



Department
for International
Development

Operational Plan 2011-2016

DFID ZIMBABWE

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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

Zimbabwe remains a high priority country for the UK Government. Throughout the 1980s and into the 1990s Zimbabwe made strong progress in the areas covered by the United Nations (UN) Millennium Development Goals (MDGs), a set of eight targets designed to focus efforts to eradicate global poverty and promote human development by 2015. However, the economic, political, and humanitarian crises that blighted Zimbabwe in the 2000s stalled or in some cases reversed many of those gains in this landlocked country in southern Africa. This plan and its update in September 2014 reflect close consultation with other UK Government Departments on both programme development and implementation, notably the Foreign and Commonwealth Office.

The July 2013 national elections delivered an outright majority to President Mugabe's ZANU-PF party, so ending the Government of National Unity (GNU), Zimbabwe's coalition government formed in 2009 and made up of ZANU-PF and the main Movement for Democratic Change (MDC) formations, who until then had been in opposition. The UK Government welcomed the peaceful elections while raising grave concerns over how they were conducted.

Nevertheless the UK remains committed to supporting the people of Zimbabwe to build a free, peaceful and prosperous future, including through the continued delivery by DFID Zimbabwe of a sizeable aid programme worth an expected £73 million in 2014/15 and £76 million in 2015/16. DFID constructively engages with the Government of Zimbabwe (GoZ) in a range of sectors and uses its technical expertise and effective partnership working with other development partners to deliver an effective aid programme to the people of Zimbabwe.

Soon after the 2013 elections, the GoZ produced an ambitious, flagship economic recovery plan called the Zimbabwe Agenda for Sustainable Socio-Economic Transformation (ZIMASSET). This plan is designed to reverse the recent fall in economic growth and to reduce high levels of poverty (22.5% of the population continue to live on less than \$1.10 or 65 UK pence a day). DFID will continue to align its development efforts where possible to GoZ strategies such as ZIMASSET, while ensuring that no UK aid goes directly through GoZ systems due to concerns about their capacity to manage such funds effectively. UK aid is instead channelled through multilateral institutions such as the United Nations and the World Bank, as well as international Non-Governmental Organisations and the private sector.

Between 2009 and 2013 DFID Zimbabwe's approach evolved from humanitarian relief towards more conventional development programmes. Support from DFID and others during this period helped to stabilise the economy and alleviate human suffering, in particular by delivering increased food security and access to basic services such as education and health. Data published in 2014 shows that compared to 2009 more people have enough to eat and far fewer –but still far too many– women die in child birth.

Tackling climate change, although moving up the agenda, is not yet a top priority for the Zimbabwean Government. Following an internal review in 2012, DFID Zimbabwe is focusing on two areas: building rural Zimbabweans' capacity to adapt to the effects of climate change through the provision of climate smart technology and agricultural training especially in drought prone areas; and on sector specific mitigation and adaptation actions such as helping farmers to diversify their production.

Zimbabwe is important regionally. Political and economic instability in the country has had a significant impact on its near neighbours. However, Zimbabwe still has great potential to drive economic growth beyond its borders, to increase trade flows, create opportunities for investment at home and in neighbouring countries, and to be an engine of regional economic growth. The government of Zimbabwe is politically influential in regional bodies, including as current chair of the Southern Africa Development Community (SADC) for 12 months from August 2014.

Vision

Although Zimbabwe has undergone a series of protracted political, economic and humanitarian crises over the last decade, a good deal of its infrastructure and human capital remains intact. The capacity of key institutions has been eroded, or compromised, but not destroyed. Increased economic stability and agricultural production would have a major impact on both the scale and speed of Zimbabwe's recovery.

DFID works to deliver a more democratic, stable and prosperous Zimbabwe, with a focus on helping the country's poorest people. The key priorities are:

- i) providing infrastructure, assets, finance, skills and access to markets needed for people to earn enough money to meet their basic needs, and those of their families, and ultimately increase their incomes and ability to invest;
- ii) improving access to health, water and sanitation, and education for the poor; and
- iii) helping to strengthen democracy and improve the way the economy and public finances are managed by the Government of Zimbabwe (GoZ), to support both economic development and poverty reduction.

