Case proposals, providing advice and quality control on programme monitoring and evaluation. A Regional Commercial Adviser has been recruited to improve our value for money through procurement.

#### 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 Deputy Head of Office will scrutinise Business Cases to ensure value for money is given high profile and rigorously addressed.
- DFID-SA will continue to undertake value for money audits on some 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 are working with the Government of South Africa to develop its actions on value for money, building on existing work on public sector performance management.
- We 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. Due diligence assessments are now standard in the review of potential implementing partners.

#### -4. Scrutiny of operating costs to find efficiencies

- We have put significant effort into finding efficiencies in our operating costs and will continue to scrutinise our costs to find further savings. In particular we have taken action to share more services with the British High Commission, pursuing consolidation of corporate services with other HMG partners in-country, in areas such as security and domestic accommodation. We co-located with the High Commission in July 2012 and have seen significant savings across a number of areas including office rental, security, telephone lines. We are considering whether further services can be outsourced, and if purchasing power can be increased through joint procurement with UK Government partners. We continue to test the market regularly for efficiency in local procurement and suppliers.



## 6) Monitoring and Evaluation

### Monitoring

DFID-SA will carry out monitoring to assess progress against this Operational Plan and the corresponding results framework.

**How:** We will make sure all of our programmes have a monitoring framework to assess progress and emerging results. New and innovative programmes will have especially rigorous monitoring.

**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 implementation partners, who will normally be responsible for the actual monitoring of progress in programmes, and with DFID's Africa Regional Department to strengthen the links between regional monitoring, country level and private sector monitoring systems.

**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 DFID Southern Africa 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

DFID Southern Africa has developed a Monitoring and Evaluation Strategy jointly with Africa Regional Department which will guide our use of evidence, monitoring prioritise evaluation across the regional and bilateral programmes. This strategy sets our criteria for evaluation of all existing and new programmes. These include the strength of existing evidence, programme size and risk level, the scope for evaluation to inform future programme design or implementation, interest amongst programme partners for joint evaluation, and opportunity to contribute to wider priority questions identified by DFID or others to strengthen the evidence base. The evaluation approach (e.g. impact, theory based or process evaluation) will vary depending on the type of programme. Programmes already identified for evaluation include the Trademark Southern Africa Programme, our support to South Africa's health service reforms and some of our major climate change programmes. DFID-SA will work with partners and support them to ensure evaluations are carefully planned, conducted and used.

We will ensure that relevant DFID-SA staff are adequately informed and understand the importance of good evaluation through training activities. During 2011/12, we recruited a Results and Evaluation Adviser to help embed high quality monitoring and evaluation across our programmes.

### Building capacity of partners

Over the past year, the Government of South Africa 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. Starting in 2012, we support the Presidency's wider monitoring and evaluation efforts across its public sector service delivery sectors. This innovative programme is enhancing transparency in resource allocation, and accountability for use of resources by the South African government. Civil society plays a critical role in keeping account of government commitments at national and decentralised levels.



## 7) Transparency

**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 we will provide opportunities for those directly affected by our projects to provide feedback. *DFID Southern Africa will meet its commitments in the UK Aid Transparency Guarantee.***

Transparency is one of the top priorities for the UK Government. DFID Southern Africa 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. We will provide opportunities for those directly affected by our projects to provide feedback.

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 Southern 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. These processes have been bed down and transparency checks continue on a monthly basis.

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 2012 we started 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.



## 8) UK Human Rights Assessment

The UK recognises that the realisation of all human rights underpins sustainable development. Through its development programmes, the UK aims to support civil society and governments to build open economies and open societies in which citizens have freedom, dignity, choice and control over their lives; and institutions that are accountable, inclusive and responsive.

