Department for International Development

Operational Plan 2011-2016

DFID Southern Africa

Updated December 2014

Contents

Introduction	**4**
Context	**5**
Vision	**6**
Results 2011/12-2015/16	**7**
Delivery and Resources	**10**
Delivering VfM (Value for Money)	**13**
Transparency	**15**
Annex A: Changes to Operational Plan	**16**
Annex B: Human Rights Assessment	**18**

Introduction

In 2013 the UK became the first G7 country to meet the United Nations target of spending 0.7% of gross national income on international development. The Department for International Development (DFID) uses that investment to help countries to lift themselves out of poverty and leave poverty behind. Operational plans set out to the public how we plan to deliver results across policy areas and for every country we work in. These plans clearly explain why, and how, DFID is targeting its resources and what we expect to achieve; covering the period up until March 2016.

DFID is focused on spending in the right ways, on the right things, in the right places. The portfolio of our projects is already shifting to deliver a more coherent, focused and ambitious approach to economic development. We are helping to build strong and investable business environments in developing countries and improving access to finance for entrepreneurs.

Improving the prospects for girls and women in developing countries is a priority. Investing in girls and women is the smart thing to do, as well as the right thing to do. By unleashing their potential, we see returns for girls and women themselves, their families and communities, and for their economies and countries. No country can successfully develop if it leaves half its population behind.

Life-saving humanitarian assistance remains one of DFID's most fundamental responsibilities. When disaster strikes or conflict erupts we are first on the ground to support the most vulnerable people. We are also increasing our efforts to help those countries that are at higher risk of natural disasters to become more resilient in the first place.

DFID continues to drive value for money in everything we do on behalf of the British taxpayer. We have improved our procurement and programme management, increased our internal audit oversight and we are ensuring that staff have the skills to deliver the Department's priorities.

On the international stage we are working hard to agree a new set of global development goals to replace the Millennium Development Goals when they expire next year. We are determined to secure a clear and inspiring set of goals for the post 2015 development framework that leave no one behind.

Increasingly we will take new and innovative approaches and we will work with new partners. This will include businesses who are increasingly major development players. During the Secretary of State's time as co-chair of the Global Partnership for Effective Development Cooperation, DFID played a key role in encouraging different development actors to work together and use internationally agreed principles for aid and development effectiveness.

As our operational plans set out, our approach to international development is ambitious and innovative. We are determined to ensure that every pound DFID spends has the biggest possible impact on the ground. Ultimately by investing in developing countries, we can end aid dependency for good and build a better, more prosperous world for us all.

Context

The region

By 2050, 1 in 4 people globally will live in Africa. In 9 out of the 15 SADC countries, 50% of the population live on less than $1.25 per day. Despite increased growth rates, the total number of poor people is increasing in Southern Africa resulting in persistent inequalities. Contributing factors to this are: weak and ineffective governance, inequality and lack of opportunity for women and girls, poor access to energy, and poorly diversified economies. High fuel and food prices and insecurity have also led to negative effects on a number of countries. Intra-regional trade only accounts for 12% of the region's quadrupling in trade between 2000 and 2011. Regional integration and trade expansion are critical to sustained and shared economic growth in the region (particularly its landlocked countries).

Sustained economic growth in the region is also constrained by lack of access to energy and food, water insecurity and climate shocks. Africa's temperature is predicted to rise 6-7 degrees by 2050 with less predictable precipitation. Approximately 85% of the population have no access to electricity, and 60% of SADC households rely on rain-fed agriculture. Between 2000 and 2012, 47 humanitarian emergencies and climatic shocks affected 14 million people in the region. Regional collaboration is the best way to manage scarce trans-boundary resources (such as water), and also to tackle issues of peace and security. Regional co-operation and lesson learning are also essential for dealing cost effectively with common issues facing the continent, and for supporting national efforts to reduce poverty.

One third of all people globally infected by HIV live in 10 countries of Southern Africa, of which 70% are female. Primary school enrolment in the region is high but at secondary and tertiary level, it is variable, with increasing gender inequality in the transition to tertiary and higher education. Gender-based violence is prevalent and a major barrier to poverty reduction.