To underpin these priorities, during the last 18 months of this plan, there will be an increased emphasis on broad-based economic development and empowerment, as well as social equity, both with a strong focus on girls and women. There will also be increased emphasis on transparency and accountability, as well as improving economic and financial management.

DFID Zimbabwe will prioritise economic development activities that benefit the poorest people by scaling up existing programmes in the areas of business advocacy, agricultural productivity and market development. DFID will increase the amount and quality of credit, micro-finance and other support available to agri-businesses and Small to Medium Size Enterprises, while also working to develop the skills that are most needed in the job market. DFID's work in the social sectors will complement this stronger economic focus. Some programmes will be adjusted, notably the education programme which will have a stronger emphasis on links to economic development through for example support to vocational training, and our water programmes that will support more strongly productive economic activities. Other programmes will continue to help provide the basic services without which people will struggle to engage in wealth creating work: a functioning health service and giving women reproductive choice; providing cash transfers and working with the GoZ to develop an improved national social protection strategy will help ensure that no-one is left behind.

Emergency humanitarian support of the kind provided in 2012 and 2013 is unlikely to be needed within the next year due to good rains in 2013/14 and a relatively good agricultural season. DFID will instead focus through a new resilience programme on building the ability of farmers to deal with adverse climate change and weather variability and other factors that could impact on their ability to produce enough food and generate additional income to support their families. DFID will however consider providing humanitarian assistance, including in cash rather than in kind, through existing programmes in any affected areas if the need arises.

There is strong potential for Zimbabwe to regain its former position as a regional engine for growth. To help achieve this DFID Zimbabwe will continue work on democratic governance to keep open political space, promote greater transparency and accountability, and seize opportunities for incremental reform of state institutions. To promote sound economic and financial management, DFID will target opportunistically and selectively economic governance reforms (public financial management, anti-corruption work, transparency and fiscal issues in the mining sector) that will be critical if Zimbabwe is to achieve sustainable and equitable economic growth. DFID will continue to work with International Financial Institutions, such as the World Bank, the African Development Bank and the International Monetary Fund, to provide appropriate policy and technical support for the GoZ through third parties, both to ensure sound economic management now, and to lay the groundwork for a sustainable solution to Zimbabwe's approximately \$9 billion debt burden.

Finally, DFID will continue wherever possible to work closely with other donors, both through pooling funding together and multi-donor programmes, and by coordinating development policy and programmes.

Alignment to DFID and wider UK Government priorities

This plan has been developed in-line with DFID's priorities worldwide, including the need to:

- maintain momentum to achieve the Millennium Development Goals (MDGs) with a focus on the provision of services for poor people;
- boost wealth creation and support the development of open economies;
- drive transparency, value for money, open government and open societies;
- strengthen governance and security in fragile states;
- combat climate change; and
- recognise that girls and women are at the heart of sustainable development.

For example, DFID Zimbabwe's new governance strategy will help empower Zimbabwean citizens to hold the state to account for its use of resources and its respect for human rights and democratic principles. This should result in improvements in: access to media and information; advocacy for electoral reform; promotion of human rights and equality; access to justice for the marginalised; and transparency and citizen engagement in the use of public resources. Our economic governance work will seek to improve the transparency and accountability of the Government of Zimbabwe in the management of its resources, working with other donors, and most notably the World Bank, who have significant expertise in improving public financial management systems in sub-Saharan Africa.

DFID Zimbabwe has carefully considered how its in-country programming complements and links in with DFID programmes that are run centrally from DFID headquarters in the UK, and regionally from our office in South Africa.

This plan has also been developed in close coordination with the Foreign and Commonwealth Office. DFID will also continue to work closely with other UK Government Departments, like the Ministry of Defence where there are shared interests.

Zimbabwe's history over almost half a century has given it huge visibility with a high level of interest in the UK from the media, Parliament and, indeed, the British people. Zimbabwe matters politically in the UK and is a higher foreign policy priority than many similar-sized or even larger countries. It also has domestic policy relevance given the significant number of applications for political asylum in the UK that come from Zimbabweans. The shape of the plan has received strong support from both FCO officials and Ministers; and the UK Prime Minister's Office has recognised the importance of the development programme in supporting reform and sustainable development in Zimbabwe.