### Human Rights Context:

**Economic and social rights:** Despite slower progress in MDG's 1 (poverty and hunger), 4 (child mortality) and 5 (maternal health), South Africa remains on track to meet a majority of its MDG targets by 2015. There has been notable progress in tackling HIV included access to Anti Retro Viral treatments from 500,000 in 2008 to 1.9 million in 2012 and decreases in mother to child transmission. The school enrolment MDG target has been achieved with literacy and completion targets on track. Progress was marred by issues of access to public services and high levels of unemployment, poverty, poor maternal health indicators coupled with extreme inequality – with an inequality index\* rating of 0.7 the country is rated as one of the most unequal in the world. Unemployment remains extremely high at 33% and the last recorded World Bank headcount poverty was 23% in 2006. South Africa scores 0.629 and is rated at 121 of 186 countries on the 2012 Human Development Index (HDI) moving up 1 place since 2011.

**Non-Discrimination:** South Africa ranks at 90 in the 2012 UNDP gender inequality index, scoring 0.462; it has already achieved or likely to achieve all MDG gender equality indicators. Despite progress, a very high prevalence of gender-based violence suggests that gender discrimination is still deeply pervasive within South African society – 1 in 4 women will be victims of rape. The Traditional Courts Bill, reintroduced for consideration in 2012, could entrench a number of harmful traditional practices, such as virginity testing and *ukutwala* (forced marriage), in law. The Constitution provides strong legal protection for minority rights. South Africa continued to show positive leadership at the UN on LGBT rights, sponsoring a resolution at the Human Rights Commission on Human Rights, Sexual Orientation and Gender identity. Those who have jobs face sharp disparities in wage earnings based on race, gender, location and union membership. Geographic location and education are also now key predictors of inequality of access to services and employment. South Africa received the lowest possible rating by the African Peer Review Mechanism in July 2012 in relation to its treatment of refugees and migrants.

**Civil and Political Rights:** Freedom House 2013 index rates South Africa as 'Free' and rates it as 2 (1 being most free, 7 being least free) in the index and was ranked 69 of 176 countries surveyed in Transparency International's (TI) 2012 Corruption Perceptions Index, but the country had dropped 5 places in the TI index since 2011 and allegations of corruption at the local and national level are common. Incidents of police brutality, such as the Andries Tatane shooting during a service delivery protest in 2011, the Marikana mine shootings of August 2012 and the recent death in police custody of Mido Macia, led to criticism of South Africa's record on civil and political rights. Despite this, the South African Institute of Security Studies report that between 2011 and 2012 reported incidents of offences by police actually fell by 7% from the previous year to 2,320. Proposed legislation potentially limiting freedom of expression and granting greater powers to intelligence agencies continues to be widely contested by civil society and some parliamentarians, despite amendments made after previous scrutiny in 2012. The Universal Periodic Review reported in July 2012 and the Government provided a response via an addendum accepting 120 and rejecting 14 of 151 recommendations put forward. Implementation of recommendations will be reviewed at the next UPR process (date to be confirmed).

### Direction of travel:

**Economic and Social Rights:** Improving: Progress against MDG targets in health and education is positive. Slower than expected economic growth and equitable access to public services remain major challenges. **Non-discrimination:** Static: The Ministry of Women, Children and People with Disabilities and other key agencies are under-resourced to tackle the problem and greater high level commitment and political will is needed. More equal access to public services and better job and education opportunities are central to South Africa's blueprint for inclusive economic growth, launched in 2013. **Civil and Political rights:** Static with potential to deteriorate: Increased action against police abuse and the passing of the Protection of State Information Bill will be key indicators to watch in 2013. There is significant tension around civil and political rights, characterised by the struggle between the ANC, its coalition partner Cosatu and an alliance of media and civil society over the substance and approach to human rights in South Africa.

### UK approach and focus:

Both DFID and the FCO have an on-going dialogue with South Africa on human rights, using a thematic focus through the programs described below as an entry point for addressing key concerns and working together to achieve mutual goals. **Economic and Social Rights:** DFID bilateral support to health includes improving universal access to health, tackling HIV/AIDS, support to Reproductive Maternal and Child Health and improving access to pharmaceuticals. Wealth creation programmes support economic growth through infrastructure along key trade corridors and piloting innovations to improve access to finance for the poor in South Africa. **Non-Discrimination:** DFID supports a 3-year programme to prevent violence against women and children in partnership with UNICEF. **Accountability and transparency:** DFID and the FCO support accountability and transparency through civil society in South Africa and the region. South Africa is a founding member with the UK of the 'Open Government Partnership'. **Civil and political rights:** The FCO works with the South African Police Service (SAPS) through UK technical support and funding.

