Executive summary

In 2017, the Government of South Africa continued to prioritize investments in children. Against a background of limited economic growth, declining budget revenues and socio-political uncertainty, budget expenditure on basic education, health and social development is set to grow by two per cent in real terms in the next three years. UNICEF South Africa worked with the Government and local partners to accelerate investment in early childhood development (ECD), results for adolescents and to end violence against children.

Early childhood development continued to be a government priority. The percentage of children age 36-59 months attending early childhood education programmes increased from 48 per cent in 2015 to 63 per cent in 2017. The National Curriculum Framework for Children zero to four years is now available in all 11 official languages as well as Braille, supporting practitioners who are not English-first language speakers and who provide programmes for children with disabilities. The investment case for early childhood development, developed with UNICEF South Africa’s technical leadership, provided basis for increasing access to early learning and development opportunities.

UNICEF South Africa focused on strengthening health systems to deliver better results for children, documenting good practices and advocating for national scale-up. In seven districts with the worst child health indicators, the use of dashboards at the facility-level improved health care delivery and management systems, functioning accountability mechanisms and using data for action. In one target district, Nelson Mandela Metro, the inpatient neonatal death rate was reduced from 29.2 per 100,000 live births in 2013/14 to 13.7 per 100,000 live births in 2016/17, and HIV testing rose from 144,608 people in 2013/14 to 205,225 in 2016/17.

Prevention and treatment of HIV among adolescents was also a priority. UNICEF South Africa provided technical support to the Human Sciences Research Council to develop protocols and conduct the 2017 HIV Prevalence, Incidence and Behavioural Survey. For the first time in South Africa, the survey data includes age- and sex-disaggregated information on adolescents, critical to shape the HIV response in South Africa.

Quality of education and learning environment improved, including a well-defined policy framework to address gender-based violence in schools. The National Senior Certificate examinations reported an improvement in Grade 12 pass rates between from 70.7 per cent in 2015 to 72.5 per cent in 2016. This was supported by systemic gains at lower levels of the system. However, the 2016 Progress in International Reading Literacy Study results showed that 74 per cent of Grade 4 learners could not read for meaning. UNICEF South Africa supported a randomized control trial on early grade reading, generating evidence of a model that improves learning outcomes, to be used by the Department of Basic Education.

Investment in prevention and early intervention programmes to address violence against children was accelerated in 2017. UNICEF South Africa supported strengthening and scale-up of the Isibindi child and youth care programme that reached 352,000 children in 2017.
cumulatively, through home visits from child and youth care workers as well as access to 400 safe parks nationwide. The Sinovuyo programme, designed to prevent maltreatment and violence against adolescents, trained 1,200 caregivers in four provinces. Sustained advocacy with partners resulted in commitment from the Government to roll out child and youth care work nationwide as per the Isibindi programme. The Government agreed to integrate the Sinovuyo parenting and MenCare programmes that promote the involvement of men in caring for children into the child care programme. The cost of training civil society partners on parenting was adopted into the government budget at national and provincial levels.

Rising poverty and inequality were key challenges. Statistics South Africa research showed an increase in poverty levels between 2011 and 2015, and the highest levels among children. Building on the Child Support Grants that reach 12.7 million children, and documented as among the most successful poverty reduction programmes, UNICEF advocated to link cash, care and other basic services for more effective provision of multisectoral services adapted to children’s situation to improve results for children and reduce inequality. Four budget briefs on health, education, social development and the national budget were produced and presented by UNICEF to the Parliament to advocate for social budgeting for children.

**Equity in practice**

From 2014 to 2017, UNICEF South Africa promoted equity by supporting innovative approaches to build evidence for scale and impact of results for children.

Supporting the Government to find effective ways to address persistent and growing inequality in South Africa---a primary source of multi-dimensional child deprivation---was a priority of UNICEF child protection and social policy work. In South Africa, 12.6 million of the poorest and marginalised children are registered at birth and enrolled on the Child Support Grant in an information management system. UNICEF South Africa designed a model of linking the children on the Child Support Grant to improved care and services. The model was endorsed by the Government and was backed by evidence conducted by the Universities of Johannesburg, Chicago and Utrecht that recommended that family and community-based prevention interventions are needed to support Child Support Grant families, as cash alone doesn’t address all the multifaceted social, material, mental, physical and educational challenges that children and their families face.

Through the development of an investment case, UNICEF South Africa supported the advocacy of the Department of Social Development to Treasury for increased funding to scale-up child and youth care programmes for children most at risk, from 1.1 million children to 4 million children. UNICEF advocated to the Parliament to maintain budget allocations to social services in a constrained fiscal environment undergoing considerable budget cuts. UNICEF engagement in the national dialogue for sustained or increased budget allocation to services for children living in South Africa highlighted funding inequalities at the provincial level on key issues such as prevention and early intervention programmes; and advocated for allocations in the education sector to rural areas where learning outcomes of the poorest children lag behind the national average.

UNICEF South Africa continued support for facility-level indicator dashboards on relevant maternal, newborn, child health and nutrition, HIV, primary health care and mortality indicators in the seven districts in the Eastern Cape, Limpopo and Mpumalanga provinces with the poorest health indicators. The monitoring dashboards assisted healthcare workers at facility-level to (1) understand bottlenecks, (2) identify and initiate key actions against bottlenecks, (3) set the target for corrective actions and (4) track progress and monitor outcomes and impacts for
women and children.

The use of the dashboards improved health care delivery and management systems with functioning accountability mechanisms in place, and data used for action at every level of health care delivery for improved equity and quality of care. In particular, significant progress was made in Nelson Mandela Bay Municipality district where the inpatient neonatal death rate fell from 29.2 per 100,000 live births in 2013/14 to 13.7 per 100,000 live births in 2016/17. HIV testing increased from 144,608 people in 2013/14 to 205,225 in 2016/17.

UNICEF South Africa promoted equity and partnered to scale-up evidence-based interventions that reduce multi-dimensional child deprivation.

**Strategic Plan 2018-2021**

During the next UNICEF Strategic Plan 2018-2021, UNICEF South Africa will strengthen system capacities for delivering results for children, in collaboration with the national and sub-national Governments. This will start with a joint situation analysis to draft a joint work plan, as the critical lesson learned was the importance of strong and strategic alignment of UNICEF and Government priorities. Advocacy will be done directly and indirectly through partners to influence (1) the allocation of resources into sectors affecting children and (2) the implementation of interventions targeting areas with the greatest needs.

Implementation is driven by direct, high-quality technical assistance to bridge the gap between policies and implementation and execution. Success was made to ensure that requisite policies were in place, but implementation is a challenge in South Africa. UNICEF South Africa will review current partnerships and forge new strategic ones with local civil society organisations that have proven track records, grounded in data and having national reach, for adequate field monitoring of progress and achievements of intended results.

In addition to the national-level engagement, UNICEF South Africa will have a sub-national focus to target barriers and bottlenecks in the most disadvantaged areas. Notably, areas that have the maximum number of children, while at the same time ensuring that inequity is addressed by reaching children who are most at risk through a comprehensive package of multi-sectoral interventions, integrating health, HIV/AIDS, nutrition, WASH, education and protection. This will maximise the impact, effectiveness and efficiency of UNICEF resources and demonstrate results attributable to UNICEF South Africa’s interventions.

**Emerging areas of importance**

**Accelerate integrated early childhood development (ECD).** UNICEF financially, technically and with information, supported cross-sectoral work that involved the Department of Social Development (the ECD programme) and the Department of Health (DoH) in developing a training manual for ECD practitioners including modules on optimal menu planning; WASH and food handling; food gardens; growth monitoring and promotion; Infant and young child feeding (IYCF); and Road to Health booklet completion. Capacitation of early childhood development practitioners provided an opportunity to access health and nutrition care through the community as an entry point. Referral systems established between the ECD centres and local primary health clinics ensured that children in the ECD centres receive health and nutrition services provided by the DoH. UNICEF South Africa was a member of the National Department of Health’s ECD technical working group, and lessons learned from this work will contribute to developing the implementation plan for the ECD Nutrition Guidelines that will be rolled out to the entire country. Capacity building of ECD practitioners in WASH and food handling has been included with the nutrition and a training package in infant and young child feeding to reduce
infections and faltering growth.

**Greater focus on the second decade of life.** The Sport for Development Youth Leadership programme, which UNICEF South Africa contributed to technically and financially, provided opportunities for high school youth learners to engage in meaningful activities, take responsibility for their actions and participate in sport and youth development programmes in their school. The key strength of the programme was its strong linkage with Girls and Boys Education Movement which consists of school-based clubs run by the learners with support from school management, to provide access to information and a space where the youth can discuss relevant issues such as gender-based violence, HIV prevention, drug abuse, sexuality and the importance of education. Educators and sport coaches provided mentorship and ongoing training to the Sport for Development peer leaders on a weekly basis. Five provinces participated in the Sport for Development Youth Leadership programme: Eastern Cape, KwaZulu-Natal, Mpumalanga, Limpopo and Gauteng with over 17,321 learners (65 per cent girls and 53 per cent boys) who have benefited from the programme since its inception.

An estimated 2,000 new HIV infections occur each week among adolescent girls and young women aged 15-24 in South Africa. UNICEF South Africa focused on producing data disaggregated by age and sex to develop and implement interventions for different population groups. UNICEF in partnership with University of Cape Town supported exploration of innovations that help adolescents reach and use HIV prevention, testing and treatment services. UNICEF supported the design and field-testing of a mobile application (Vizool Eyes) to assist adolescents living with HIV to adhere to HIV treatment and report sickness in youth-friendly way. Use of the application was being field tested in Limpopo province to provide an opportunity to scale up the adolescent HIV prevention and treatment programme.

**Support “movements” to accelerate results for children.** UNICEF South Africa worked with Government, academic institutions and civil society to advocate for the country’s membership to the Global Partnership to End Violence. UNICEF provided technical support to the technical task team, including technical and financial support for the revision of “the National Programme of Action to Address Violence against Women and Children” and collaborated with the European Union-led technical working group on Violence and the Dialogue Forum.

UNICEF South Africa organized events to end violence with emphasis on violence prevention, and worked with Innocenti Research Center and Parenting for Lifelong Health partners to finalise and publicize the results from the Randomised Control Trial and Qualitative Study on Sinovuyo parenting programme. Results included increased matric pass rates, decreased violence and improved children-caregiver relationships in the families involved in the programme. UNICEF contributed to the South African prestigious annual publication on children’s rights, the Child Gauge, that ended with a Call to Action to enhance children’s access to ‘quality social services’ and to create safe, loving homes and a protective environment for children in the schools and communities.

**Summary notes and acronyms**

**Summary**

The three feet approach: a district-level health system strengthening approach that gives health care workers the tools to respond to system and community health needs in a simplified way, supporting them to provide quality care for mothers and young babies, manage illnesses such as tuberculosis and HIV and promote community engagement to improve healthcare outcomes.
UNICEF supported the capacity development of 414 master trainers to train community health...
workers in two provinces. The modules included the first 1,000 days, breastfeeding, Infant and young child feeding (IYCF), water, sanitation and hygiene (WASH), danger signs, menu planning and food gardening. UNICEF built the capacity of 2,200 caregivers on parenting skills, 350 social service professionals on parenting programmes and 70 social service professionals on streamlined procedures for case management, group and community work and reporting. A nationwide campaign against measles targeting children under five was conducted in June 2017.

For the HIV programme, UNICEF South Africa worked with communities around two clinics in Tshwane District to identify and train adolescent mentors to support women who were pregnant or breastfeeding aged 15 to 24 years. Four mentors were trained to follow up and promote adherence to antiretroviral treatment (ART). Twenty adolescent schoolgirls were trained to promote services for the prevention of teenage pregnancy among their peers. While the scale was small, this helped identify the best modality for capacity development of adolescents who will provide support to their peers for the increased uptake of key HIV services.

**Evidence generation, policy dialogue and advocacy**

Leveraging evidence generated through research for policy dialogue and public advocacy was a key UNICEF South Africa strategy to scale up good practices and models that accelerate results for children.

On advocacy for sustained and increased budget allocation to social services for children, UNICEF provided intellectual capital to the Government. UNICEF completed a written submission for two committees in the national Parliament and made two separate presentations to the respective committees; and developed and published four budget briefs on health, education, social protection and overall budget and gathered constructive feedback from the Government.

UNICEF worked with the Universities of Johannesburg, Chicago and Utrecht to support a study ‘Families, the Child Support Grant and child well-being: Connecting cash and care to scale up the impact of the Child Support Grant’. This research provided evidence for the model of linking cash, care and protection that UNICEF South Africa developed with the Department of Social Development (DSD) to pilot in 2018. Key findings of studies on child rights, including the social determinants of violence against children; a diagnostic review of the bottlenecks to implementation of the Government’s national action plan to end violence against women and children; and online violence were disseminated and used to revise key policies, including the National Programme of Action on Violence Against Women and Children.

UNICEF South Africa provided technical support to the Human Sciences Research Council to conduct the 2017 HIV prevalence, incidence and behavioural survey that is age- and sex-disaggregated. This was particularly important as the biggest challenge to the adolescent HIV programme was a lack of age- and sex-disaggregated data. The survey result will guide the targeted HIV response by the Government for different population groups.