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/ Strategic	Indicator	Baseline	Progress towards results (including year)	Expected (end year included)
Poverty, Hunger, and Vulnerability	The number of people benefitting from DFID-supported cash transfer programmes	0 (2011/12)	N/A – new indicator	150,000 (2015/16)
Poverty, Hunger and Vulnerability	The number of people benefitting from DFID-supported food security programmes	0 (2013/14)	N/A – new indicator	279,000 (2015/16)
Poverty, Hunger and Vulnerability	The number of food insecure households in rural areas	320,000 households (1.6 million people) (2010)	113,000 households (565,000 people) (2014/15)	220,000 households (1.1 million people) (2015/16)
Education	Completion of 5 years of primary school (disaggregated by gender)	350,000 (175,000 girls) (2009)	364,000 (182,500 girls) (2013/14)	410,000 (205,000 girls) (2015)
Water and Sanitation*	Number of people with sustainable access to clean drinking water sources through DFID support.	107,500 (through 2009/10 DFID support)	825,000 (August 2014)	1,500,000 (2015/16)
Sanitation*	Number of people with sustainable access to an improved sanitation facility as a result of DFID support	17,500 (through 2009/10 DFID support)	70,000 (August 2014)	500,000 (2015/16)
Wealth Creation*	Number of people with access to economic opportunities	0 (2010)	98,000 (June 2014)	108,000 (2015/16)
Health	Maternal Mortality Ratio	960/100,000 (2011)	614/100,000 (2014)	600/100,000 (2015)
Health	Couple years of protection (CYPs) ¹ delivered through DFID funding	506,400 (2010)	3,005,000 (August 2014)	400,000 in 2015/16 (cumulative over the 4 year period 3,800,000)

¹The protection provided by family planning services based on the volume of all contraceptives distributed during a one year period

Governance and Security	Number of people who vote in elections supported by DFID	2,497,300 (2008)	3,259,000 (2013/14)	2,560,000 (2013/14)
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Evidence supporting results

Part of our plan builds on activities that have been running in Zimbabwe long before 2011. This is particularly the case in the health sector where DFID, other partners and the Government of Zimbabwe have accumulated evidence on effectiveness of interventions over many years. That evidence has been added to during the implementation of programmes since 2011, for example through Annual and Mid-Term Reviews of DFID-funded programmes which have been adjusted accordingly when it has made sense to do so. Going forward, we will continue to build on what is proven to work in the Zimbabwean context.

Other interventions have been designed based on a strong set of international and regional evidence, and the applicability to Zimbabwe is being measured by Monitoring and Evaluation (M&E) systems that have been built into the programmes, so helping to build up the national and global evidence base. This is the case for most of our wealth creation interventions, which continue to be evaluated in Zimbabwe testing against evidence from South Africa and Malawi on impact of access to finance and assets on rural livelihoods and especially women. Similarly, education interventions and the impact of cash transfers on development outcomes, which is well supported by regional evidence, are continuing to be evaluated in the Zimbabwe context so building a local evidence base. Programmes supported by DFID have helped to improve national Management Information Systems in sectors such as health and education so strengthening data quality and reporting both for DFID programmes and other development partners. The M&E of our cash transfer programme is considering a range of development outcomes from cash transfers (access to basic services, nutrition and local economic activity) and is one of a handful of programmes globally to undertake participatory assessments with the beneficiaries of cash transfers.

Our governance interventions continue to learn from international and regional experience as well robust analysis of Zimbabwe's specific context. For example DFID's global State-building and Peace-building Framework provides an important reference and is supplemented by local analysis which highlights that the nature of Zimbabwe's political settlement lies at the heart of many of its development challenges. We continue to monitor the approaches proposed to consolidate a lasting political settlement and strengthen the state's ability to deliver services to its citizens and the ability of its citizens to hold the state to account for service delivery.

DFID Zimbabwe's M&E framework has recently been revised and specifically identifies sources of evidence and data monitoring.

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.

Instruments of delivery

DFID does not channel development funds through Zimbabwe government systems. DFID's support to the people of Zimbabwe is instead channelled through the UN, other trusted independent agencies or private sector contractors. These organisations are subject to extensive financial checks and performance monitoring by DFID and also independent experts. We proactively manage these implementing partners, and where necessary, act swiftly to address any performance issues.