\* The Gini coefficient measures income inequality, a low Gini coefficient indicates a more equal distribution, with 0 corresponding to complete equality, while higher Gini coefficients indicate more unequal distribution, with 1 corresponding to complete inequality



# Annex A: Revisions to Operational Plan 2012/13

## Key revisions to Headline Results (Section 4):

Indicator: Tons of Co2 avoided / Gigawatts of low carbon energy installed: *Baseline data now added and is 0. Expected Result by 2015 has been updated to say: By 2015 DFID programmes will support South African business to take actions that will save 3.6 mtCO2 over the lifetime of the projects implemented, compared to business as usual.*

We have also updated the following:

- Updated the Context, Vision, Results, Delivery and Resources sections to reflect new data and other changes during the during the year.
- Updated the Results VfM rationale to reflect the recruitment of a new Regional Commercial Adviser to help improve value for money through procurement.
- Updated the Transparency section to reflect bedding down of transparency processes in DFID-SA
- The Human Rights Assessment has been updated with more recent human rights indicator data and a subsequent review of the direction of travel.
- Updates to the Women and Girls Annex include revisions to the Results Areas under the four pillars of the DFID Gender Vision. The Climate Change results updated as per the ARD Gender regional Strategy, and new Reproductive Health Results have been added.

## Progress towards headline results\* *max 8 results – examples included*

# Annex B: Results Progress

Pillar	Indicator (annotations N, R and G indicate whether our support is through our national, regional or global action)	Baseline (2010)	Progress towards results (include year)	Expected Results include year
<b>Wealth</b>	Number of new jobs created or saved, including jobs for women (N)	0	No major change in labour legislation since last year so the 850,000 jobs saved last year remain. Over the last year, DFID contributed to the creation of 40,000 jobs and the saving of 13,000 jobs through support to the Community Work Programme, youth employment schemes, a training scheme for workers at risk of redundancy and measures to help firms become more competitive.	300,000 jobs (150,000 women)
	Number of additional people receiving loan finance and/or micro insurance (N)	0	2012/13: On track. > 10,000.	Additional 40,000
	Number of border crossings in tripartite area which cut average crossing time by 30% or more (N, R)	1	2012/13: On track but challenging. Detailed project plans being developed for Kasumbalesa and Nakonde-Tunduma with full implementation possible. Chirindu continuous improvement. TMSA role at Beitbridge unclear, so will need to be working on other border posts if Beitbridge ruled out.	10 border crossings
	Number of additional people benefiting directly from national and cross-border value chains (R)	0	2012/13: Final results for 2011/12 are 1.5 million, already halfway to the 2015 target. Two further projects were approved in 2012/13 which will complete delivery of the OP result.	3 million people (50% women and girls)
	Giga-watt hours of electricity traded across new cross-border inter-connectors in the Tripartite area (R)	0	2012/13: DRC Zambia interconnector should be agreed in April, which means target can be met but tight. The Z-T-K interconnector moving slowly, so will not deliver in the target timeframe.	2,800
<b>Health</b>	Maternal mortality ratio (N)	310 per 100,000 live births (2008)	2012/13: Based on GSA statistics, DFID attribution will only be available after final evaluation conducted	270 per 100,000 live births by 2014
	Ratio of consumer prices (public) of selected essential medicines in SADC against international standards.	2.3	2012/13: Partial update for only 3 countries (not representative of the region) with valid data on procurement of selected medicines in 2010/11 and 2012/13: average price ratio has improved from 7 to 2.72. an alternative programme indicator may be used in future.	1
<b>Climate change*</b>	Tons of Co2 avoided / Gigawatts of low carbon energy installed (N)	0	2012/13: BC to be approved in May 2013. Expected result for 13/14: is 1.3 million tonnes of Co2 avoided.	3.6 million
	South Africa hosts a successful COP 17 conference in 2011 which delivers progress on the global negotiations and on climate finance. (N, R, G)	Copenhagen agreement	Achieved	
	Number of people directly benefitting from improved management of shared water basins (R)	350,000	2012/13: On track. 350,000 people in the Nile Basin previously reported continued to benefit in 2012/13, plus 20,000 beneficiaries from new water basin programme in Southern Africa.	15 million (50% women and girls)
	Number of people with improved access to low carbon energy (R)	0	Target currently off track due to original ICF bids not being approved at start of OP and changes in attribution methods, expected results to be confirmed by September 2013.	2012/13: 8,100
<b>Governance</b>	Number of service user communities monitoring government performance (N)	0	2012/13: 5 On track	25