South Africa

South Africa has achieved remarkable progress since the transition from apartheid to democracy, maintaining a stable society and a growing economy. Poor people's economic and social well-being has improved. South Africa ranks highly on the Ibrahim index of governance indicators, positioned 5th 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 0.63) and today, 13.8% of its 50 million people survive on less than $1.25 per day. Growth (on average 1.92% between 2009 and 2013) has neither been high enough nor sufficiently inclusive to reduce extremely high unemployment rates (currently at 25% - up to 50% for under-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 the world's **12th 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 – as a major emitter and as an influential BRICS and African voice. Likewise, South Africa 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.

South Africa in 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.

Vision

Overview

Our vision is of a programme successfully addressing poverty and inequality within South Africa and the region, in partnership with a range of regional actors. 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, integration and action. Political commitment and accountability are critical to this. A successful response demands that we sustain our strong partnerships and engagement at both political and working levels – at country level, regional level (including 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's regional efforts are framed by the Africa Free Trade initiative, through reducing the costs of trade across Africa, enhancing sustainable infrastructure and energy, supporting innovative finance, and tackling the impacts of climate change. The UK will back initiatives that support regional integration, promote sustainable change, reduce climate impact, and improve the lives of the poorest.

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 then be used to help other countries to solve their own development challenges. In line with this vision, in 2015 our direct bilateral assistance to South Africa will end and be replaced by a relationship focussed on Technical Assistance and working together to tackle development challenges in the region and continent, complementing DFID-SA's regional programme.

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 aim 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. In 2015, DFID will end its current bilateral aid programme in South Africa but will retain the ability to provide technical assistance.

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 continue to 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 other UK departments in Southern Africa are an important platform in this respect.

What we will stop doing

From 2015, the UK's development relationship with South Africa will change, with direct bilateral assistance ending; this will be replaced by a focus on sharing technical assistance (to provide responsive, fast and flexible access to international expertise and to accelerate plans to tackle poverty and inequality in South Africa), and working together to positively shape global development (with the aim that this will strengthen South Africa's development role across Africa, and Southern Africa in particular).

Results 2011/12-2015/16

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

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
Wealth	Number of new jobs created or saved, including jobs for women **(N)**	0	Up until March 2014, DFID contributed to 112,327 jobs being created or saved, 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. This is lower than the originally anticipated number (300,000)	112,327 jobs (60,183 women and girls) by March 2014
	Number of additional people receiving loan finance and/or micro insurance **(N)**	0	As of March 2014, 98,000 additional people had received loan financing and / or micro insurance. This is more than twice the originally anticipated number (40,000).	98,000 by March 2014
	Number of border crossings in tripartite area which cut average crossing time by 30% or more **(N, R)**	1	Latest available data for the Chirundu border crossing (included in baseline) indicates the reduction in crossing time has been maintained. In addition there has been significant progress on construction at five targeted borders in East Africa, which should all be operational by mid-2015.	6 by December 2015
	Number of people benefiting directly from new or improved participation in national and cross border value chains **(R)**	0	880,000 people benefitting directly from new or improved participation in national and cross border value chains by March 2014 (not possible to disaggregate results achieved to date by sex)	3 million people (50% women and girls) by December 2015
	Giga-watt hours of electricity traded across new cross-border inter-connectors in the Tripartite area **(R)**	0	The energy interconnector upgrade is on track to be completed by March 2016. Although funded under the now closed TMSA programme, this project is being implemented through the Development Bank of Southern Africa (DBSA) who continue to manage the capital funds committed under TMSA.	2,800 Giga-watt hours of electricity traded across new cross-border inter-connectors in the Tripartite area, from 2025 – 2031.
Health	Maternal mortality ratio **(N)**	310 per 100,000 live births (2008)	Based on GSA statistics, DFID attribution will only be available after DHS issues its 2015 report, due 2016	270 per 100,000 live births by December 2014
	Percentage of prices of 12 focus medicines in eight SADC countries that are lower than the International Reference Prices (R)	68% (March 2013)	As of March 2014, this indicator was at 73%.	80% by December 2014