Other Delivery Mechanisms and Partners

Partnerships are central to DFID's effectiveness in Zimbabwe. DFID will intensify efforts to work with the international community and to encourage even stronger donor cohesion. DFID has been successful in leveraging donor resources for key development priorities, for example by providing key early leadership for multi-donor funding mechanisms in sectors such as education, infrastructure, health and governance. Our share of overall development assistance to Zimbabwe is high at around 30% in terms of aid volumes, and arguably higher still in terms of policy and programme leadership. DFID is likely to remain in the top three donors in the medium term, alongside the US and the European Union (EU).

Multilateral Organisations

DFID has been the largest bilateral donor to Zimbabwe for several years while the number of donors has fallen. The EU is close to normalizing its aid relations with Zimbabwe, but this is unlikely to result in a significant increase in the annual amount of aid provided to Zimbabwe through the European Development Fund. At present, Zimbabwe cannot access resources from the International Development Association (IDA)/International Bank for Reconstruction and Development (the World Bank), and the African Development Fund (the African Development Bank) due to the unresolved issues of Zimbabwe's arrears and debt. The ongoing International Monetary Fund (IMF) Staff Monitored Programme is an essential step towards international financial institution (IFI) re-engagement, but it is unclear how likely Zimbabwe is to successfully complete that process.

Other Country Activity

The UK is also supporting poverty reduction and economic growth activities in Zimbabwe through a number of smaller programmes that are funded and managed by teams in headquarters and the Southern Africa office in Pretoria. Examples include: helping thousands of teenage girls to attend secondary school; potentially ground-breaking research about the causes of infant stunting and malnutrition; and support to improve the management of regional water resources. In addition DFID continues to provide contributions to multi-donor funds such as the Global Fund for Aids, TB and Malaria (GFATM) and the Global Partnership for Education, who are now attracting more funding. Our funding to these funds is managed by DFID centrally.

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	18								
Education	19,934		11,518		21,563		9,830		
Global partnerships	634		1,068		647		650		
Governance and security	3,489		5,170		8,670		6,190		
Humanitarian	488		10,957		14,950		20		
Multiple Pillars	64		158		16				
Poverty, hunger and vulnerability	12,768		6,623		8,400		14,330		
Water and Sanitation	6,836		10,699		10,945		8,100		
Wealth Creation	10,908		9,476		3,522		8,310		
Health	32,871		26,462		37,282		25,920		
Total	88,010		82,131		105,995		73,350		76,000

*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	1,173	1,670	1,797	1,586	
Frontline Delivery Costs – Non Pay	690	852	848	1,064	
Administrative costs - Pay	315	249	238	226	
Administrative costs – Non Pay	162	119	76	124	
Total	2,340	2,889	2,959	3,000	2,818,500

*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

We will be downgrading one HCS (UK-based staff member) post; using fixed-term (up to 2 years) local staff (Staff Appointed in Country) rather than HCS where we need extra adviser capacity; and moving several HCS staff out of standalone houses and into a new housing 'compound' (so making savings on guards, utilities etc).

Delivering Value for Money

The cost of delivering development assistance in a fragile state like Zimbabwe is high relative to countries with more benign conditions where it is possible to channel funding directly through the structures of the host government. Nevertheless DFID Zimbabwe will continue to enforce its funding policy of no funds flowing directly through GoZ systems and only consider changing that policy once there is a significant improvement in GoZ's adherence to DFID's Partnership Principles.

Despite the more limited choices in how we can deliver our aid, DFID has been able to secure good value for money by adopting a flexible approach to design of programmes, using a mix of multilateral partners, non-governmental organisations and commercial partners for delivery, and encouraging a degree of competition between different service providers.

The International Development Committee's 2010 report on DFID's programme in Zimbabwe recognised that key DFID programmes are cost-effective and have achieved high impact, making them attractive investments for other donors. The findings of the 2011 Independent Commission on Aid Impact (ICAI) report into DFID's support to the health sector in Zimbabwe came to a similar conclusion. And a detailed examination of DFID Zimbabwe's programmes by the Internal Audit Department in 2014 found that DFID Zimbabwe's system of internal control provides an adequate and effective system of risk management, control and governance to address the risk that objectives are not fully achieved.