**Partnerships**

UNICEF South Africa continued to nurture strategic partnerships with the Government, civil society and private sector partners. These partnerships promoted evidence generation, evidence-based advocacy, capacity development and innovation.

National Department of Health (NDOH), DBE and DSD were key sector partners. Relationships with the National Treasury and the Parliament were strengthened on the issue of public finance.
for development with publication of budget briefs. UNICEF South Africa collaborated with the Department of Planning, Monitoring and Evaluation at the Presidency on domestication of the Sustainable Development Goals (SDGs). Key evidence generation partners included University of Johannesburg, Wits University, University of Stellenbosch as well as the HSRC. UNICEF South Africa continued to partner with the Children’s Institute at the University of Cape Town for 2017 Child Gauge publication.

UNICEF worked with the civil society, media and the private sector to define strategic partnerships to invest in the most vulnerable children. UNICEF partnered with the LEGO Foundation for play-based learning. Through memorandums of understanding, a formal partnership was formed to implement strategic areas of the National Early Childhood Development Policy. UNICEF worked with SuperSport to promote opportunities in sports and development for children with multiple disabilities.

For the first time, an ala dinner was organised in May, hosted by UNICEF Goodwill Ambassador Priyanka Chopra, with emphasis on the nation’s commitment to #ENDviolence against children. It was attended by over 180 representatives of the corporate sector, Government, civil society, media and the diplomatic corps. UNICEF convened four CEO breakfast meetings in 2017. About 30 leaders discussed the business role in delivering results for South African children in the context of the SDGs. As a result, foundations and companies supported organizations and projects promoted by UNICEF, including donations of toys, wheelchairs and office furniture to 400 Isibindi safe parks.

**External communication and public advocacy**

Awareness of UNICEF South Africa’s work continued to increase in 2017.

The 2016 South Africa Media Performance Global Report stated that UNICEF South Africa’s social media reach was two million people in 2016, a 33 per cent increase from 2015, and that its voice on children’s issues in social media was 92 per cent in 2016, a 10 per cent increase from 2015 (2017 data not available).

UNICEF South Africa’s Advocacy Strategy for 2017-2018 raised awareness of its programming priorities and fundraising. Child rights’ advocacy was prominent on World Children’s Day. Approximately 20 events involving nearly 200 children took place on 20 November. UNICEF South Africa unveiled the statue of a young girl, called Hope, alongside the Nelson Mandela Statue in Sandton City Square. The statue, symbolic of every girl and boy in South Africa as a rights’ holder, represented the power of children to shape the future.

Other UNICEF events included (1) The Global Kids Council Representative read her manifesto on children’s rights to the United Nations Economic and Social Council in New York; (2) in Google’s laboratories, children designed ‘tech’ solutions to children’s issues in South Africa; and (3) with Independent Newspapers and the South African Broadcasting Corporation, children took over the press in cities across South Africa.

The Child Protection and Social Policy Section conducted six TV and four radio interviews with live coverage and made speeches at high-level conferences that resulted in various YouTube videos. They made two key presentations on the mid-term budget submission in Parliament. This highlighted the situation of the most disadvantaged children and actions to enhance access to services and to strengthen a loving and protective family and community environment.

**South-South cooperation and triangular cooperation**
UNICEF South Africa shared information and lessons learned with other countries.

Globally, South Africa was a leading country in technical capacity and experience in newborn care. To share good practices and information with other countries, UNICEF Headquarters and UNICEF South Africa, in collaboration with the Medical Research Council and the University of Pretoria, hosted a training course in March 2017 on Kangaroo mother care and perinatal problem identification/mortality audit. Participants from the Ministry of Health, clinicians, policy makers, programme managers and UNICEF staff from Bangladesh, Ghana, India, Tanzania and East and Southern Africa Regional Office (ESARO) and West Central Africa Regional Office (WCARO) attended. It introduced kangaroo mother care that reduces neonatal mortality, and helped streamline a perinatal audit programme in the respective countries. With facilitation and technical support from UNICEF South Africa, the participants learned from the South African experience that they committed to customising and replicating in their respective countries.

The child protection team participated in a regional conference on case management organised by UNICEF ESARO and Zimbabwe, the Zimbabwean Government, and the United States Agency for International Development (USAID). The conference was attended by Government, UNICEF and USAID delegations from 13 countries. The child protection team exchanged tools on child and youth care work, case management, parenting programmes and models that link cash with care. UNICEF South Africa was part of a regional study on Children on the Move and attended cross border meetings with partners from Mozambique and Zimbabwe to strengthen the care and support for these children.

**Identification and promotion of innovation**

UNICEF South Africa continued to identify and support innovative approaches to advance progress towards results for children.

UNICEF South Africa supported a project that regularly sends out customised laboratory test-results of HIV Polymerase Chain Reaction positive infants to prevention of mother to child transmission of HIV (PMTCT) focal persons in three districts. With this innovation, HIV-positive infants now receive ART earlier.

UNICEF South Africa supported innovations such as the mobile application, Vizool Eyes, that helps adolescents access and use HIV-prevention, testing and treatment services and report sickness in a youth-friendly way. Vizool Eyes was being piloted in Limpopo Province.

To address challenges of low transfer of knowledge and skills related to integrated management of childhood illness (IMCI) and anthropometry for growth monitoring and promotion, UNICEF South Africa utilised a human-centred design for nurses working with this tool. When finalised, this tool will merge with the digital Road to Health Booklet application, issued at birth to all children in South Africa to record a child’s growth, development and care.

UNICEF supported the DBE in developing and implementing a mobile application, ECDmobi, that is a low cost, easy to use, real-time virtual-parent support tool that equips parents and primary caregivers with skills for play-based learning with their children. ECDmobi will be used by a predicted 200,000 parents in 2018.

As part of the implementation of WASH activities for learners, UNICEF South Africa and Mpumalanga Department of Education developed a low-cost, durable hand-washing station independent of municipal water supply where 17 learners can wash their hands and brush their
teeth simultaneously. Forty-two stations will be built in schools in Mpumalanga Province in 2018. The design was made available for replication in other provinces.

Support to integration and cross-sectoral linkages
UNICEF South Africa strengthened multisectoral linkages and integration that contributed to effective and efficient programming in 2017.

UNICEF worked with Government, UN agencies and civil society to develop a colloquium for separated and unaccompanied children migrants. The outcomes were endorsed by all partners, including the DSD, DBE and DoH, that provided recommendations to ensure that the rights of separated and unaccompanied children migrant children are met concerning registration (access to ID cards), access to health, education, care and protection from abuse, violence, exploitation and neglect. The team worked across different sectoral government departments with civil society, academic institutions and development partners to revise the National Programme of Action on Violence against Children and Women and to create concerted action.

UNICEF South Africa contributed to the government-led ‘She Conquers’ campaign, a three-year campaign (2016-2019) that focuses on adolescent girls and young women aged 15-24 to: (a) prevent new HIV infections, (b) reduce teenage pregnancy, (c) keep girls in school, (d) address gender-based violence and (e) create economic opportunities and empower adolescent girls and young women. UNICEF South Africa health and nutrition and child protection sections joined efforts to support select districts in Eastern Cape Province to implement different elements of the campaign: interventions for prevention of HIV, TB, Nutrition and maternal child health services.

In Eastern Cape Province, UNICEF supported cross-sectoral work that involved DSD (the ECD programme) and DoH in developing a training manual for ECD practitioners that included learnings on WASH, food gardens, growth monitoring and protection, infant and young child feeding and Road to Health Booklet. Utilising ECD centres as an entry point to the community was an excellent option in supporting overstretched health service.

Service delivery
UNICEF South Africa supported service-delivery initiatives to generate evidence for scale up by the Government and other partners.

UNICEF South Africa continued to support the ‘three feet approach’ that uses facility-level indicator dashboards on relevant maternal, newborn, child health and nutrition, HIV, primary health care and mortality indicators in the seven districts in the Eastern Cape, Limpopo and Mpumalanga provinces, where the worst health indicators were observed. The use of the dashboards resulted in improvements in existing health care delivery and management systems. Linkage of the dashboards with the regular district health planning process and expenditure reviews supported the sustainability of the framework. The three feet approach resulted in better teamwork, morale and a sense of accomplishment in facility teams because health workers used the data for designing their own solutions to problems. The health systems were strengthened and the overall quality of health care, equitable coverage, monitoring and responsiveness to the needs of the community were improved.

UNICEF South Africa supported both Government and civil society to scale up the service delivery models for prevention and early intervention services to the most vulnerable children and their families, namely Isibindi and Sinovuyo. UNICEF financially and technically supported the roll-out of the Isibindi programme in the Eastern Cape Province, where 28,000 youth were
reached with targeted programmes that encouraged community empowerment for demand, access and use of services. Monthly reporting and programmatic discussions strengthened the programme. Sinovuyo Teens Parenting Programme was integrated into the Isibindi programme that UNICEF promoted and facilitated in order to target caregivers and their teenage children simultaneously. This resulted in holistic programming, taking into account the family as a whole rather than the child in isolation.

**Human rights-based approach to cooperation**

UNICEF South Africa continued to work with the Government in the implementation of both the Convention on the Rights of the Child and the African Charter on the Rights and Welfare of the Child (ACRWC). UNICEF advocated for South Africa to ratify the optional protocol to the Convention on the Rights of the Child on a communications procedure, particularly as the country is party to related communication procedures such as the ACRWC. Despite interventions to encourage the country to submit the report, the Initial Report on the Optional Protocol on Involvement of Children in Armed Conflict has been outstanding since 25 October 2011.

A child rights’ focal person assisted the office to (1) keep abreast with local and international developments that impact children’s rights in the country, e.g. regular reviews and analysis on Cabinet statements or new policy development, and (2) understand how they relate to children and their rights in the country. The human rights-based approach to programming and collaboration was inherent to UNICEF South Africa work plans and programme development to ensure rights-based and equity-focused results for children.

At the sectoral level, child protection colleagues participated in the process to raise awareness on the Concluding Observations of the Committee on the Rights of the Child and to develop the response framework across Government and civil society in line with the Observations. Together with other UN agencies such as ILO, UNDP, OHCHR, the team strengthened the policy framework of Government, resulting in a White Paper on Persons with Disabilities (PwD), and raising awareness of their rights in the context of the One UN Joint Programme on Persons with Disabilities, funded by the UN Partnership to Promote the Rights of Persons with Disabilities.

**Gender equality**

In line with the gender action plan, UNICEF South Africa contributed to advancing girls’ secondary education in South Africa through the TechnoGirl programme.

Gender inequality in science, technology, engineering and mathematics (STEM) remains endemic in South Africa, with only 28.5 per cent of female graduates in STEM-related careers despite being the majority in secondary education. The TechnoGirl programme, that UNICEF South Africa financially and technically supported, provided a flagship model to address the inequities. The programme is premised on the understanding that exposure to public and private sector workplaces on a long-term basis can help girls pursue careers that are in demand by the economy and are under-represented by women. The TechnoGirl programme enabled girls to experience work in STEM in order to make informed career choices. The programme selected girls aged 15 to 18 from disadvantaged communities and placed them in mentorship and skills development programmes in companies; 9,634 girls have benefited from the programme since its inception in 2006; and in 2017, 3,500 girls from disadvantaged communities benefitted from organised and supported job shadowing opportunities.
The programme did not only benefit the individual girls but contributed to the changing of social norms in the education system regarding STEM that started to show a multiplier effect. This will lead to sustained employment opportunities, and as a result, the cycle of poverty for girls is to be broken.

**Environmental sustainability**

Among UNICEF South Africa priorities are to promote environmental sustainability and minimise the potential impact of climate change on children living in South Africa.

Primary impacts of climate change on child health include injury suffered during heavy rainfall or increase in infectious, vector and water-borne diseases in areas subject to higher annual average temperatures and rainfall intensity. The impacts are indirect when climate change interacts with development pressures such as rising food prices. Secondary impacts on children are associated with the coping and adaptation strategies in response to climate change including migrating for opportunities or adopting new livelihood practices.

Substantial changes in South Africa’s climate resulted in the drought due to the El Nino. South Africa Vulnerability Assessment Committee meetings were held regularly by the Government in 2017, monitoring the effects of the El Nino drought on communities in South Africa. Over 14 million people had inadequate access to food. With UNICEF South Africa and partner support, the Government developed a multi-sector National Food Security and Nutrition Plan that addresses malnutrition in all its forms, and a key strategy looked to the transformation of the rural economy with a focus on increasing productivity of smallholder producers to increase local access to nutritious foods. The plan was costed in 2017 and will be submitted to Cabinet and published in the first part of 2018.

In addition, 25,000 children accessed UNICEF-supported safe parks in 2017. As part of an initiative to encourage greater participation by adolescents, access to WIFI was utilized in three safe parks, and it was energized from solar panels to promote the use of clean, renewable energy.