Climate change*	Megatons of Co2 avoided / Gigawatts of low carbon energy installed **(N)**	0	This result is currently behind schedule due to the slower than expected initiation of the key programme. No megatons of Co2 have been avoided so far.	2.9 M tons by 2016
	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.	Achieved
	Number of people benefitting from improved management of shared water basins **(R)**	350,000	As of March 2014, 800,000 people had benefited.	15 million (50% women and girls) by 2020
	Number of people with improved access to low carbon energy **(R)**	0	As of March 2014, 160,000 people had improved access to low carbon energy.	307,690 by 2016
Governance	Number of people who participate in government or community monitoring **(N)**	0	As of March 2014, the desired result had been exceeded with 20,692 people participating in government or community monitoring.	20,692 by March 2014
Global Development Partnerships	Number of joint DFID-South African development partnerships active in African countries **(R)**	0	Programme due to initiate in 2014/15.	8 by December 2015

Headline Results: evidence supporting results

Wealth creation: Evidence of need in South Africa is strong with International Monetary Fund (IMF) and The 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 studies (IMF, World Bank, FinMark Trust). Projected results reflect evidence from our current programme experience.

In relation to trade, the weight of evidence suggests that greater trade openness is an important element in explaining growth, and has been a central component of successful development. Several studies have indicated that if African countries were to increase their share in global trade by only 1 per cent, this would represent an additional annual income of over US$200 billion which is approximately five times more than the amount the continent receives as Official Development Assistance.

Climate change: South Africa is the world's 12th largest carbon emitter per capita. Such resource-intensive growth also represents a major risk to long-term economic stability. Climate change is an emerging science, but South Africa has undertaken extensive modelling of options for mitigation and is currently undertaking a large-scale procurement process for renewable energy.

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. Given the continuing development of climate science in Africa, evidence underlying some investments is relatively weak and we will continue to invest in improving this evidence base.

Health: The Service Delivery Agreement between the Presidency and Ministry of Health forms the basis for monitoring the future impact of government and donor support. The interventions to reduce maternal, neonatal and HIV related deaths are based on normative guidance from World Health Organisation (WHO), experience in other countries (e.g. Brazil) and existing support to improve quality of services. At regional level, the evidence base for reproductive health is being developed as part of a design phase in 2015.

Governance: Our governance plans focus on two areas – public sector accountability and violence against women and children. In both cases, there is strong evidence of need. 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 our programme will learn from existing good practice.

VFM (Value for Money) rationale: DFID's residual approach to the South Africa country programme is based on evidence of VfM. 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 VfM cases on the basis of unit costs (such as cost of a job created and Disability Adjusted Life Years (DALY)). Climate change methods for delivering VfM are being developed and reflected in new business cases as appropriate.

Focussing on regional economic integration has the potential to offer good VfM by cutting the costs of economic activity in the region. However, DFID Southern Afica recognises that interventions in this area are complicated, with long results chains which are deeply affected by the political economy of reform. Therefore we will ensure that our interventions are designed to achieve economy and efficiency, analysing the costs of the inputs used and how efficiently our projects generate their intended outputs. Past experience has shown that too narrow a focus on economic returns to the interventions (effectiveness) can risk overlooking other issues with VfM.

Projections for regional climate change interventions also suggest high VfM. For example, the lower shire wetlands in Malawi and Mozambique, and the Barotse Floodplain in Zambia minimise flood peaks and reduce flow velocity due to their storage of flood water, with a present value of the avoided costs of relocation, damage repair and replacement of structures estimated to be US$3 million.

We will be working to strengthen measurement of VfM across the regional programme. Overall, effective regional interventions should help maximise results and value for money at country level (whether implemented by DFID-SA or other country offices).

Delivery and Resources

The 2014 Operational Plans include budget updates for financial years 21014/15 and 2015/16. In-country allocations have been determined based on the current context, and to reflect lessons learned and individual programme performance.

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

(1) a regional programme, which is 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;

(2) 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.

(3) a residual country programme focused on South Africa;

There are strong conceptual links between our four pillars: wealth creation; climate change; health; and governance, an example being: 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 regional level, we deliver in a variety of ways, including collaboration with the Regional Economic Communities (RECs), private sector delivery agents and Civil Society Organisations.

At country level, we are engaged at senior level with relevant government departments across the priority pillars. Business is also a strong partner on wealth creation and climate change. In 2015, our direct bilateral assistance to South Africa will end and our support will focus on sharing Technical Assistance and working to strengthen South Africa's development role across Africa.

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. There are strong partnerships for lesson learning with others who engage in trilateral cooperation.