Overall DFID Zimbabwe will continue to:

- adhere to DFID's overall Business Case approach to project design in order to embed from the outset an analysis of Value for Money options, appropriate Monitoring and Evaluation design, and involvement of appropriate expertise to quality assure relevant parts of the Business Case;
- have an expert Results Adviser who will work with the Commercial Advisers to challenge all programmes to identify ways in which we can address VfM issues more robustly;
- develop rigorous and transparent procurement approaches for each programme to ensure more service providers are identified by international tender and also undertaking early market engagement exercises;
- compare unit costs against similar programmes and compare stakeholder perceptions of the effectiveness of different activities relative to costs;
- use mini-tenders for providers which are covered by centrally negotiated frameworks; and seek to use output- and results-based contracts whenever possible; and
- work with DFID's Procurement and Commercial Department to widen framework contracts for fragile states, to ensure wider choice of provider and thus more competition, including through building the capacity of implementing partners.

DFID Zimbabwe undertook a Commercial Capability Review in 2013 and in response to the findings is implementing a Commercial Improvement Plan (CIP). The use of rigorous procurement procedures has led to savings worth over £11m since 2011/12 without compromising the quality of DFID Zimbabwe programmes. For example, since 2012 DFID Zimbabwe has used the USAID/JSI procurement collaborative arrangement for the procurement of Anti-Retroviral drugs (ARVs) to combat HIV/AIDS, which so far has led to savings of £1,980,000.

The CIP has also delivered improved contract and/or asset management for DFID. Savings of £4.5million were achieved through 2012 contract negotiations on the Sexual and Reproductive Health Programme contracts with Population Services International (PSI), Crown Agents, the World Bank and the United Nations Population Fund (UNFPA), with savings made on the procurement of reproductive commodities.

Monitoring and Evaluation

Monitoring

How- Project monitoring is guided by a risk-based monitoring strategy –updated in July 2014- that determines the level of monitoring needed for each programme as calculated by: project performance; project value; corruption risk; political risk; and contribution to DFID Zimbabwe results. Each DFID programme has a Monitoring and Evaluation (M&E) framework, which will track programme progress against outputs on a regular basis. In addition, data is collected where appropriate through special surveys, such as national Demographic Health Surveys, the census and Multiple Indicator Cluster Surveys. M&E is also complemented by operational research studies. Tools are used for tracking beneficiary satisfaction, such as the Child Status Index (CSI) and participatory assessments with recipients of cash transfers. Data is disaggregated, where possible, by sex.

Who- Primary responsibility for monitoring will fall to programme implementation partners, for example a United Nations (UN) agency or management consultant, in conjunction with implementing partners. DFID Zimbabwe lead advisers/programme managers monitor all programmes on a regular basis, and each programme team reviews its results framework regularly and face quarterly ‘challenge meetings’ chaired by the Head of Office. In line with DFID Zimbabwe’s monitoring strategy, DFID staff seek direct feedback from people who are benefiting from DFID-funded projects during field visits and when other opportunities arise. DFID conducts Annual Reviews and Project Completion Reviews on all its programmes. Often these reviews are undertaken by external consultants to ensure an independent perspective.

When- Monitoring at the project level by implementing partners is continuous. DFID agrees a regular reporting schedule with programme partners (usually quarterly). During annual reviews, DFID assesses progress against outputs and how this is contributing to the achievement of the outcomes. The office results framework is reviewed quarterly.

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

Evaluation

DFID Zimbabwe has a dedicated evaluation strategy which covers a range of different approaches. Outcome assessments form an integral part of programmes supporting orphans and vulnerable children, and also microfinance. Impact evaluations are underway for our health projects. Over the Operational Plan period, DFID Zimbabwe will have significantly increased the number of evaluations that are commissioned across the country programme, focusing on our large spending areas and public commitments as well as lesson learning from innovative programmes and partnerships, for example the national cash transfer scheme. Operational research, randomised trials and longitudinal impact assessment studies are being will be conducted to assess the quality of implementation, evaluate results, document best practice and improve programme management. The appropriateness of methods is always considered when the evaluations are designed. At least 25% of the budget for the period of this operational plan is expected to be subject to independent evaluation.

Building capacity of partners

DFID continues to look for ways to help Zimbabwean institutions to build their capacity and skills for independent evaluation and use country systems for evaluation whenever possible, including assistance in collecting and analysing data disaggregated by sex.