\* These results may not be directly aggregatable with other country results due to different measurement methodologies





# Annex C: Women and Girls

## Background

Gender inequality (inequality in social, political and economic relations between men and women) is a key driver of poverty and vulnerability in Southern Africa. Three of the bottom 10 ranking countries in the UN Gender Inequality Index are in Southern Africa. In 2012, South Africa became the ninth country to ratify the SADC Gender Protocol, which enabled the Protocol to go into force (as two thirds of the signatories had ratified and bought into aligning their gender policies and action plans to Protocol targets and costing implementation). During 2012, momentum has also mounted for an Addendum to the Protocol on Gender and Climate Change - a principle accepted by Gender ministers in the lead up to COP 17. Eleven SADC countries now have 365 Day National Action Plans Against Gender-Based Violence. Despite progress in national and regional frameworks there are significant implementation challenges, and women and girls continue to have unequal status in several areas:

**Poverty, Hunger and Vulnerability:** Women constitute the majority of the poor; the unemployed; and those who work in the informal sector. Women are responsible for 80% of food production in Southern Africa, yet few rural women own land.

**Health:** Young women remain the majority of those newly infected by HIV and AIDS in the region. In 13 of the 15 SADC countries, women have a higher HIV prevalence than men. HIV is a major contributor to high maternal mortality rates.

**Education:** In 12 SADC countries, there are now roughly equal numbers of boys and girls at primary schools and secondary school (Angola and DRC have much lower proportions of girls). Gender gaps in favour of men are still apparent in tertiary education; school management and governance in the region. Violence in schools is a major challenge. In South Africa, violence is a key impediment to girls' school completion and performance.

**Wealth Creation:** Poor women in Southern Africa are largely engaged in informal activities (agriculture, trade and services) to support their livelihoods. Their limited property rights and low engagement in formalised economic activity mean that women still lack access to economic decision- making (26%), land, credit and other means of production.

**Governance and Security:** In the SADC region overall, only 1 in 4 parliamentarians is a woman. Gender based violence is widespread and remains the most telling indicator of women's lack of rights. In South Africa, 42% of men report committing violence against their partner. In Gauteng province, 51% women have experienced some form of violence over their lifetime. There are many difficult areas of law reform not specifically addressed by the SADC Gender Protocol, including marital rape and issues of sexual minorities. According to Genderlinks, gender violence remains the single most important impediment to the attainment of gender equality in SADC.

## Response

Improving the lives of girls and women is a priority for DFIDSA – through targeted and broader programmes tackling gender-based violence, the reduction of maternal mortality and ensuring that new jobs created benefit both women and men. We will build more gender analysis into design, implementation, monitoring and evaluation of our work, and learn lessons from past programmes. We will measure impacts by collecting evidence on how women have participated and benefited and by disaggregating results by sex wherever possible. To do this, we will ensure that DFID Southern Africa leadership holds us and our key partners to account, strengthen an internal gender team with newly joined staff, conduct a light-touch programme gender review, and take concerted action to ensure women and girls benefit. We will ensure that we communicate how women and girls are benefitting from our work, and co-ordinate with DFID HQ-supported regional civil society organisations (Genderlinks) and FCO partners on policy influencing, lesson sharing and strategic communications.