**Effective leadership**

The annual management plan (AMP) defined office priorities based on the country office (CO) risk analysis, and provided governance and oversight mechanisms for effective country programme operations. Key priorities and results focused on staff well-being, resource mobilisation, cost savings and efficiency gains. The plan evolved into a compact between the UNICEF Regional Office and UNICEF South Africa and guided key results for teams and individual staff. Fundraising was identified as a high-risk area for UNICEF South Africa. A task force was established, and the task force developed fundraising strategies and tools to ensure accelerated achievement of targets.

The CO revised its office improvement plan. Issues identified through the 2017 global staff survey were addressed. Two priorities were identified: (1) performance management and (2) training and coaching.

The annual management plan provided office wide performance indicators that were used to monitor management, programme and operations performance. The country management team reviewed these indicators as a standing agenda item and recommended corrective actions for achievement of targets. Key management indicators were reviewed at all staff meetings, in the mid-year review and annual review.
UNICEF South Africa’s well-established internal control framework enforces accountability in line with the internal control policy and segregation of duties. The CO reviewed its governance structures and aligned with the guidance, ‘8 opportunities to streamline office management’. During 2017, all statutory bodies including country management team, contract review committee, property survey board, programme cooperation agreement review committee and joint consultative committee were in place and supported achievement of programme and management objectives.

The CO conducted enterprise risk management training to improve integration of processes into office priorities and work plans. The enterprise risk management risk and control library was reviewed and updated. The business continuity plan was updated and approved during the year, and agreement for alternate devolution location was put in place with UNICEF Zimbabwe.

**Financial resources management**

The country management team reviewed management key performance indicators as a standard agenda item, including budget and financial monitoring and monitoring of the HACT annual assurance plan resulting in efficient financial management. The sections held bi-weekly meetings to review the status of financial implementation and ensured that gaps were addressed. The performance scorecard confirmed UNICEF South Africa’s solid performance in all areas of key performance indicators.

Total funds utilized in 2016 amounted to US$ 12,072,785, comprising US$ 544,561 from the Integrated Budget (IB), US$ 1,197,200 from Regular Resources (RR) and US$ 10,331,024 from Other Resources (OR). UNICEF South Africa achieved 100 per cent implementation of IB and RR funds and 97 per cent implementation of OR funds.

UNICEF South Africa developed a HACT assurance plan and met most of the targets: 16 spot checks out of 16 planned; 34 programme visits out of 26 planned; four micro-assessments and two simplified financial capacity assessment out of two planned assessments. However, two scheduled audits were not conducted, to be done in 2018. The CO maintained a zero balance of direct cash transfers over nine months throughout the year.

The CO maintained two bank accounts and monthly statements of the accounts were submitted to GSSC for processing of reconciliations. Although the CO must maintain a minimum balance of approximately US$ 10,800 to secure pledge collections, the month-end cash balance requirement was largely complied in 2017. A new approach was adopted for collection of pledge contributions that helped to fully manage the risk of loss of resources due to inadequate transfer of data from donor perfect to the online banking platform.

Out of the 12 recommendations of 2016 audit report, seven were closed in 2016 while remaining five were closed by February 2017.

**Fundraising and donor relations**

Fundraising and donor relations efforts resulted in 81 per cent of OR ceiling funded, with US$ 13.7 million allotment in 2017 and nearly US$3 million re-phased for utilisation in 2018. Most funds were generated from private sector donors, including private foundations, corporations and high net worth individuals, through the UNICEF National Committees and in coordination with the private fundraising and partnership division.

This included partnerships with The LEGO Foundation, MacAid, Ryan Trust, Elma Foundations, FC Barcelona and Kimberly Clark and funding generated through Schools for Africa National
Committees campaign. UNICEF received in-kind support from Weber Shandwick, Mango Airlines, South African Airways, Ster Kinekor, Nedbank, SABC and Super Sport for an estimated total of US$ 500,000. UNICEF South Africa organised its first-ever fundraising gala dinner in May 2017, attended by over 180 representatives of the corporate sector, Government, civil society, media and the diplomatic corps, raising nearly US$ 50,000.

The private sector fundraising programme in South Africa implemented its 2015-2017 strategy. By the end of 2017, the gross revenue from individual giving had grown by 48 per cent compared to 2016 (from US$ 352,000 end of 2016 to US$ 523,846 end of 2017), and the pledge donor base had grown by 35 per cent from 6,222 pledge donors at the end of 2016 to 8,127 pledge donors by the end of 2017. This was achieved primarily through face-to-face and on-line outreach.

The Country Office put in place internal quality control mechanisms for donor reporting, including pre-review of all drafts by the planning, monitoring and evaluation specialist two weeks before the deadline and adding a feedback request form to the report. All reports were submitted to donors in a timely manner with quality, with one exception.

**Evaluation and research**

UNICEF South Africa did not conduct evaluations in 2017. Nonetheless, out of 28 research, studies, surveys, reviews and other monitoring and evaluation activities planned through the UNICEF South Africa PRIME, 15 were completed, 10 still in progress, one constrained and two dropped as at the end of 2017. Therefore, the overall PRIME implementation rate was 90 per cent.

Out of the completed studies, the randomized controlled trial on three reading interventions to determine the most effective modality of education service provision for early grade reading deserves explanation. This study was conducted in 230 schools randomly categorized into three different groups and given different interventions, while controlling for other variables. The group of schools that received a structured learning programme, supported by on-site coaching, lesson plans and graded readers, showed the highest learning outcomes. The study concluded this modality as the best approach, and UNICEF South Africa advocated for its adoption by the Government with the evidence. The Government adopted the approach, and preparation for its implementation will commence from 2018.

UNICEF South Africa worked with Human Sciences Research Council to conduct the 2017 HIV prevalence, incidence and behavioural survey that was age- and sex-disaggregated. This was particularly important, as a main challenge for the adolescent HIV programme was a lack of age- and sex-disaggregated data. The survey result will guide the targeted HIV response for different population groups in South Africa.

UNICEF worked with UN agencies, including UNDP, UN Women and UNFPA, to support the first pan-Africa monitoring and evaluation conference that the National Department of Planning, Monitoring and Evaluation hosted; nearly 100 participants from 28 countries in Africa attended.

**Efficiency gains and cost savings**

UNICEF South Africa adopted approaches aimed at efficiency gains and cost savings, including (1) decision not to fill two vacant posts in operations and two post in programme management; (2) use of stretch assignments to cover staff capacity gaps; (3) use of long-term arrangements (LTAs) for service; (4) enhanced implementation of the business operations strategy; (5) change in pledge contributions collection system; (6) successful renegotiation of contract for better Face
to Face (F2F) services for the pledge programme; (7) spot checks conducted more by UNICEF staff than by the external vendor; (8) implementation of ‘bring your own mobile phone’ policy; (9) implementation of decision to hold meetings and trainings in office and use external venues only when necessary; (10) heavier focus on value for money concept and training conducted for programme and operations staff; and (11) successful negotiation with landlord for contribution to ‘on site solar power generation project’ – a project being implemented with support of the Greening and Accessibility Fund.

UNICEF South Africa attended to medical evacuations from other countries in Africa and provided administrative and information and communication technology (ICT) support to the UNICEF Sub-Regional Office in Johannesburg without adding additional staff. The ICT section, with its existing capacity, supported the Service Centre Project where the ICT infrastructure for the other four LIGHT Cos in the sub-region was installed at UNICEF South Africa.

The total amount of direct cost savings realised in 2017 was estimated at US$360,700: US$40,500 from spot checks, US$232,000 from freeze on recruitment of vacant posts, US$55,000 from F2F contract, US$3,200 from training activities in house and US$30,000 from landlord’s contribution to solar power project. The ‘bring your own mobile phone’ policy will save approximately US$25,000 per year.

Supply management

The Botswana, Namibia, Lesotho, Swaziland and South Africa (BNLSS) Procurement Centre continued procuring programme supplies and institutional contracting and provided technical support in areas of prequalification of suppliers; review of specifications for goods and TOR for services; market survey; prequalification of printers; editing design and layout services; establishment of LTAs; and VISION support for BNLSS countries. The value of procurement in 2017 is US$ 7,152,101 for supplies and services, out of that a total of US$6,074,673 for BNLSS countries: the CO (US$ 1,933,480); Lesotho (US$ 2,513,388); Namibia (US$ 1,088,568); Swaziland (US$ 321,975); and Botswana (US$ 217,262).

Key commodities procured for BNLSS included printing of materials, wash and education supplies, office supplies, furniture and ICT equipment. The major services contracted were related to research and evaluation, micro assessments, ECD, HIV/AIDS and consultancies for child protection, videography, events management, and F2F contract. BNLSS Procurement Centre had 16 valid LTAs that mainly served the BNLSS and 10 LTAs developed jointly with other UN agencies.

The value of procurement for countries outside BNLSS was US$1,077,428 which included school furniture, materials and printing textbooks (Guinea-Bissau US$168,811); WASH supplies and equipment (Zimbabwe US$132,052); chlorfloc water makers (Somalia US$594,232); office and security supplies (Malawi US$54,068); swing with timber plastic seats (Cote d'Ivoire US$34,204); security equipment (Angola US$3,350); and camping equipment (South Sudan US$20,534).
Table 1
Summary of procurement of supplies and services in 2017

<table>
<thead>
<tr>
<th>Countries Procured For</th>
<th>Botswana</th>
<th>Namibia</th>
<th>Lesotho</th>
<th>South Africa</th>
<th>Swaziland</th>
<th>Other countries</th>
<th>Total (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program supplies</td>
<td>0</td>
<td>887,315</td>
<td>40,220</td>
<td>347,875</td>
<td>0</td>
<td>963,895</td>
<td>2,239,305</td>
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<tr>
<td>Programme service</td>
<td>208,982</td>
<td>201,253</td>
<td>2,042,071</td>
<td>1,127,148</td>
<td>321,975</td>
<td>0</td>
<td>3,901,429</td>
</tr>
<tr>
<td>Operations supplies</td>
<td>8,280</td>
<td>0</td>
<td>59,918</td>
<td>72,980</td>
<td>0</td>
<td>113,533</td>
<td>254,711</td>
</tr>
<tr>
<td>Operations services</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>385,477</td>
<td>0</td>
<td>0</td>
<td>385,477</td>
</tr>
<tr>
<td>Programme construction</td>
<td>0</td>
<td>0</td>
<td>371,179</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>371,179</td>
</tr>
<tr>
<td>Operations construction</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Total</td>
<td>217,262</td>
<td>1,088,568</td>
<td>2,513,388</td>
<td>1,933,480</td>
<td>321,975</td>
<td>1,077,428</td>
<td>7,152,101</td>
</tr>
</tbody>
</table>

Table 2
Summary of construction works via programme cooperation agreement - NIL

**Security for staff and premises**

As with previous years, criminality, largely attributed to social inequality, unemployment and lack of effective deterrence were the main security concerns for the United Nations in South Africa. Crime is pervasive, and the highest levels are recorded in Gauteng Province that hosts the main UN duty stations of Pretoria and Johannesburg. The security level in most of the programme areas is low.

UNICEF South Africa took the following steps to enhance safety and security of staff and UNICEF premises and assets: (1) active participation in security management team; (2) mandatory security briefings to new staff members; (3) sharing of security alerts with all staff over email and WhatsApp; (4) sharing of weekly security updates with all staff; and (5) provision of salary advance to national staff for upgrading of their residential security.

In 2017, a security training was conducted for female staff members, while training was conducted for fire wardens and building marshals. Basic documents related to safety and security, such as Country Security Plan, Minimum Operating Security Standards and Residential Security Measures, were available. Senior management, staff members and consultants travelling on UNICEF travel authorization all complied with the security training requirements of the UN.

Two security incidents involving staff members were reported in 2017, none resulted in injury and required specific action by the organisation.

**Human resources**

UNICEF South Africa averaged 47 staff, with a ratio of 53 per cent female and 47 per cent male. The CO reviewed and monitored the status of staffing vis-à-vis programme results and ensured that capacity gaps were identified and addressed through short-term contractual modalities and stretch assignments. The CO proposed abolishment of one IB-funded post and change of funding source of another post to IB. This was approved and implemented.
Performance management was an important management indicator monitored by the country management team and discussed in all-staff meetings. The need for regular performance appraisal (ACHIEVE) discussions and feedback was emphasised in team meetings and all-staff review and planning meetings. The CO achieved 100 per cent completion for the 2016 performance evaluation and 96 per cent completion of the 2017 Planning Phase in ACHIEVE (two people were on maternity leave). There was performance management training for all staff.

The outcome of the 2017 Global Staff Survey was presented for discussion with all staff. The office improvement plan was updated to reflect areas of concern. All staff attended a conflict management course, followed by a coaching session for the country management team and staff. The implementation of office improvement plan was monitored by the joint consultative committee. UN Cares and HIV in the Workplace ensured access to information and tools and completion of HIV and AIDS in the workplace training; and expanded the staff well-being component to include issues of mental health.

Existing mechanisms were used to promote staff learning and development, including development and implementation of a well-defined learning plan; stretch assignments; and staff exchange. A total of eight training groups were implemented, benefiting all staff members.

In 2017, UNICEF South Africa supported 25 medical evacuations from nine countries; one repatriation for a fatality.