DFID will also consider support for initiatives to make use of the resulting findings. ZIMSTAT- the national statistical agency – is a key partner; we are working to improve its capacity, and are encouraging other donors to follow suit, while maintaining enough resources to produce programme specific data.

DFID also continues to consider how, in working with project partners and fellow donors, we can increase their ability to effectively monitor and evaluate our joint work as well as their own.

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.

Publication of information

DFID Zimbabwe's work will support DFID's overall transparency commitments by ensuring that all project documentation is published on the DFID Development Tracker <http://devtracker.dfid.gov.uk/>. We will also ensure that all information in the public domain is comprehensive, accessible, accurate, timely and written in plain English. DFID Zimbabwe does not currently provide information for Zimbabweans in the main local languages - Shona and Ndebele, as English is widely understood and taught in all Zimbabwe schools from an early age. We therefore publish this Operational Plan and all project summaries in English.

However, we continue to consider the extent to which translation of DFID documents into languages other than English would make information more accessible with our programmes and public communications, and our implementing partners provide project information in local languages. For example, leaflets explaining the work they are doing, service delivery billboards, training materials and advertisements in papers are all translated into relevant local languages.

In Zimbabwe, DFID works hard to promote access to information, including continued periodic media briefings with local journalists on the UK programme, conducting press interviews, and publicising our work through different social media channels, including a joint DFID and FCO Twitter account. DFID also organises quarterly meetings between the DFID team, the Embassy in Harare and local heads of Civil Society Organisations (CSOs) to brief them about the UK's work in Zimbabwe. Similarly, we will continue to produce information sheets on every programme we support, revised on a six monthly basis, and detailing our key interventions and their results. The DFID/British Embassy joint Communications Team makes paper and electronic copies of this information available to interested parties. We also work closely with our British Council counterparts, harnessing their extensive social networks and collaborating where possible to showcase DFID's work. DFID also continues to input into the Embassy's communication materials, and to reinforce our programme messaging through other development partners, and their communications networks.

DFID Zimbabwe will continue to strive to meet the standards set out in the International Aid Transparency Initiative (IATI) which DFID signed up to in 2011, and encourage partners in civil society, multilateral organisations and other donors to do the same. We will also use our influence to encourage the Government of Zimbabwe to become more transparent to their own citizens about their budgets and the aid which they receive. In 2010, DFID led a process to provide more comprehensive and reliable information on funding from donors to Zimbabwe to the Ministry of Finance, which facilitated inclusion of reliable figures in the national budget for 2011, a process that continues to this day. DFID Zimbabwe will continue to support CSOs and independent media to help ordinary Zimbabweans to better understand economic issues, what services their government is responsible for delivering, and where the aid community, and DFID in particular, is assisting, highlighting that these funds are being provided by the UK tax payer.

Supporting transparency in our work

As noted earlier, DFID Zimbabwe will continue to increase opportunities for those directly affected by our projects to provide feedback on project performance. This will be achieved through routine monitoring visits, and additional beneficiary feedback mechanisms. For example, in our Child Protection work, regular verification of the recipients of harmonised social cash transfers is undertaken by a private sector consultancy who periodically survey beneficiaries to ensure the programme is meeting their needs.

Annex A: Changes to Operational Plan

Change made to operational Plan	Reason for change
Significant revisions to Context	July 2013 national elections in Zimbabwe significantly changed the operating context
Significant revisions to Vision	DFID's programme has been revised to take account of the new operating context
Significant revisions to Results	<p>Two new indicators included to reflect our portfolio of work to 2015/16: the number of people benefitting from DFID-supported food security programmes; and the number of people benefitting from DFID-supported cash transfer programmes.</p> <p>Two indicators now removed, as targets have been exceeded: the number of food insecure households in rural areas; and the number of people who vote in elections supported by DFID.</p> <p>Result targets revised to reflect Annual Review recommendations and 2015/16 forecasts. In particular:</p> <ol style="list-style-type: none"> 1) the number of people with sustainable access to clean drinking water sources through DFID support: target reduced from 2.918m to 1.5m as 2012 census showed project sites to be much less populated than originally thought; 2) the number of people with access to an improved sanitation facility through DFID support: target has been reduced from 1.281m to 500,000 for the same reason; 3) the number of people with access to economic opportunities: the target has increased from 86,000 to 108,000 to reflect better than expected project performance and a revised time-frame.
Significant changes to Delivery of Resources- programme spend	Updated to reflect changes in DFID's global priorities and DFID Zimbabwe's budget
Significant changes to Delivery and Resources- Instruments of Delivery	DFID funding policy lines updated for post 2013 electoral environment.
Delivering Value for Money	Small updates to reflect developments.
Monitoring and Evaluation	Small updates to emphasise beneficiary feedback
Transparency	Small updates to reflect developments.