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. ARD, TPU, GPD, G20 team, climate change team) and other government departments are vital in translating this into political level impact.

Planned Programme Spend

Pillar/Strategic	2011/12		2012/13		2013/14		2014/15		2015/16 (provisional**)
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total Resource and Capital £000
Climate Change*	6,521		20,904		20,770		17,040		
Conflict Pool	-		1		-		-		
Education	186		118		43		-		
Global partnerships	807		416		827		5,905		
Governance and security	4,100		4,217		3,810		2,250		
Humanitarian	-		1,850		500		1,130		
Poverty, hunger and vulnerability	4,501		997		426		-		
Water and Sanitation	-		-		985		-		
Economic Development	12,711		13,709		10,011		8,520	13,580	
Health	15,637		20,861		17,184		17,890		
Grand Total	**44,463**		**63,073**		**54,557**		**52,735**	**13,580**	**64,000**

*time extension of some regional programmes to 2017 has resulted in slower rate of spend than originally anticipated up to 2015/16.

**Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements

Planned Operating Costs

	2011/12	2012/13	2013/14	2014/15	2015/16 (provisional**)
	£'000	£'000	£'000	£'000	£'000
Frontline Delivery Costs – Pay	1,677	1,887	2,024	2,184	
Frontline Delivery Costs – Non Pay	952	968	810	916	
Administrative costs – Pay	298	211	185	187	
Administrative costs – Non Pay	113	91	9	3	
Total	**3,040**	**3,158**	**3,028**	**3,290**	**3,170**

**Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements

The new organisational structure to be implemented by April 2015 will deliver efficiency savings by reducing by 3 UK-based staff. There will be a further reduction of 4-5 SAIC posts following implementation of1HMG. This will be offset, in part, by the introduction of 2 x B2 SAIC Programme Officer posts to provide increased capacity to meet due diligence and corporate compliance requirements and enhance programme management capability.

Delivering VfM (Value for Money)

DFIDSA's complex and sometimes unpredictable political delivery channels (encompassing country, regional and global level programmes) pose manageable challenges in driving and measuring VfM. To address this, DFIDSA has developed a VfM strategy which will be operational until 2015-16. This is supported by an action plan (reviewed on a regular basis) to assess progress. To ensure alignment with the DFID's Commercial Strategy, DFIDSA continues to assess its progress against the DFID *Roadmap to Commercial Transformation*.

The VfM strategy includes the following components:

1. Improving DFIDSA's awareness, commitment and capacity on VfM

DFIDSA will continue to focus on VfM as its office-wide learning goal through 2014-15 and beyond. We began by carrying out a Commercial Capability Review (CCR) in March 2011 and have since delivered against all the actions within the CCR Improvement Plan. To ensure that DFID-SA remains abreast of new policies and thinking, a follow-up CCR will be undertaken in 2014-15. This will be supported by continued commercial training and awareness to raise the office's overall commercial capability.

DFIDSA currently has 25% of a statistics adviser's time, who is able to work with the Business Support Team on draft Business Case proposals and provide advice on results. Additionally, two Regional Commercial Advisers have been recruited to improve our VfM through procurement and commercial advice on programme design, in particular assessments of proposed programme delivery routes to ensure VfM is sufficiently considered and covered in the programme design.

2. Improving DFIDSA programme VfM

Based on training received, we will take a more commercial approach to procurement and management of contracts, both on programme and office issues. In addition, our approach to implementing partners will be more focussed on improving commercial performance. We will increase our focus on engaging early with the market (suppliers and partners) as well as implementing initiatives that will develop local supplier and partner capabilities with respect to commercial and other skills.

The Business Support Team and Head of Office will scrutinise Business Cases to ensure VfM is given high profile and rigorously addressed.

DFIDSA will continue to undertake VfM audits on some major programmes, using these and other measures to build systematic VfM reviews into annual programme reviews to inform implementation.

3. Working with partners to raise awareness and commitment to VfM

We are working with the Government of South Africa to develop its actions on VfM, building on existing work on public sector performance management.

We systematically assess the efficiency of non-government partners and encourage them to work with us to improve the VfM of joint interventions. Due diligence assessments are now standard in the review of potential implementing partners prior to entering into funding agreements. These will be supplemented, where necessary, by Commercial Expertise Reviews (in the case of multilateral organisations) as well as Procurement Capability Reviews (where appropriate).