**Effective use of information and communication technology**

Information and communication technology (ICT) solutions were provided in accordance with global UNICEF standards and policies, with particular emphasis on four key results: (1) infrastructure maintenance and technical support during change and migration initiatives; (2) transformation of UNICEF South Africa into a LIGHT Service Center; (3) business continuity management; and (4) provision of technically effective and efficient user support.

In 2017, UNICEF South Africa had to transform its ICT infrastructure into a service hub that would provide ICT services and support to BNLS locations via the LIGHT project. The Lightweight (LIGHT), Agile ICT Infrastructure programme introduced a new architectural model for UNICEF BNLS COsto reduce complexity and minimise operational risk by reducing the ICT Infrastructure footprint, whilst bolstering that of the service centre (UNICEF South Africa).

This increased the ability of the sub-region to align better with changes such as the implementation of new technologies or mobility of the users. UNICEF South Africa was selected by the UNICEF Regional Office and UNICEF Headquarters to be the service centre. The project was implemented with financial support from Headquarters and technical support from the Regional Office.

Other roll-outs included a workstation operating system upgrade to MS Windows 10, Windows Server upgrade to Server 2016 and Backup system upgrade to Server 2016 VEEAM 9 as released by Headquarters. This infrastructure upgrade was necessary for the hosting of virtual servers of the BNLS countries.

UNICEF South Africa ICT supported the regional hub in Johannesburg during the move to new premises, and with more staff in that office, UNICEF’s Universal WiFi was implemented. UNICEF South Africa ensured onsite ICT support to the sub-regional Johannesburg office through the physical presence of an ICT staff on every Friday of the week.
ANALYSIS BY OUTCOME AND OUTPUT RESULTS

OUTCOME 1 Premises are secure and Revenue from private sector fundraising, including Pledge programme, is increased.

Analytical statement of progress
By the end of 2017, the gross revenue from individual giving had grown by 48 per cent compared to 2016 (from US$ 380,012 revenue at the end of 2016 to US$ 565,039 by the end of 2017) and the pledge donor base had grown by 31 per cent (from pledge 6,222 donors at the end of 2016 to 8,127 pledge donors by the end of 2017). This was achieved primarily through face-to-face and online outreach.

UNICEF South Africa raised a net revenue of US$383,000 from individual donors in 2017. The cost charging ratio was 27 per cent because of expenditure of approximately US$141,076 (towards staff and other personnel cost, travel and other cost related to donor retention) funded through gross proceeds in 2017. The CO spent US$247,000 towards agency cost and the fund was received from FPF as investment for donor acquisition.

There were challenges and constraints. As UNICEF South Africa was one of the early movers among all INGOs in South Africa, we are not still among the top three market leaders. This was mainly because of lack of investment and multiple source of donor acquisition. UNICEF will address these challenges by adjusting programmes as per the lessons learned and emerging opportunities, e.g. the increasing importance of donor-centric communication and of reconnecting with previous pledge donors.

Brand will be a driver to connect with UNICEF South Africa’s pledge donors. UNICEF South Africa will aim to mobilize resources from individual donors by ensuring that the general public understands and supports the unique mandate of UNICEF and its contributions to children in South Africa.

OUTPUT 1 Premise security is maintained and improved

Analytical statement of progress
Similar to previous years, criminality, largely attributed to social inequalities, unemployment and lack of effective deterrence, was the main security concern for the UN in South Africa. Crime is pervasive, and the highest levels are recorded in Gauteng Province that hosts the main UN duty stations of Pretoria and Johannesburg. The security level in most of the programme areas was low.

UNICEF South Africa continued to enhance safety and security of staff and UNICEF premises and assets: (1) active participation in security management team; (2) mandatory security briefing to new staff members; (3) sharing of security alerts with all staff over email and WhatsApp; (4) sharing of weekly security updates with all staff; and (5) provision of salary advance to national staff for upgrading of their residential security.
In 2017, a security training was conducted for female staff, while training was conducted for fire wardens and building marshals. Documents related to safety and security, such as Country Security Plan, Minimum Operating Security Standards and Residential Security Measures, were available. Senior management, staff members and consultants travelling on UNICEF Travel Authorization all complied with the Security training requirements of the UN.

**OUTPUT 2** The Pledge programme is expanded to generate revenue for results for children

**Analytical statement of progress**

In 2017, UNICEF South Africa optimised the F2F channel of pledge donor acquisition through support from an outsourced agency to increase the return on investment. UNICEF developed a pledge retention strategy to increase retention of new pledge donors. UNICEF South Africa built the individual giving team by adding an international staff and a local consultant for stable and continued fundraising activities. Efforts have been made with other UN agencies in South Africa to achieve tax-exemption status.

However, there were challenges and constraints. UNICEF worked with only one F2F supplier due to a lack of reliable fundraising agencies in the market and will seek in-house or other approaches of F2F fundraising. The CO faced a lack of investment funds to test new channels of donor acquisition, and thus cancelled testing digital fundraising in 2017. A diversified channel of fundraising approach would avoid the risk of underperformance.

Finally, the monthly debit success rates were low, i.e. less than 70 per cent (mainly because of insufficient funds in the pledge donors’ account) as compared to other markets. Using a smarter platform/back to process donation, regular monitoring/analysis of results and proactive saving strategy are important to increase the success rate to above 85 per cent.

To address the challenges: there was an opportunity to reactivate and acquire pledge donors by reaching out to the existing database of donors/leads, including active donors but not paying, inactive donors or unfulfilled signups. This will be done through regular analysis, understanding behaviour, segment and communicate accordingly next year. UNICEF South Africa will engage in donor centric communication (during acquisition, retention and donor service) for better engagement and benefit in donor retention and value maximization.

UNICEF realized the importance of leveraging existing partnerships for pledge donor acquisition. For example, corporate partnerships using the corporate pathways to pledge technique was used by other COs and UNICEF National Committees and communication partners/platform, e.g. public service in movie theatres, airplanes.

In 2018, UNICEF South Africa will continue on sharpening retention and stewardship activities, including recognition, engagement and communication mechanisms to encourage monthly support – such as the monthly e-newsletter to pledge donors to increase donor retention. The circle of donor communication (benefits, information, reporting and recognition) will be improved to increase the retention of over one-year pledge donors.

UNICEF South Africa will aim to diversify its fundraising channels and activities to ensure it is not reliant on one channel or supplier. Different fundraising techniques, channels and activities, including digital, mobile, in-house face-to-face, will be tested and rolled out.

**OUTCOME 2** The identity, direction and well-being of UNICEF and staff are managed efficiently and effectively for the achievement of results for children in the country
**Analytical statement of progress**

The CO actively participated and supported interagency forums that reaffirmed UNICEF’s contribution to the UN Country Team and its added value. UNICEF led the Vision 2030 exercise for UN South Africa that was an opportunity for child-focused discussions. UNICEF supported the development of next UNDAF to include issues of South African children.

Interagency collaboration was a challenge as well as an opportunity. Competition for donor funds and public space often hindered synergy and resulted in lost opportunities. UN access to the political level was a key challenge facing the UNCT. These issues negatively impact UNICEF programme results until the full implementation of the new UN Reform agenda of the Secretary General.

The CO continued to maintain and implement core business applications, various SOPs, and monitoring and reporting tools that not only ensured efficient processes and compliance, but helped identify gaps in management of human, financial, and organizational resources and take appropriate measures.

Although the CO standard operating procedures were based on applicable policies, instructions and guidelines, staff members continued to feel that some of the work processes were too heavy and delayed implementation. These SOPs will be reviewed and streamlined as much as possible.

The CO continued to work effectively with all implementing partners. All partners were risk assessed and implementation of assurance plan was well on target. Transition to e-ZHACT was smooth and was supported by various training activities by the CO, and the UNICEF Regional Office and Headquarters.

UNICEF Headquarters and ESARO supported the CO in implementing: conflict management and performance management trainings, and coaching sessions for all staff, that collectively contributed in making the CO a better workplace and UNICEF – an organization caring for staff. Implementation of flexi-hours and alternative work modalities supported staff well-being without compromising on productivity and programme results.

UNICEF took the first step in the right direction.

**OUTPUT 1** Governance and Systems exist to support the direction of country operations

**Analytical statement of progress**

Towards the end of 2016 the CO reviewed its governance structure to ensure compliance with global guidance - 8 Opportunities to streamline office management – and in early 2017 discontinued the risk management committee. Given the low risk rating of the CO, and that all audit recommendations were implemented within a period of six months, the risk issues could be reviewed by the country management team. The country management team, joint consultative committee and the staff association played a key role not only in ensuring the direction and focus of UNICEF programmes but in identifying challenges and opportunities for UNICEF in South Africa for advancement of its mandate.

The contract review committee, programme cooperation agreement review committee and property survey board ensured effective sourcing and procurement of inputs while preserving
transparency, fairness, and value for money. The terms of reference and membership of various committees are being updated to reflect changes in guidance and staffing.

Although the governance structures operated satisfactorily, there were issues of participation and time management. A coaching session was organized for country management team with the support of Regional Office and DHR that is expected to have positive impact. The CO will continue to enhance team effectiveness. The table of authority provided the framework for appropriate delegation of authority ensuring adequate segregation of duties to prevent possible fraud and misappropriation and facilitated smooth execution of transactions and functioning of office.

**OUTPUT 2** Stewardship of Financial Resources creates the conditions to pursue country operations

**Analytical statement of progress**
The CO developed rolling/annual work plans for each programme and operations, identifying the inputs required to achieve the outputs. The inputs were translated into dollar figures to know the financial resources required to implement work plans. Chiefs of section were responsible for planning and managing their programme’s funds with support from section staff. They were supported by PME section in budget monitoring; the Deputy Representative provided oversight to programme budget management. The PME sections provided Monday morning alerts that helped managers to focus on red flags and address them in a timely manner. The implementation of assurance activities supported implementing partners to utilize and report on the resources that they receive, and that direct cash transfers were accounted for on time.

The CO participated in ‘the Ethics Month’ and shared code of conduct and other organizational resources with all staff to enhance staff understanding of stewardship responsibility for processes and resources. The CO plans to organize a session on accountability and trust to strengthen responsible planning, utilization and reporting of financial resources.

**OUTPUT 3** Human resources have the capacities, skills, morale and motivation to support country operations

**Analytical statement of progress**
The CO organized trainings and coaching focused on teamwork, performance management and conflict management. Among others, the trainings augmented interpersonal skills as well as morale and motivation of all staff. The CO supported flexi-hours and alternative work modalities to improve staff well-being and morale. Stretch assignments and missions to other UNICEF offices were available for staff to enhance skills and motivation.

All staff meetings and JCC meetings were held regularly that provided a forum for staff to voice their concerns related to work or policy and work processes. These meetings were a platform for face-to-face information sharing and made the CO a better work place.

To support staff capacity and skill development, a training plan was developed that was guided by the organizational priorities and needs of individual staff members. Implementation of the plan helped to address the capacity gaps and career development of staff to a limited extent.

With support of ESARO, VISION training was organized for all staff that significantly enhanced
staff capacity to work with the system and generate relevant information for decision-making. Availability of funding for training/learning activities continues to remain a challenge for the CO.

**OUTCOME 3** 80 per cent of pregnant women, newborns and children less than five years of age and adolescents access quality maternal, newborn, child and adolescent health interventions including HIV and AIDS with a special focus on the most disadvantaged districts and communities

**Analytical statement of progress**
Significant progress was made towards the elimination of maternal to child transmission of HIV. According to South African HIV estimates (July 2017), coverage of ARV treatments for prevention of mother-to-child transmission (PMTCT) was estimated to be over 95 per cent. Mother-to-child transmission (MTCT) rates continued to decline, estimated to be 0.9 per cent at birth and 1.4 per cent around 10 weeks. The annual number of new HIV infections in children declined from an estimated 58,000 in 2008 to 12,000 in 2016. The percentage of pregnant women living with HIV and receiving antiretroviral medicine increased from 92 per cent in 2015 to 95 per cent in 2017. This was a key contribution.

In achieving these results, UNICEF South Africa played an important catalytic role. UNICEF increased national and sub-national capacities for providing evidence-based quality PMTCT and paediatric HIV services to HIV positive mothers and infants, through (1) assisting, together with the CSO partners, the Government in conducting annual EMTCT and paediatric HIV reviews in all nine provinces; (2) financially and technically supporting nine high MTCT-burden districts in developing, implementing, monitoring district- and facility-level EMTCT micro-plans in line with the 90, 90, 90 HIV targets; (3) supporting the government pilot project on real-time tracking of HIV polymerase chain reaction positive infants in three districts; and (4) co-hosting with the Government satellite session on EMTCT at the South African AIDS Conference, where progress on implementation game changers towards elimination of MTCT was shared, discussed and refined.

UNICEF South Africa encouraged adolescents in South Africa to use HIV prevention, testing and treatment services in line with national and sub-national policies and guidelines, particularly through (1) improving evidence-base on adolescent HIV and (2) assisting the Government in implementing innovative approaches using mobile technology or community-based peer support modality.

The coverage of ART in children between 0-14 years was estimated to be about 55 per cent, an increase from 43 per cent in 2012 (2017 HIV estimates) but still below the national target of 80 per cent.