Annex B: Human Rights Assessment

Human rights context

Economic and social rights: Zimbabwe ranks 156 out of 187 countries on the Human Development Index. Despite slightly improved scores since 2008 it is unlikely to meet the Millennium Development Goals, especially access to water, under five mortality, maternal mortality and HIV prevalence. The 2011/12 Poverty Income Consumption and Expenditure Survey showed that 72% of the population live below the poverty line of \$2.56 per day, with the rural population most affected. According to the 2014 Multiple Indicator Cluster Survey, nearly 8 in 100 children die before their 5th birthday and for every 100,000 women giving birth, around 600 die as a result. Lack of respect for property rights and the rule of law is a key constraint to growth and development. Despite some positive progress on land reform with the introduction of a land permit system for smallholder farmers this year, farm invasions against black and white-owned properties have continued, as have poorly-managed forced relocations from urban housing deemed to be illegally constructed.

Non-discrimination: The 2013 Constitution contains strong equality and non-discrimination clauses, enshrining the right of all to not be treated in a discriminatory manner on grounds such as nationality, race, age, sex and disability status (although not sexuality or sexual identity). Zimbabwe ranks 110 out of 187 on the 2013 Gender Inequality Index. The government has ratified the UN Convention on the Elimination of all forms of Discrimination Against Women but it has not yet been domesticated. The new Constitution is stronger on women's rights than its predecessor, invalidating customary law and practices that discriminate against women. Commitment to this will be tested by dealing with persistent inequalities, for example over 60% of women not owning a house or land, and only 9% being sole owners. A 2013 UNICEF statistical overview of Female Genital Mutilation/Cutting cited the practice as not common in Zimbabwe, but according to a 2012 UNFPA report, the prevalence of child marriage for girls under 18 was 31%. National child protection systems and safety nets remain very weak. 33% of girls experience sexual violence before the age of 18, and 64% experience physical violence. Homosexuality has been criminalised under domestic legislation since 2006, leaving the lesbian, gay, bisexual and transgender (LGBT) community marginalised and harassed. The government has ratified the UN Convention on the Rights of Persons with Disabilities but the Ministry of Labour and Social Welfare has virtually no budget to address disabled persons' rights. However, there are specific provisions for children with disabilities in the education sector.

Civil and political rights: Freedom House 2014 rates Zimbabwe as "not free" for civil liberties and political rights. The 2013 elections were peaceful, but the UK and some other international observers considered them seriously flawed and the African Union Observation Mission report identified a list of shortcomings. The new Constitution contains a progressive Declaration of Rights. Challenges remain in addressing political violence, repressive legislation, media freedom, and harassment of journalists, judges and human rights defenders. The judicial system is not sufficiently resourced to provide access to justice for ordinary Zimbabweans. The number of human rights violations has steadily decreased since the 2013 election but we remain concerned by continuing violence and abuses. Zimbabwe's UN Universal Periodic Review (UPR) mid-term report was due in September 2014 but has not yet been submitted. The UK's Foreign and Commonwealth Office 2013 Human Rights Report identifies Zimbabwe as one of 28 "countries of concern" globally, where the UK Government has wide-ranging human rights concerns.

Direction of travel:

Commitment to economic and social rights remains uneven, with strong signs of policy-level commitment in some sector ministries and progress on key indicators since 2010 (e.g. secondary school enrolment). But the December 2013 government budget saw the share going to social protection and health fall. Security of land tenure and respect for the rule of law and property rights remain major concerns. It is unclear how rigorously the new rights in the 2013 Constitution will be upheld. The conduct of the 2013 election suggests that Zimbabwe remains some way from respecting civil and political rights.