4. Scrutiny of operating costs to find efficiencies

We have put significant effort into finding efficiencies in our operating costs and will continue to seek 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. This will continue with the 1HMG programme, which will see delivery of some corporate services shared across departments, saving costs. 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 continue to test the market regularly for efficiency in local procurement and suppliers. Furthermore, DFIDSA will build on the supplier market engagement efforts by sharing relevant supplier and market information with the FCO Regional Procurement Hub to ensure DFIDSA's interests and focus on delivering VfM are maintained by our counterparts in the FCO.

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 including corporate requirements of financial, commercial and evaluation delivery.

Who: DFID staff will assess performance in relation to the overall Operational Plan and ensure 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 as approved in the Business Plan. 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 guides our use of evidence, monitoring plans, and where we have prioritised 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. Since the strategy was first drafted, we have further prioritised our evaluations according to these criteria as well as DFIDSA's own management capacity. DFIDSA will work with partners and support them to ensure evaluations are carefully planned, conducted and used.

As set-out in the strategy, we will continue to conduct training or refresher sessions to ensure relevant DFIDSA staff understand the importance of good evaluation and are well equipped to manage this. However we are also refocusing our efforts on results and in December 2014, support to evaluation functions in DFIDSA will transfer to the Statistics / Results Adviser.

Building capacity of partners

The Government of South Africa has recently stepped up its commitment to public sector performance monitoring and accountability, with each department now working towards specific and measurable public targets. DFIDSA 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.

Transparency

Transparency is one of the top priorities for the UK Government. It helps people see where money is going and for what purpose. It helps improve value for money and makes governments everywhere more accountable to their citizens. DFID is a world leader in aid transparency and has an ambitious vision for both DFID and its partners. We will ensure that we play our part in continuing to work towards that vision – set out in a suite of commitments, the Aid Transparency Guarantee (ATG), Aid Transparency Challenge (ATC) and DFID's Open Data Strategy.

All payments and documents which are scheduled for publication will be quality assured first by the Business Support Team and then by the Head of DFIDSA; documents will also be checked to ensure that published information is in plain English and free of jargon.

DFIDSA has supported programme and procurement staff to ensure that the implications of the UK's transparency processes are fully understood and that action is taken to make data understandable and accurate. DFIDSA engages in transparency tracking across all programmes, as part of standard risk and compliance monitoring. We 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 also sought to increase transparency through programming in the following ways:

- 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.

- We continue to hold regular meetings with civil society partners

- We continually aim to 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.

Supporting transparency in our work

- We will increase opportunities for those directly affected by our projects to provide feedback on project performance.

- We will seek similar levels of transparency from our partners (Civil Society Organisations, contractors, other donors)

- We will help government and citizens use availability of rich data.

Annex A: Changes to Operational Plan

Page Number	Change made to Operational Plan	Reason for Change
3	Updated regional context	Partly based on RPRD - reflects current situation more accurately and direction of programme. Also brought regional section to top to reflect relative importance.
3	Updated statistics in "South Africa" section	Reflects most recent data
4	Vision: Overview updated and regional aspect brought to top	Reflects evolution of DFIDSA programming by raising priority of regional programming relative to bilateral.
5-6	Added description detailing changing focus of programme in South Africa	Reflects evolution of DFIDSA programming by updating to reflect the shift away from direct aid to South Africa, with an increased focus on Global Development Partnerships.
5-6	Wealth Creation: Change 300,000 jobs to 112,327 jobs under "number of new jobs created or saved" indicator	This programme has now completed and this represents the final total of jobs created / saved.
5-6	Wealth Creation: Change loan finance / micro insurance expected result to 98,000.	The original target was 40,000 – the programme has now completed reaching 98,000 people. This reflects significant over-achievement.
5-6	Wealth Creation: Downgrade expected result on number of border crossings from 10 to 6.	This result originally comprised results from both TMSA (TradeMark Southern Africa) and TMEA (TradeMark East Africa). Through TMSA, DFIDSA contributed to cutting the border crossing time by 30% at one border post (Chirundu, which was included in the baseline) but DFIDSA programmes will make no further contribution towards the target beyond this following the early closure of TMSA, as money is no longer being spent on this programme. Additionally, one of the borders targeted by TMEA (Uganda / South Sudan) has been affected by the instability in South Sudan which means it will no longer be possible to achieve reductions by end 2015, but TMEA continues to pursue its ambitious target of achieving target reductions at five other borders in East Africa by the end of 2015.
5-6	Wealth Creation: change attribution for DFID-SA for number of people benefiting directly from new or improved participation in national / cross-border value chains from 50% to 25%.	Reflects changes to programme structure within DFID.
5-6	Wealth Creation: change delivery date for gigawatt hours traded across new connectors in Tripartite area from 2015 to 2025-2031. Also add new 2016 milestone for this result (construction of a new energy connector).	Closure of TMSA has meant management responsibility for delivering this result no longer resides with DFID. Energy trading will now not occur until 2025, but construction of the interconnector by March 2016 will demonstrate clear and positive progress.