The country faced challenges to meet targets in child survival and nutrition. The DHS (2016) showed the infant mortality rate of 35 per cent and the under-5 mortality rate of 42 per cent. The national rates of children under one receiving DTP-containing vaccine dropped from 89.2 per cent to 84.3 per cent, and the 2016 DHS showed that only 61 per cent of children age 12-23 months received all basic vaccinations and only 53 per cent received all age-appropriate vaccinations in 2016. While exclusive breastfeeding rates increased from 8 per cent in 2003 to 32 per cent in 2016, only 23 per cent of children age 6-23 months met the criteria for a minimum acceptable diet, contributing to the 27 per cent stunting rate among children under five. The absolute number of new HIV infections in children remains high. An estimated 2,000 new HIV infections occur each week among adolescent girls and young women aged 15 -24 in South
To address these challenges, UNICEF adopted a two-pronged strategy: provision of technical expertise to the National Department of Health, while at the same time working with stakeholders in seven districts with the worst indicators. With the national and district Department of Health, UNICEF implemented the ‘three feet approach’, with the use of the dashboards at the facility-level that improved health care. UNICEF advocated the process to link the dashboards with the regular district health planning process and expenditure reviews. As a result, in Nelson Mandela Bay Municipality district, the inpatient neonatal death rate reduced from 29.2 per 100,000 live births in 2013/14 to 13.7 per 100,000 live births in 2016/17. The HIV testing in the district increased from 144,608 in 2013/14 to 205,225 in 2016/17.

In the area of nutrition, UNICEF made the policy environment more conductive to ensuring that mothers and children under five have better knowledge about nutrition services and the increased adoption of appropriate behaviours. Led by the Presidency, the multisectoral national food and nutrition security plan was developed to improve nutrition outcomes for all South Africans but especially women and children. UNICEF provided expertise to ensure that maternal and child nutrition issues were covered.

Given that practice of appropriate behaviours by mothers is key to improving child nutrition outcomes, UNICEF South Africa invested in community-level campaigns to change people’s knowledge and attitudes and thereby to bring about positive behavioural changes. UNICEF launched a breastfeeding campaign in December 2016, and the campaign materials were translated into five additional official languages and disseminated to 1,300 health facilities in 22 districts in 2017.

To promote sharing of evidence and good practice at national level, UNICEF supported the 7th Child Priorities Conference at the University of Pretoria from 30 November to 2 December 2017. The three feet approach in monitoring and tracking performance was presented. UNICEF staff contributed articles to South Africa Medical Journal and other journals on child health, HIV, nutrition and innovations during 2017. This intersectoral approach increased positive synergies across different sectors.

To raise resources, the biggest challenge to the UNICEF South Africa health and nutrition programme, the Country Office will focus on strengthening integrated maternal, newborn and child health services, including the expanded programme on immunisation and nutrition interventions in the context of HIV.

**OUTPUT 1** At least 90 per cent of birth delivery (health facility) sites and the linked feeder (PHC) clinics in selected districts provide and monitor a package for improving newborn and under five child health outcomes

**Analytical statement of progress**

Integrated maternal, child health and nutrition services were provided at primary health care facilities in UNICEF-target districts in Eastern Cape, Limpopo and Mpumalanga, using an appointment system to avoid long waiting times. A child and mother were given services, including immunisation, growth monitoring, deworming, vitamin A supplementation and polymerase chain reaction testing and treatment for HIV.

UNICEF South Africa supported the National Department of Health (NDoH) on the expanded
programme on immunisation to better understand the issues with service delivery, disease surveillance, data quality, demand creation and supply chain status, that will guide in future programme planning for improvement. The review highlighted enhancing public-private partnership in immunisation service delivery, and improving the use of community health workers’ platforms as opportunities. It summarized gaps including the insufficient levels of (1) human resource management in remote districts; (2) capacity building efforts of health care staff and supervisors and (3) vaccine management. Advocacy and social mobilisation to address vaccine refusals was identified as an area that needed urgent action to tackle measles outbreaks in Gauteng and KwaZulu-Natal (KZN) and the decline in immunisation during the last two years.

Initiated by the National Newborn Team and joined by UNICEF, a review of newborn care at 10 hospitals with the highest number of deaths was carried out in 2017. The need to redistribute the workload from regional-level hospitals to district hospitals was highlighted. To strengthen capacity of district hospitals to deliver newborn-care services and infrastructure was noted.

South Africans have a Road to Health Booklet issued at birth, to help health workers record and monitor a child’s growth, development and care. The National Department of Health led the digitalisation of the booklet that will be launched in February 2018 with support from UNICEF South Africa and other partners. To maximise the reach to mothers and caregivers, a digital Road to Health Booklet will be integrated with the MomConnect Helpdesk, a mobile health technology to deliver direct communication to parents and caregivers, educating them on needs of their babies and helping them to access necessary health care.

UNICEF supported National Mother and Child Health think tanks. Two meetings were held during 2017. In the context of the need for mother and child pair follow up for HIV testing and treatment, the postnatal care platform was a crucial area for discussion. A postnatal care workshop was organised by UNICEF to discuss care beyond six weeks and the inclusion of other interventions such as safe contraception. UNICEF South Africa, with the University of Pretoria, supported the UNICEF Headquarters-led capacity building workshop on kangaroo mother care and perinatal audit review training.

The funding shortage for the health and nutrition programme was the biggest challenge in 2017. UNICEF South Africa will continue to provide technical, information and advocacy support for key maternal and newborn health issues in the country.

**OUTPUT 2** A conducive policy environment ensures mothers and children under five have enhanced knowledge for the increased uptake of nutrition services and for the increased adoption of appropriate behaviours

**Analytical statement of progress**

The national multisectoral food and nutrition security plan to improve nutrition outcomes for all South Africans, especially women and children, was costed and finalised under government leadership with support from UNICEF South Africa, and printing is anticipated by early 2018. The plan was presented to Portfolio Committee on Agriculture, Forestry and Fisheries in November 2017 with feedback. UNICEF will review the necessity for a nutrition investment case, so as to advocate to the Government for their commitment to ensuring chronic malnutrition is prioritized.

Findings from a partnership in Uthukela district showed that growth monitoring and promotion
was poorly understood among health workers, and as such UNICEF South Africa will use novel innovations to create tools to improve growth monitoring and promotion among health workers.

A partnership in Nelson Mandela Bay Health District showed that ECD centres as an entry point to the community supported the overstretched health service. ECD practitioners were trained to support the Road to Health Booklet follow-up, GMP, IYCF, WASH, food handling and menu planning. Development of referral systems between the ECD centres and health facilities will provide case finding for Expanded Programme on Immunisation, growth monitoring and promotion, deworming and vitamin A follow-up. UNICEF will strengthen this work in 2018, so that scaled-up models can be developed.

UNICEF South Africa Nutrition Programme linked with HIV and attended district and provincial meetings in Eastern Cape and KwaZulu-Natal respectively. This allowed for combined breastfeeding and IYCF and PMTCT discussions that informed the national dialogue of ART adherence in the context of breastfeeding.

UNICEF used partnerships to develop a breastfeeding campaign launched in December 2016. During 2017, the campaign was translated into five additional official languages and disseminated to 1,300 health facilities in priority districts across the country. Social media and district reports were used to determine the use of the campaign. The campaign was being evaluated by target groups; the findings will help to determine the next steps of the campaign for the UNICEF South Africa nutrition programme to sharpen the programme strategies.

There were challenges related to the financial constraints of the nutrition programme, thus collaborating with HIV programme was essential. HIV/PMTCT and nutrition meetings were held together, and integration of programmes was part of the discourse. Breastfeeding in the context of HIV and finding ways to educate health workers on the new HIV clinical guidelines in the context of breastfeeding should become a priority and require a collaborative effort.

UNICEF South Africa will support the development of a framework to monitor the implementation of the Government regulations relating to foodstuffs for infants and young children (R991) to support Government in reducing the effects of the inappropriate marketing of breast-milk substitutes to mothers and their children.

OUTPUT 3 Government at all levels and communities have increased capacity for providing evidence-based quality PMTCT and paediatric HIV services to HIV-positive mothers and infants

Analytical statement of progress
Progress was achieved in reaching targets for elimination of mother-to child transmission (EMTCT) of HIV as outlined in the national “last mile” EMTCT plan. UNICEF provided technical assistance to the NDOH and worked with civil society organisation partners to conduct annual EMTCT and paediatric HIV reviews in all nine provinces. This provided a platform for reviewing performance progress and existing bottlenecks and discussing solutions. UNICEF provided financial and technical support to nine of the 14 priority districts and developed district- and facility-level EMTCT last mile micro-plans in line with the 90,90,90 HIV targets. The micro-plans will guide district-level strategic investment to accelerate efforts to eliminate of MTCT and increase coverage of ART for children living with HIV. UNICEF South Africa continued to support NDOH to monitor the PMTCT and paediatric HIV care programme, through development of quarterly district-level PMTCT, MNCH and early infant HIV diagnosis data cascades, dashboards and action reports, that the districts used to develop their quality
improvement plans.

UNICEF South Africa worked with KZN Department of Health and Wits University Consortium Lessons in 2015-16 to pilot a project on real-time tracking of HIV Polymerase Chain Reaction positive infants in three districts in KZU (EThekwini, UMgungundlovu, and UMkhanyakude). The lessons from the pilot led to roll out in 2017 of customized and simple laboratory infant HIV test results that are automatically sent out to district PMTCT focal persons on a weekly basis in all 52 districts. District managers used the results to plan actions that included active tracking of HIV positive infants and to link them to ART services.

UNICEF South Africa continued to host the innovative web-based EMTCT “last mile” network. This is a virtual platform that provided a platform for different stakeholders to share best practices and to access critical information including strategic documents like policies, guidelines. At the South African AIDS Conference in June 2017, UNICEF South Africa and NDOH hosted a satellite session on EMTCT. The experts on the panel shared progress on implementation ‘game changers’ in the path towards elimination of MTCT. UNICEF South Africa provided technical assistance to NDOH in completion of (a) the national, provincial and district level HIV data estimates that are now being used for programme planning and (b) the revision of the new HIV clinical HIV guidelines.

Key challenges encountered included (a) competing priorities in districts, leading difficulties to schedule planning workshops and (b) weak district-level CSO partners to assist districts to implement and monitor EMTCT and paediatric HIV micro-plans. To address some of these challenges, new and potential partners were identified during the course of district-level visits, that provided an opportunity to widen and improve scope of technical assistance.

In 2018, UNICEF South Africa will continue to build on successes, innovations and opportunities including building new partnerships to accelerate reaching targets for EMTCT and paediatric HIV.

OUTPUT 4 Adolescents are able to increasingly reach and use quality HIV prevention, testing and treatment services in line with national and sub-national policies, guidelines and strategies

Analytical statement of progress
There was progress with the reduction of new HIV infections in adolescents aged 15-19, and UNICEF contributed by providing technical support to Human Sciences Research Council to develop protocols and conduct the 2017 HIV Prevalence, Incidence and Behavioural Survey, results will be critical in shaping the HIV response in South Africa. The preliminary results will be released in 2018. For the first time in South Africa, the survey data will include age- and sex-disaggregated information on adolescents to provide an opportunity for the country to develop and implement the targeted interventions for the different population groups.

UNICEF South Africa provided technical and financial assistance to Nelson Mandela District (KZN) Department of Health through partnership with CHIVA international in conducting an assessment on the coverage and quality of HIV and TB services for children and adolescents. The report was completed and shared with the Nelson Mandela DoH that led to the district deciding to focus on improving outcomes for adolescents in the 2018 District Health Plan.
A finding in the assessment report was the loss to follow up on treatment for adolescents, including lack of adequate intersectoral collaboration. UNICEF South Africa, in partnership with University of Cape Town, supported efforts towards exploration of innovations that help adolescents maximally reach and use HIV prevention, testing and treatment services. UNICEF South Africa supported the design and field testing of a mobile application (Vizool Eyes) to assist adolescents living with HIV to adhere to HIV treatment and report sickness in youth-friendly ways. Use of the application was field tested in Limpopo province for the opportunity to scale-up the adolescent HIV prevention and treatment programme.

As part of community response on HIV prevention and treatment as well as EMTCT, UNICEF in partnership with M2M worked with communities of two clinics in Tshwane District (Dark City and Soshanguve) in Gauteng Province to identify, train and supervise peer adolescent mentors to support adolescents and young women aged 15 -24 years who are pregnant or breastfeeding. Four mentors were trained to support follow-up and promote adherence to ART. Twenty adolescent girls and young women champions from five schools were trained and mentored to promote services and messages for prevention of teenage pregnancies among their peers within the school environment. The champions included young female teachers who participated in promoting HIV prevention messages.

OUTPUT 5 At least 90 per cent of health care facilities in selected districts implement facility level planning and monitoring as part of the district and facility based health systems strengthening towards reaching SDG targets.

Analytical statement of progress
With an aim that at least 90 per cent of health facilities in selected seven UNICEF-target districts implemented facility-level planning and monitoring to track progress and conduct corrective actions in reaching towards improved maternal, newborn and child health outcomes, UNICEF South Africa continued its support in the approach that uses facility-level indicator dashboards linked with relevant HIV, MNCH and nutrition and mortality indicators in the seven target-districts in the Eastern Cape, Limpopo and Mpumalanga provinces.