DFIDSA will focus directly on delivering results against 3 main pillars of DFID's Gender Strategy:

- (i) Direct assets for women and girls:
- (ii) Better health and delay first pregnancy:
- (iii) Preventing violence against women and girls:



# Annex C: Women and Girls

Priority	Approach	Expected Results 2011-15 due to DFID Southern Africa Programmes
<p><b>Direct assets for girls and women</b></p>	<ul style="list-style-type: none"> <li>• Our growth work in South Africa will help create jobs for women.</li> <li>• Our regional trade work will help reduce trading costs and improve the safety of women small scale traders. Our partner Trademark Southern Africa will monitor its impact on women and small-scale cross-border trade.</li> <li>• Our regional financial markets work through Finmark will improve women's access to credit and savings services.</li> <li>• We will help women farmers increase production and support partners to mainstream gender in our transboundary water management programme.</li> <li>• We will support Southern Africa Trust's work to increase women's participation in regional policy dialogues, including work with informal cross border traders, the majority of whom are women.</li> </ul>	<ul style="list-style-type: none"> <li>• 150,000 new jobs created or saved for women in South Africa.</li> <li>• 10% increase in incomes of 1 million poor households by enabling small-scale traders, particularly women, to reduce trading costs by crossing borders faster and implementing simpler trading rules.</li> <li>• 3% percentage point increase in the number of women using formal financial services in at least 4 Southern African countries, through our regional financial markets programme FinMark Southern Africa.</li> <li>• 1.2 million women farmers will be supported to take up climate resilient agricultural practices in East &amp; Southern Africa, through our support for regional bodies.</li> <li>• 7.5 million women and girls will directly benefit from improved regional management of shared water basins (girls and women benefit disproportionately as they are the primary water collectors in most poor African households).</li> <li>• The UNFPA programme will avert 68,000 Disability Adjusted Life Years which would enhance women's ability to earn income.</li> </ul>
<p><b>Better health and reproductive choice for women</b></p>	<ul style="list-style-type: none"> <li>• In South Africa, we will support improved access to maternal health services and revitalising primary health care. Demand and accountability grants will be established for CSOs in 25 districts with the poorest maternal outcomes.</li> <li>• In the region, we will support HIV prevention and family planning services.</li> </ul>	<ul style="list-style-type: none"> <li>• Reduction in maternal mortality ratios in South Africa to 270 per 100, 000 live births by 2014 (from 310 per 100,000 live births in 2008) .</li> <li>• 200 maternal deaths averted by the UNFPA programme</li> <li>• 63,500 unplanned births avoided through family planning programmes with UNFPA.</li> <li>• 4.5 million female condoms and a range of 2.7 million other condoms available to women using contraception through support to UNPFA programmes.</li> <li>• Contraceptive Policy completed and to be launched in May 2013 with UNFPA, with Standing Operating Procedures completed for all public facilities.</li> </ul>
<p><b>Get girls through secondary school</b></p>	<ul style="list-style-type: none"> <li>• In South Africa, we will have an indirect focus through GBV prevention work with boys and girls clubs in secondary schools and Youth Radio clubs.</li> </ul>	<ul style="list-style-type: none"> <li>• GBV prevention services identified and accessible by at least 2,200 Girls Education Movement and Boys Education Movement clubs and 140 Children's Committees</li> </ul>
<p><b>Prevent violence against girls and women</b></p>	<ul style="list-style-type: none"> <li>• In South Africa we will work with government , UN partners and civil society to prevent physical and sexual violence against women and children.</li> <li>• We will co-ordinate with FCO and UN colleagues on strategic communications, donor co-ordination and influencing work on gender-based violence in South Africa.</li> </ul>	<ul style="list-style-type: none"> <li>• National GBV Prevention Strategy and Action Plan with agreed national GBV prevention indicators developed and used by key government agencies.</li> <li>• GBV prevention services identified and accessible by at least 2,200 Girls Education Movement and Boys Education Movement clubs and 140 Children's Committees in South Africa.</li> </ul>