Page Number	Change made to Operational Plan	Reason for Change
5-6	Health: change indicator on ration of consumer prices of selected medicine to % of prices based on International Reference Prices.	The previous indicator proved not to be sufficiently robust to track progress of the programme, could not produce sufficient data and was prone to influence by individual price changes. The new indicator is more robust to these influences and has been agreed following extensive consultation with programme implementing partners and external experts as the most relevant metric that can feasibly be monitored.
5-6	Climate Change: Tons of Co2 avoided – reduce figure from 3.6 mtCo2 to 2.9 mtCo2, and extend timeline for delivery from 2015 to 2016. Also change “tons” to “megatons”.	Slow delivery due to additional layers of ICF process and new SoS approvals process. Final figure has reduced due to a change in the underlying assumptions over time. Changing “Tons” to “Megatons” represents no substantive alteration to the result, but rather makes references to the measurement unit clearer.
5-6	Climate Change: Number of people benefiting from shared basins - remove word “directly”.	Discussions on methodology with DFID evaluation advisers, has resulted in recommendation to drop word “directly” in relation to beneficiaries.
5-6	Climate Change: number of people with improved access to low carbon energy – DFID-SA attribution reduced to 20%.	Change reflects current internal programming arrangements within DFID.
5-6	Governance: Indicator on monitoring government performance changed from “number of service user communities” to “number of people who participate in”, and delivery brought forward from 2015 to 2014.	Methodology change follows discussions with DFID-SA evaluation adviser, adding greater degree of accuracy and clarity. Delivery date brought forward as results have now been achieved
5-6	GDPP: Added new result for 2015.	Addition of this result reflects the evolution of DFID-SA programming, and the growing importance of GDPP.
7	Various small, factual updates to key pieces of evidence underpinning results in all categories; additional paragraph on VfM added for regional integration. Amendment to VfM text on climate change.	These changes represent small updates to ensure that the most accurate, recent information is being used. New VfM paragraph captures economic benefits of regional integration. Text on climate change made to reflect best and most recently available statistics.
10	Delivery and Resources – updates made to regional working model (additions and deletions).	These changes better reflect our current ways of working at a regional level, particularly following the closure of the TradeMark Southern Africa programme.
11	Planned Programme Spend – figures updated.	Latest figures provided.
12	Planned Operating Costs – figures updated	Latest figures provided.
13	Delivering Value for Money – significant updates made.	Updates reflect implementation of VfM action plan and other improvements made to commercial oversight since last version of OP.
14	Monitoring and Evaluation – small amendments.	Changes to reflect current situation, including addition of statistics / results, and new systems that are now in place.
15	Transparency – moderate updates.	Updates reflect new processes and systems that DFID-SA now has in place

Annex B: Human Rights Assessment

DFID Southern Africa undertakes programmes across a wide variety of countries in Southern Africa, including programmes in countries where there is no DFID bilateral presence. The countries we operate in are heterogeneous, and the human rights contexts are various. In our programming we take into account the individual Human Rights Assessments produced by DFID's country offices and consider ways in which to mitigate and manage human rights risks. We consider key human rights issues including issues of impartiality, protection, principles of do no harm, conflict sensitivity, access to vulnerable groups and the needs of women and girls. We work to provide regional advice on a range of rights issues including disability and LGBTi. Regional programmes are subject to the same policies as bilateral programmes, i.e. we do not route regional funds through government systems when DFID has committed not to work directly through government systems.