The monitoring dashboards assisted healthcare workers at facility-levels to focus on (1) understanding bottlenecks, (2) identifying and initiating key actions against bottlenecks, (3) setting the target for corrective actions and (4) tracking the progress and monitoring the outcomes and impact on results for women and children. The use of the dashboards resulted in improvements in existing health care delivery and management systems, setting up functioning accountability mechanisms and using data for action towards results at every level of health care delivery for equity and quality of care. Linkages of the dashboards with the regular district health planning process and expenditure reviews further supported the sustainability of the framework.

The NDOH revised the district health plan (development guide and manual to include principles of 3 feet approach. At the national level, UNICEF South Africa supported in the revision of the district health plan manual and guidelines and contributed in the technical discussion. Similarly, UNICEF supported the district level health planning for sessions at six districts focusing on MNCH outcomes in the Eastern Cape. To better understand the UNICEF support in the health system strengthening, an evaluative review was commissioned to the University of Western Cape to assess the outcomes and effectiveness of the implementation of 3 feet approach in Nelson Mandela, OR Tambo, Waterberg and Gert Sibande during 2017. The preliminary
findings highlighted the importance of leadership, management and systems, maintaining a balance between having appropriate tools and consistent hard work. The importance of community in preventive and promotion work was recognized. The final report is expected to provide insights for scale up, and UNICEF South Africa will expand its support to other low performing districts in introducing 3 feet approach in HSS in 2018.

Working with Government and partners, UNICEF helped pilot mHealth concepts and initiatives to understand and address challenges in access, delivery and uptake of services. An example was the digitalization of the Road to Health Book let to be launched in February 2018 and integrated with MomConnect Helpdesk to maximize the reach to mothers and caregivers using existing platform for tracking babies’ health and nutrition status. MomConnect helpdesk reached out to 1.6 million mothers/caregivers in three years and was a proven reliable platform in receiving feedback, the integration of the two platforms will be effective. Contributions from UNICEF Regional Office and UNICEF Headquarters will be critical, as there is no funding to continue this output that was the biggest challenge in 2017.

OUTCOME 4 Girls and boys, in particular the most marginalized, are provided with inclusive and equitable quality education, developmental and learning opportunities in safe and secure learning environments

Analytical statement of progress
The education and adolescent development programme focused on the national priorities towards the improvement of ECD and education systems and outcomes in line with the Government’s policies and plans.

UNICEF South Africa strengthened the early years (birth to nine years) of learning and development. UNICEF contributed to the development and finalisation of the Government of South Africa’s National Integrated Plan for ECD to be approved by Cabinet in 2018. The plan integrated strategic work that UNICEF supported, with three inter-linked focuses: (1) improve quality, (2) increase access to services (dual focus on centre and non-centre-based ECD programmes) and (3) adequate resourcing of ECD services. The increase in access to structured ECD programmes for children 36-59 months was slower than expected (63 per cent versus 70 per cent target) due to the reliance on centre-based ECD programme. However, as the ECD policy provides for non-centre-based programmes, non-centre-based programmes will be increasingly supported in 2018.

Two key interventions improved quality in early learning and development. The Minister of Basic Education launched a large-scale online, in-service training for ECD practitioners and foundation phase educators (Grades R to 3), P.L.A.Y. (a partnership of the DBE, UNICEF, the LEGO Foundation and Cotlands) on learning through play as a core pedagogical approach in early learning and development. By December 2017, enrolment was 30,345.

Secondly, to generate evidence on what works in early grade reading, UNICEF South Africa, DBE and other partners supported a randomised controlled trial in North West Province amongst 230 schools. The study concluded that a structured learning programme improves learning outcomes, and centralised training is better than a decentralised cascade model. A strategy was underway to implement the findings. An early grade mathematics study is planned for 2018-2021.

The programmatic support towards quality education and work to improve education outcomes
by UNICEF South Africa focused on strategies that impacted quality education. System-wide progress was noted in education outcomes through national, international and regional assessments, demonstrating the South African education system is on an upward trajectory with the characteristics of a maturing and stabilising system. The National Senior Certificate examinations indicated an improvement in Grade 12 pass rates between 2015 (70.7 per cent) and 2016 (72.5 per cent), mainly linked to systemic gains reported at lower levels of the system.

UNICEF South Africa worked with the DBE and other partners to prepare children for the opportunities and challenges from birth throughout their schooling career. The Ministry launched the SACMEQ IV and Skills for the Changing World (Brookings) Reports and linked the importance of future-orientated education with systemic assessments. Against this backdrop, UNICEF South Africa supported strengthening of the integration of information and ICT into teaching and learning through a university-accredited course for 166 policy intermediaries. The course achieved a 93 per cent pass rate. Three more provinces intend taking the course forward.

Care and support for teaching and learning was an important determinant towards the quality of learning, in particular to support children at risk. UNICEF with MIET Africa, supported the Mpumalanga Department of Education in the implementation of the ‘Care and support for teaching and learning’ model in 393 schools, reaching more than 100,000 Grade R-2 learners, and providing implementation evidence for scale up across the whole country.

Violence, gender inequality, a lack of programmes that support healthy living and other environmental factors were barriers to learning and may increase risks for children. UNICEF South Africa supported the DBE to mitigate these risks and build resilience amongst adolescences.

The TechnoGirl programme provided a flagship model to address gender inequity in STEM and benefitted 3,500 girls from disadvantaged communities through job shadowing opportunities. Also, nearly one third of the learners reported that they had no physical education classes at school. UNICEF South Africa worked with the DBE to increase physical activity as part of schooling and reached 320 (35 per cent female) educators and coaches from 300 schools in physical education and sport delivery. Sixty schools benefited from more intensive mentorship, including after-school support programmes benefitting 171,799 learners and an additional 7,500 Grade 4 and Grade 6 learners (58 per cent girls).

Notwithstanding achievements in the area of ECD, quality and inclusive learning and adolescent development, there were challenges. The 2016 Progress in International Reading Literacy Study results showed that 74 per cent of Grade 4 learners could not read for meaning, a worrying marker on the quality of education outcomes. Violence remains pervasive and gendered, with women and girls disproportionately the victims. Extensive government business processes, and funding shortages, impacted progress towards the set results.

A key lesson learned was that Government policy commitment is a significant catalyst for implementation, scaling up and leveraging relationships and results at sub-national levels. Also, embedding credible technical support in Government is an assist to leverage partner resources. In 2018, UNICEF South Africa will consolidate and reinforce the gains made towards this outcome to address the remaining challenges.
OUTPUT 1 National and sub-national government have increased capacities for planning, budgeting, implementing and monitoring integrated quality early childhood development services with a focus on the most vulnerable children.

Analytical statement of progress
The ECD programme focuses on the improvement in the quality, access and resourcing of early learning and development programmes to babies and young children, with particular focus on those most at risk, with least access to quality services.

UNICEF South Africa supported the DBE in the development and implementation in the first large-scale online accredited in-service training on learning-through-play for ECD practitioners and Foundation Phase Educators, launched by the Minister of Basic Education in partnership with the LEGO Foundation and Cotlands. Despite initial challenges, the programme was on track with 30,345 registered trainees on 31 December 2017. Linked to learning-through-play, the National Play Conference, attended by nearly 300 individuals, focused on the importance of play in developing the skills that children need to embrace the challenges and opportunities of the 21st century. The DBE translated the National Curriculum Framework into all 11 official languages and Braille to the improvement of quality in ECD programmes.

UNICEF South Africa supported the DBE in the development and implementation of a mobile application, ECDmobi, to facilitate learning-through-play. UNICEF South Africa supported the Government in the targeted roll-out of the national ECD parenting programme for high risk families. The Department of Social Development (DSD) and National Early Childhood Development Alliance (NECDA) trained 153 trainers to implement the programme. The mapping of services and high-level dialogues on the importance of non-centre-based ECD programmes to facilitate access to larger groups of children, including young children with disabilities, remains a point for advocacy for 2018.

UNICEF contributed to the development of the Government's National Integrated Plan for ECD that will be approved in 2018. The plan integrated strategic work that UNICEF South Africa has already carried out such as (1) the development of the investment case for ECD that provided direction to priority setting across departments in the implementation of the policy; (2) mapping of non-centre-based ECD programmes to ensure a better understanding thereof and the inclusion in the plan; and (3) the development of the first ever comprehensive human resource strategy for ECD, that aimed to address the challenges faced due to low quality training, lack of career paths and poor remunerations of ECD practitioners. UNICEF provided support in the finalisation of the first National Policy on ECD Qualifications for better qualification and to professionalise the ECD workforce.

The implementation of the ECD programme was linked and embedded in the Government system. This ensured sustainability but created unintended challenges such as the slower than anticipated approval processes within Government for the implementation of programmes. However, linking sectoral Government departments’ existing priorities and plans with the National Plan for ECD helps to facilitate integration and buy-in.

In 2018, UNICEF South Africa will continue, in line with the National ECD Plan, to focus on governance, quality early learning through play-based pedagogies, human resources development, funding and provisioning norms and parental support for ECD.

OUTPUT 2 National and sub-national education systems have strengthened capacity for the delivery of quality and inclusive education.
Analytical statement of progress
UNICEF South Africa contributed to the strengthened capacities of the national and sub-national education systems for delivering quality, inclusive education, by generating evidence of what works to improve learning outcomes, championing innovation and promoting models of child-friendly schools.

UNICEF supported a randomised control trial on early grade reading in home language among 230 schools, in partnership with DBE and other partners. The study concluded that a structured learning programme (onsite coaching, lesson plans and graded readers) could significantly improve learning. Advocacy engagements are underway to facilitate implementation of these interventions. This area of work was constrained by limited funding, although the success of the study was being used to advocate for increased resourcing.

A bilingual literacy model was tested among 2,777 Grade R-3 learners and 74 teachers in Eastern Cape between 2012 and 2017 by the Nelson Mandela Institute with the support of UNICEF. Curricular toolkits for mathematics and home language, together with capacity development for teachers, were field-tested. Discussions are underway at the provincial level between DBE and UNICEF to integrate the tools into the foundation phase. To ensure sustainability of the intervention, a Bilingual Bachelor of Education Degree will be launched in 2018. A lesson learnt was the importance of UNICEF’s technical support to the partner to remedy challenges and accelerate delivery of results.

A university-accredited course, with three-day face-to-face workshops and eight-month online content, was developed to strengthen the integration of ICT into teaching and learning, by UNICEF, the University of Johannesburg, the DBE, Vodacom and Microsoft. The course was attended by 166 policy intermediaries and achieved a 93 per cent pass rate. Three provinces intend taking up the course. A lesson learnt is the importance of embedding credible technical support in Government as a strategy to leverage partner resources.

Following on the 2017 evaluation UkuFUNDa Virtual School (m-learning platform), UNICEF and the DBE hosted a knowledge sharing workshop with eight mobile learning initiatives to identify what works in m-learning. Based on the findings, a ‘how-to’ guide on m-learning is being developed for the public schooling system.

UNICEF, MIET Africa and Mpumalanga Province were implementing the care and support for teaching and learning model in 393 schools through a capacity strengthening model to support children at risk. The WASH component of the programme led to the development of a low-cost, durable hand-washing station (allowing 17 learners to wash their hands and brush their teeth simultaneously) independent of municipal water supply. While 42 stations will be built in Mpumalanga, the design was available to other provinces and partners. UNICEF South Africa provided soap, toothpaste and toothbrushes for over 100,000 Grade R-2 learners in Mpumalanga. Learner support agents (young unemployed graduates) were employed to train educators, janitors and youth leaders.

OUTPUT 3 Learners/young people are afforded opportunities for effective learning, personal empowerment, active citizenship and/or employability in safe and inclusive environments
Analytical statement of progress
UNICEF South Africa provided technical support to Government in mitigating gender-based violence with development of draft protocols on management of sexual abuse and harassment in schools. It provided information on the management and reporting of cases to ensure appropriate and timely response when sexual abuse and harassment are perpetrated against learners. UNICEF provided technical and financial support to roll out the National School Safety Framework that provided guidelines for schools to develop, implement and monitor safety plans, through school-based training, reaching over 300 schools in seven provinces benefiting 125,000 children.

UNICEF South Africa, in partnership with Uweso Consulting, collaborated with the DBE to implement a skills-for-employment programme (TechnoGirl), designed for adolescent girls from disadvantaged communities. The programme offered mentorship opportunities in STEM careers, and benefited 3,500 girls through job shadowing with well-trained mentors. Additionally, 1,200,000 girls benefitted from life skills development and empowerment through sports programme.

UNICEF supported Sports for Development-Youth Leadership Programme in high schools in five provinces with high incidences of violence, HIV and poor academic performance. A total of 5,300 youth leaders were trained who in turn, through a cascade-model, reached over 450,000 (52 per cent female) learners, through active participation in inter-class, inter-school sport tournaments. They gained knowledge and skills regarding gender-based violence and HIV prevention with participation in social dialogues led by the UNICEF-trained youth leaders.