UK approach and focus:

As the largest bilateral aid donor, we will continue to make a significant contribution to recent positive trends on social and economic rights through our programmes in Zimbabwe's health, water and sanitation, education, social protection and governance sectors. We will continue to address inequalities and to increase the rights of all, mainstreaming gender into all our programming, and supporting civil society through a new multi-donor programme to empower citizens to hold the state to account for its use of resources, respect for human rights and for democratic principles. Engaging with the government on LGBT rights remains challenging for all international actors but the UK will continue to do so if opportunities arise. We remain engaged with civil society actors active in this field and will work to ensure they are able to operate freely. We are supporting a range of programmes aimed at improving access to finance for the poor with a focus on rural agriculture and small and medium-size enterprises. We will continue to closely monitor the human rights environment and to raise concerns about abuses of civil and political rights with the government and the international community.

Annex C: Girls and Women

In Zimbabwe, harmful attitudes and behaviours against girls and women remain prevalent and levels of gender based violence (GBV) are high: 33% of girls experience sexual violence before age 18, and 64% experience physical violence. Women and girls are disproportionately affected by fragile basic service provision and crumbling infrastructure. DFID has made a major contribution in raising the proportion of women helped by a health professional in childbirth from 60% to 80% in the last 5 years. This in part has likely contributed to a dramatic decline in maternal mortality from 960 to 614/100,000 live births. However, Zimbabwe still has one of the highest maternal mortality rates in the region. Women and girls are responsible for water collection in 86% of households and a lack of access to water dramatically increases their work burden, reduces their capacity to engage in productive activities, and makes them more vulnerable to violence.

Whilst laws exist to protect the economic rights of women, they are frequently undermined by discriminatory practices, customary law and/or lack of action to fulfil the principles of well-intentioned laws. For example, legislation exists to enable women to access bank loans but in practice they generally lack the collateral necessary to do so; over 60% of women do not own a house or land, and only 9% are sole owners. In terms of a political voice, while numbers of female parliamentarians have risen (to 34%), women's representation in senior leadership and decision making positions remains low, reflecting patriarchal social norms and women's lack of economic resources and political power.

Response

DFID Zimbabwe will tailor its whole programme to invest more resources in women and girls, recognising that doing so is essential for sustainable development in Zimbabwe. Between 2011 and 2015 we will spend £36 million on education and £131 million on health, including on family planning to ensure women and girls are given greater choice over their futures. We will continue to engage on sexual and reproductive health rights and maternal and new-born child health, including working to change harmful social norms perpetuating GBV, which will reach at least 1.35m people every quarter in 2015/16. Education programming will place greater emphasis on skills development at secondary level, especially for adolescent girls. For example, we are supporting at least 24,000 disadvantaged girls through secondary school per year between 2014 and 2016.

In rural areas, our £34m Water, Sanitation and Hygiene (WASH) programme is setting up Water Users Committees with a majority of female members whose role is to be involved in the locating of new facilities. The Rural WASH schools component includes the improvement of toilet facilities, and the design will take into account special needs resulting from menstrual hygiene so helping to improve attendance rates at school among girls.

Our £13.5m pro-poor growth programme should deliver access to finance for 22,000 women by 2015. This will be expanded in 2015/16 with a stronger focus on economic empowerment of women (for example through improved financial services tailored to the needs and circumstances of women), and a new programme component will aim to build skills and improve employability of young people, particularly young women. And our new £4.9m Business Enabling Environment Programme will seek to make improvements to the legal, policy and regulatory business environment, analysing and addressing the specific factors currently excluding and disadvantaging women.

Zimbabwe's new Livelihoods and Food Security Programme will seek to improve the livelihoods of poor rural women, for example through developing and promoting time-saving agricultural technology transfer, and by supporting businesses benefiting and employing high proportions of women. And for those unable to work, DFID's support to Harmonised Social Cash Transfers will reach over 38,000 of the very poorest households – 61% are female-headed - with essential income to meet their basic needs in 2014/15 and 2015/16.

New governance programming will be rolled out in 2015/16, and will seek to empower women by enabling their participation at all levels, through promoting women's active engagement in holding public services to account, improving access to media, and building civil society's capacity to address attitudinal, structural and institutional barriers to women's participation in the development process. It will also build on existing DFID programming to increase access to justice for women; in 2014/15 we will support at least 5,000 vulnerable women and girls with legal assistance, and expect to significantly increase this support in future years.

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