In order to reduce school dropout of secondary school learners, UNICEF South Africa in collaboration with UNESCO supported the Government to review the status of physical education in the country. The preliminary findings revealed that physical education in schools was constrained by lack of training of educators; inadequate facilities and equipment; and limited time in the schools timetable. To address these challenges, 320 (35 per cent female) educators and coaches from 300 school were trained with UNICEF South Africa support in physical education and sport delivery in line with the LO curriculum. Of the 300 schools, 60 received additional intensive weekly on-site support and guidance, including after school support programmes, from Sportstec benefitting 171,799 learners in KZN province and 7,500 Grade 4 and 6 learners (58 per cent girls) in NC province.

Acquiring ethical clearance from Government was a challenge due to bureaucratic processes. As a result, some initiatives were deferred and results were not achieved in time.

A lesson learned from the youth leadership programme was that emotional content and support for learners during and after training is important. The latter requires the inclusion of professionals, including psychologists and social workers, to provide support to learners experiencing difficulties in their personal lives.

UNICEF will continue supporting the scale-up of interventions and assist the Government in finalising the school sport review, disseminating the results to use the findings to inform programme strengthening.

OUTPUT 4 Technical and other programme support, including salary cost

Analytical statement of progress
This output is for operational cost for the Education programme.

OUTCOME 5 Girls and boys, especially the most vulnerable and those affected by humanitarian situations, are protected from all forms of violence, exploitation, abuse and harmful practices

Analytical statement of progress
In 2017, UNICEF invested in strengthening the protection of children through support to authorities on knowledge management and dissemination, policy reform and advocacy, capacity building, improved coordination and scale up of effective early intervention and prevention programmes. The national child protection system was strengthened though the adoption of the cash-care-protection model and improved availability and use of evidence to inform the revision of key policies, elements of case management. UNICEF played a pivotal role in improving coordination, including through support to the governmental Technical Task Team on Violence Against Women and Children to better coordinate the prevention and response to violence against children with civil society partners.

UNICEF South Africa, in collaboration with Department of Social Development (DSD) and civil society partners, generated commitment to and understanding of effective early intervention programmes by key partners, a more supportive policy environment and increased capacity to implement evidence based and promising prevention and early intervention child protection programmes. UNICEF supported strengthening and scale up of the Isibindi child and youth care programme that reached 350,000 children through visits from child and youth care workers in their homes as well as access to 400 safe parks in nine provinces. UNICEF leveraged commitments and strategic partnerships in support of the roll out of Isibindi. Parenting programmes such as Sinovuyo and Mencare were positively assessed, improved and supported reaching over 2,200 parents or caregivers, and sustainable capacity built within DSD and the Isibindi programme to plan, fund and implement these programmes.

In relation to justice for children, significant progress was made in understanding gaps and developing recommendations to strengthen the sexual offences courts to provide more victim-centered and child-friendly justice services. Concerted advocacy done by UNICEF South Africa and partners resulted in endorsement of recommendations to address gaps in protection and services for children on the move, including access to quality child protection, education, birth registration and documentation.

Despite progress, work remained to transform results into protection for children. Structural determinants of violence against children - including persistent and increasing levels of poverty and inequality, the continuing legacy of apartheid and migration on family and community structures and dynamics, gender inequality and high levels of crime, violence and insecurity - were resistant to change.

There are over 3.6 million orphaned children and fewer than one third of children live with both biological parents. Many children lack consistent, caring, nurturing relationships with adults who have an influence on their development (caregivers, teachers). Racial, socio-economic and geographical factors continued to drive inequalities in access to services and other opportunities. Fragmented service delivery models, policies and programmes in sectors such as social welfare, education, health and justice remained a challenge. A lack of coordination in service delivery and uneven quality limited family capacity and willingness to access services.
Inefficient use of existing social service professionals, difficulties in planning, management and supervision of the social welfare workforce were all persistent. Challenges remained to scale-up effective early intervention and prevention programmes, including Isibindi home visits, safe parks and parenting programmes, including issues related to planning, funding and capacity at decentralized levels. Other promising interventions to respond to violence against children, such as Thuthuzela Care Centres, Khuseleka One Stop Centres, GBV Command Centres and sexual offences courts were under-funded, implemented at limited scale, and not fully integrated within a social and holistic child protection system.

Strategic opportunities and priorities for UNICEF South Africa in 2018 and beyond include maximizing the investment and effectiveness of existing services by linking cash to care, protection and other basic services. Digitization of the assessment and tracking of children’s well-being and streamlining the case management process are necessary to strengthen the multisectoral services available to families and children. Continuous advocacy is required to maintain and expand the investment in effective early intervention and prevention programmes, and building on the budget brief on social welfare funding produced in 2017, strengthened advocacy and technical support will be provided to DSD to ensure more equitable, efficient and predictable funding of social welfare sector including to NPOs.

Investment is still required to strengthen the capacity at the provincial and district level of government and civil society to fund, plan, implement, monitor and evaluate effective prevention and early intervention programmes to scale up. Supporting existing evidence to inform policy reform, programme planning through the revision of the National Programme of Action on Violence against Women and Children and implementation and advocacy on the structural determinants of violence will remain a core priority, as will developing the child well-being tracking tools to provide real life statistics.

Finally, the collective efforts of key partners to develop a common approach to community mobilization and changing social norms related to the care and protection of children will be leveraged.

OUTPUT 1 National social and child protection system is strengthened with the cash-care-protection model adopted and case management system, knowledge management and sector coordination improved

Analytical statement of progress
Key results achieved by the child protection system included the increased availability and use of data and evidence to inform policies and services, improved coordination with civil society and provinces and a strengthened policy environment through the endorsement of the cash-care-protection model to improve multisectoral services for children and families.

UNICEF worked with key government, civil society and academic partners to produce studies related to child protection, including the social determinants of violence against children, a diagnostic review of the bottlenecks to implementation of the Government’s overarching national action plan to end violence against women and children, and study on online violence. In 2017, UNICEF focused on supporting the dissemination of these and other relevant studies, such as the Optimus Study on the Prevalence on Violence against Children, and their use to inform the revision of key policies.
A roundtable was conducted, organized by Department of Social Development with the support of UNICEF and the University of Cape Town to present and discuss the implications of the studies, and they were used to inform the revision of the Programme of Action on Violence Against Women and Children.

One key challenge was related to funding for scaling-up prevention and early intervention programmes and funding of child protection non-profit organizations.

UNICEF developed a budget brief on social development, highlighting the inconsistent funding for early intervention and prevention work and NPOs with associated recommendations that will be used to inform advocacy with Department of Social Development at national and provincial levels, as well as Treasury for more predictable and equitable funding. The current fiscal situation does not allow expansion of social welfare budgeting, with current projections barely covering maintenance. In this context, more efficient and effective use of available funding and human resources will be crucial. UNICEF South Africa will assist the Government to address this in 2018.

Coordination on violence against children improved under the leadership of the Department of Social Development and with UNICEF’s support. Revision of the Programme of Action on Violence Against Women and Children was initiated in consultation with civil society and academia. UNICEF leveraged funds for a consultant to ensure an inclusive comprehensive revision is undertaken, informed by both the evidence base described above and national, provincial and local level government and civil society actors. UNICEF successfully advocated for South Africa to become a Pathfinder Country and South Africa officially joined the Alliance on Violence Against Children, which will allow South Africa to benefit from global expertise and good practices on addressing violence against children in similar contexts of middle-income countries with high levels of inequality.

Challenges that will require ongoing advocacy in 2018 included increasing but limited political commitment to addressing violence against children and lack of an inclusive coordination forum on violence against children involving civil society.

OUTPUT 2 Parents, communities, civil society and Government have increased capacity to provide child- and gender-sensitive care and support to children at risk

Analytical statement of progress
UNICEF South Africa, the Department of Social Development (DSD) and civil society partners increased commitment and capacity to prevention and early intervention child protection programmes. UNICEF’s contributions focused on advocacy for increased investment in and prioritisation of early intervention programmes, support to Isibindi home visits, safe parks and capacity building on parenting programmes.

UNICEF South Africa worked with the DSD, National Association of Child Care Workers, Sonke Gender Justice, Clowns Without Borders and academic institutions to generate, collate and disseminate evidence of the benefits of investing in prevention and early intervention. UNICEF South Africa worked with Innocenti Research Centre and Parenting for Lifelong Health partners to finalise and publicise the results from the randomised control trial and Qualitative Study on Sinovuyo parenting programme. Positive results included increased matriculation pass rates, decreased violence and improved children-caregiver relationships.
UNICEF South Africa supported Sonke to conduct a qualitative evaluation of the MenCare programme with the families involved in the programme. Findings indicated better understanding of men, of their importance as caregivers, their concrete practical skills in caregiving, a reduction in their use of physical punishment and a more equal division of caregiving between men and women. Advocacy for sustaining and scaling up investments in prevention and early intervention programmes included supporting the DSD to develop and submit an investment case for funding programmes for children most at risk and to increase the number of children benefiting, from 1.1 million to 4 million.

UNICEF supported strengthening and scale up of 400 safe parks countrywide, and the Isibindi child and youth care programme that reached 173,327 children in 2017, UNICEF South Africa supported the roll-out of the Isibindi programme in the Eastern Cape Province. On total, 28,000 youth were reached with targeted programmes that encouraged community empowerment for demand, access and use of services.

UNICEF South Africa leveraged commitments and strategic partnerships in support of the roll-out of Isibindi in all nine provinces. Sustained advocacy together with National Association of Child Care Workers and other partners resulted in a commitment from the DSD to maintain and expand Isibindi after the current phase, ending in March 2018, and to continue efforts to expand the number of child and youth care workers to 10,000. UNICEF South Africa leveraged the support of the private sector to donate in-kind support to the Safe Parks including toys, office furniture and wheelchairs, whilst other fundraising efforts are ongoing.

UNICEF together with Clowns Without Borders and Sonke Gender Justice built the capacity of the DSD and civil society partners to plan, fund and implement parenting programmes - Sinovuyo and MenCare. UNICEF supported the development of these programmes and successfully advocated national and provincial level DSD to fund these programmes in 2017 and beyond, through mainstreaming the programmes into the Isibindi programme. UNICEF South Africa supported the training of over 350 social service professionals to implement parenting programmes. It was estimated that over 2,200 parents or caregivers benefited from these parenting programmes.

OUTPUT 3 Government has enhanced capacities for providing child-friendly package of services to children in contact with the law and children affected by emergency

**Analytical statement of progress**
UNICEF contributed to the progress made by the Government in child justice. The focus remained on documenting the experiences of survivors accessing specialized sexual offences courts so as to support advocacy for scale up and improved sensitivity of these courts to the rights and needs of the child victims and witnesses of sexual violence and to ensure that the courts are victim-centered and child-friendly. The Department of Justice and Constitutional Development (DOJCD) established 60 Sexual Offences Courts, surpassing the target of 58. These sexual offences courts will allow for sexual offences cases to be prioritised and provide coordinated support services for victims and witnesses of sexual offences.

In March 2017, a second victim satisfaction survey was finalised. UNICEF worked together with the Child Witness Institute to determine whether the needs of the victims and witnesses accessing sexual offences courts were met. This second survey revealed an improvement of victim satisfaction rates – at 68 per cent, compared to the baseline results of 49 per cent. The increased satisfaction rates demonstrate the benefit of such courts.
Despite the satisfaction of victims and witnesses with the availability of services, there was need for investment in frontline staff to ensure that they are sensitive to the needs of victims and to ensure stronger protection of the rights of victims before, during and after court proceedings. Increased information to victims and witnesses, including child friendly information, was required.

UNICEF South Africa supported the development of information material for child victims and witnesses, adult victims, as well as the caregivers of child victims and witnesses. Based on results of the surveys and reviews, UNICEF provided technical support to the National Interdepartmental Steering Committee on Sexual Offences to development of Minimum Standards for Sexual Offences Courts and a victim centred strategy for 2018. Strengthening collaboration between key service providers in provision of justice for children including police, DOJCJ, NPA and DSD, improving the referral pathways and comprehensive multisectoral services to survivors, will be key priorities in 2018 and beyond.

In relation to children on the move, UNICEF collaborated with Government, UN agencies and civil society in the development of a Colloquium for Separated and Unaccompanied Children Migrant. The outcomes of this Colloquium were endorsed by all partners including the Departments of Social Development, Education and Home Affairs that provide concrete recommendations to ensure that the rights of separated and unaccompanied children migrant children are met in relation to registration (access to ID cards), access to health, education and care and protection from abuse, violence, exploitation and neglect.

Key barriers included difficulties for undocumented children to access services and lack of clarity and coherence between relevant departmental laws, policies and procedures. In 2018, UNICEF will prioritize the support to the development of interdepartmental protocols, capacity building for frontline staff and advocacy for policy and procedural reform to facilitate access to basic services, particularly education, birth registration and other forms of documentation.

OUTCOME 6 Equity-sensitive national policies, programmes and budget allocations are made based on high quality evidence and strengthened oversight.

Analytical statement of progress
Child rights are enshrined in the South Africa’s Constitution and the country has a set of progressive social policies and invests significant portion of its budget into social sectors. In the context of fiscal constraints and to ensure that children remain a priority, UNICEF continued to work with the Government and partners to monitor budgetary allocations and the implementation of national scale social protection programmes; and apply an equity lens to social policy efforts.

The key result was a continued focus on the extent of financial and budgetary investment in children through an analysis of the government’s Medium-Term Budget Policy Statement. Work done with two parliamentary committees to explain the direction and orientation of the budget and how the government approaches the issue of children’s rights were key to this effort. A further result was the close co-operation between UNICEF South Africa with the IMF and key social service sector departments in ensuring that the children’s agenda remain high on the priority list of the Government through UNICEF-sponsored research in education (reading experiments) and social development (investing in the cash, care and protection model and support on the National Plan of Action for Children).
UNICEF South Africa provided assistance to the Government of South Africa through focused research funding support and dialogue with Government and civil society partners, including participation in the Child Gauge annual publication and advocacy, and working through the Government in preparing social sector budget briefs. The regional UNICEF study that focused on fiscal space was an example of how research showed the Government and social partners the work that was done to create fiscal space and the work that lies ahead in securing fiscal space.

The Government was instrumental in ensuring that resources for programmes and services that benefit children were maintained, especially through its social wage. This pattern of investment continued even after the economic crisis that enveloped the world after 2008 and 2009. Social partners continued to support and challenge the Government of South Africa to provide adequate funding for key social services (NPOs challenging the quantity of funding to NPOs to deliver child welfare services), the provision of accessible water and sanitation services (IBP through local NGOs at the local government level) and investment in historically neglected geographical areas (Equal Education on making the provincial equitable shares formula more pro-poor).

A key challenge was that social protection was not embodied in a government institution or department, thus tracking social protection expenditure was difficult. South Africa’s social protection strategy includes social assistance complemented by the provision of other publicly funded services and social programmes such as ECD, compulsory primary education, health care, housing, basic services, public works, support for micro and small enterprises and a progressive taxation system that has an important redistributive function. Various in-kind programmes such as school feeding schemes, price subsidies for basic foods, housing, energy and transport subsidies, and value added tax (VAT) exemptions on basic foods were covered.

Thus, in some instances, social protection was equated with social development (or social grant spending), that is at best a proxy for government’s investment in social protection. It was challenging to separate social protection expenditure for adults from social protection expenditure for children, especially in cases where this distinction in programming and implementation was not clear. The ability to support high-level investment in children such as social grants, with child support grants reaching 12.7 million children in 2017, or the provision of funding to poor learners was easier than to derive and engender support for equally worthy programmes and services for children (social welfare at the provincial level and better funding of NPOs that provide front-line social and child welfare services at the provincial level).

On lessons learned, UNICEF made a concerted effort to make contact with representatives of the National Parliament and ensure that UNICEF’s voice was heard on key social policy and budgetary issues. UNICEF South Africa invested time (attendance by senior staff members) and efforts (making the time to release press release and putting together well-crafted written submission on the relevant budget documents before Parliament). Both the Appropriations Committee and the Finance Committee used the information from UNICEF’s written submission in their report to Treasury. Also, UNICEF consolidated a comprehensive training, awareness raising and research agenda on the situation of children and children’s rights with the Parliament for the coming three years. The PFM work will continue in 2018 with UNICEF’s presence in Parliament during the 2019 budget preparations.

UNICEF applied a two-pronged approach to the PFM work. UNICEF used public platforms like the media and Parliament to inform the broader public of UNICEF’s position on financing issues,
and UNICEF continued to work and advocate directly with Government to ensure that investing in children in an equitable way is at the core of their fiscal agenda. This will be UNICEF South Africa’s strategy for 2018 and onward.

**OUTPUT 1** National capacity is strengthened for evidence, policy and budget and institutional analyses, with a focus on reducing child poverty and disparity

**Analytical statement of progress**

The adoption of the cash, care and protection model by the Government was a key result in 2017. Although substantial work ought to be done in providing research, strategic and implementation support for the model, the Government’s willingness to embrace this model moved this agenda forward. Secondly, the government acceptance that multidimensional poverty (measured at the individual level) is an essential anti-poverty tool brought this work further. The centrality of the work was affirmed in that the Poverty and Inequality Branch in Statistics South Africa included the multidimensional measurement of poverty as part of its annual work plan in 2017.

UNICEF engaged in advocacy efforts to promote the cash, care and protection model throughout 2017. This involved meetings with government partners to find common ground about the proposed model and the extent to that Government was ready and willing to invest in this model. UNICEF led the efforts to get the Government of South Africa to be interested in multidimensional poverty and agreeing to work with UNICEF on achieving this important objective.

Government partners were overwhelmingly supportive in getting the cash, care and protection model off the ground and for building the necessary support for creating the linkages. On the multidimensional measurement of poverty, Statistics South Africa made a large conceptual contribution by presenting research funding on multidimensional poverty at a regional UNICEF conference and for working with UNICEF South Africa on preparing the Multiple Overlapping Deprivation Analysis (MODA) training. UNICEF’s academic partners at University of Johannesburg provided conceptual and research support to enable the team and the Government to use the best possible evidence on linking cash with care. A cash and care report by University of Johannesburg supported the model. The Economic Policy Research Institute worked on issuing a report on ‘Cash with linkages to services’, with technical support by UNICEF.

This year was successful in the Government’s endorsement and ownership of the cash, care and protection model and UNICEF leveraging the necessary resources and commitments to support the pilot in four provinces in 2018.

The year 2018 will be important for the cash, care and protection model; research findings will be available and UNICEF the CO is poised to contribute research understanding. UNICEF CO will analyse an important study done in the City of Johannesburg and use these results to inform its own research planning, monitoring and evaluation of the CCP model. The MODA training will be rolled out in 2018, thus enhancing the partnership between UNICEF the CO and Stats South Africa. Stats SA demonstrated interest in the proposed Child Well Being Tracking Tool as a tool to obtain real time statistics of most disadvantaged children through their lifetime across seven domains: Health and HIV, Food Security and Nutrition, ECD and Education, Social Protection and Economic Empowerment, Safety and Shelter, Psychosocial Support.
OUTPUT 2 Child rights governance system is further strengthened for mobilizing and supporting Government, the legislature, civil society and children in advancing the rights of all children

Analytical statement of progress
The most important result in 2017 was engagement with Parliament that endorsed UNICEF participation and requested comment on work that Parliament had to undertake. UNICEF was a legitimate player in public finance debates, a result to build on with planned work in 2018. UNICEF work on national and provincial budgets enhanced connection and credibility with national policy-making government departments and UNICEF will build on these achievements in 2018.

UNICEF South Africa provided the intellectual capital for submissions made to the national Parliament. UNICEF completed a written submission for two committees and developed two PowerPoint presentations for the respective committees. Government partners were constructive in their feedback on the budget briefs and UNICEF used this to inform the written submission and the two presentations. UNICEF drew extensive comments from civil society partners to point anomalies in the written submission and fine-tune the presentation for the specific committees. Four budget briefs were completed and UNICEF South Africa gathered feedback for three of the four budget briefs from government partners.

However, the engagement with the Department of Social Development (DSD) on the budget briefs needs to be strengthened. Due to the late arrival of the new social policy specialist, the budget briefs were released too late into the annual budget cycle, thus leaving less time and opportunity to conduct advocacy. This will be rectified in the work planned for next year so that budget briefs are used as a platform to engage issues that affect the well-being and progress of children in South Africa.

The key lesson learned on the work with Parliament opened up new opportunities, and UNICEF has to establish itself as a credible player in the public finance debates. In 2018, UNICEF South Africa will expand its mandate and goals in working with Parliament. One example is that the National Treasury will publish its revised provincial equitable shares formula and this provides an opportunity for UNICEF South Africa to make an impact and build the capacity of Parliamentarians to understand the resource allocation process.

Given the centrality of the national budget, 2018 will be a major year for the organisation’s evolving public finance work. A number of interventions were planned on the overall budget, the resource allocation process, and sector-specific challenges in education, health and social development. UNICEF South Africa plans to extend the budget work to include detailed case studies of sub-national financing, thus broadening our understanding of the challenges in delivering services at the provincial level.

OUTCOME 7 All programme components supported through communication, advocacy and partnerships and improved accountability for results

Analytical statement of progress
In 2017, UNICEF South improved results for children by developing and implementing key strategic approaches to communication, advocacy and partnerships to advance the programme’s child rights advocacy agenda, including capacity to measure impact.
The South Africa 2017 Barometer study, a multi-country brand, communication and fundraising study, revealed that (1) UNICEF was among the top three organisations in terms of ‘spontaneous awareness’ (ranking second); (2) UNICEF ranked first in terms of familiarity; (3) UNICEF ranked second in terms of trust; and (4) UNICEF had a significant increase in trust coupled with the second highest level of spontaneous association among children (76 per cent). Finally, the survey showed that South Africa offers many opportunities for UNICEF. The market is receptive to children as a social issue, being one of the most important and frequently donated-to causes. UNICEF has a clear identity as a child-focused charitable organisation: 68 per cent of respondents stated they would be likely to donate monthly from their disposable income, indicating an opportunity at individual level.

Through media engagement, online and social media activation, and about 30 events engaging approximately 6,000 people offline, child rights advocacy took centre stage in 2017. South Africa has a sophisticated and agile media environment that demands fast-paced interactions and responses to sensitive issues, as well as political astuteness. In 2018, UNICEF will need to be prepared and responsive to maximise high-profile media moments around child-related issues, such as specific violent incidents against children, school protests and health crises. To address this need, media training for selected UNICEF spokespersons was conducted to create a pool of UNICEF advocates in the office. UNICEF South Africa rolled out its Advocacy Strategy for 2017-2018 to raise awareness of programming priorities and increase brand-positioning and fundraising through media partnerships of nearly US$500,000 in advertising value, reaching around 20 million people in South Africa.

According to the ‘2016 South Africa Media Performance Global Report’ released in 2017, UNICEF South Africa social media reach was two million people for the year, a 33 per cent increase from 2015. Its share of voice in online news was 56 per cent and share of voice on children’s issues in social media was 92 per cent for 2016, a 10 per cent increase from the previous year.

Partnerships were at the core of UNICEF South Africa’s advocacy efforts, with collaboration for awareness and understanding of child deprivations and support for child rights. Media and influencer outreach created public awareness of UNICEF’s upstream advocacy for increased government spending on child-focused programmes. Companies and private sector influencers were approached to campaign for UNICEF’s priority advocacy issues with their peers, constituents, the broader business community or other influencers or decision-makers.

Corporate engagement and fundraising in South Africa challenges included (1) the economic environment is considered to be junk status’, (2) companies do not have a sufficient corporate social initiative budget to become a strategic partner for UNICEF, (3) companies have their own corporate social initiative programmes and don’t want to support programmes outside South Africa and (4) UNICEF cannot hand out an ‘18 A certificate’ required for private companies to receive a tax benefit for their engagement in corporate social initiative.

Nonetheless, South Africa has an overall well-established corporate sector and UNICEF built strong and broad network. In 2018 UNICEF South Africa will engage with key stakeholder and partners in the country to raise resources for UNICEF programmes, draw public attention to child-related issues and advocate for advancing child rights, while taking current challenges into account.

**OUTPUT 1** Public alliances and initiatives are established and strengthened leading to increased awareness and understanding of child deprivations and support for child rights.
Analytical statement of progress
Public awareness and understanding of child deprivations and child rights increased through communication support provided for the National Association of Child and Youth Care Workers’ biennial Conference, the launch of the South Africa Budget Briefs, Global Handwashing Day, World Toilet Day, the annual Play Conference, Child Protection Week and World Breastfeeding Week. Visits from UNICEF Ireland and the Ryan Trust, UNICEF Executive Board, and Goodwill Ambassador Priyanka Chopra generated additional visibility and support.

World Children’s Day, which UNICEF South Africa led and organised, provided an opportunity to rally supporters around approximately 20 separate events, involving about 200 children. A key moment was when UNICEF South Africa unveiled the statue of a young girl, Hope, alongside the Nelson Mandela Statue in Sandton City Square in Johannesburg. The statue is symbolic of every girl and boy in South Africa and represents the power of children to shape the future. The campaign reached 262,000 people on Facebook, increasing UNICEF South Africa’s influence by over 4,500 users on the platform. It achieved 405,500 impressions on Twitter and reached almost 20,000 people on Instagram.

UNICEF enjoyed strong partnerships with several platforms in the country, reaching an estimated 10 million people. UNICEF videos were broadcast throughout the year on Mango Airlines flights (two million passengers), SuperSport (two million families across Africa), South African Airways flights (reaching 250,000 passengers) and at Ster-Kinekor cinemas (two million viewers). Print materials featured in UNICEF media partner, Ndalo Media’s, Destiny magazine and South African Airways’ inflight magazine, Sawubona (250,000 readers). In collaboration with cable channel SuperSport and cinema chain Ster-Kinekor, the father’s video spot, featuring celebrity advocate Zakes Bantwini, reached more than three million viewers in Africa in June-July 2017.

With the partnership with Free Basics by Facebook, early learning messages and care practices embedded on the Internet of Good Things were accessible for free across all of South Africa via the Cell-C mobile network. From 40,000 monthly users in 2016, The Internet of Good Things reached about 80,000 monthly users in 2017.

These achievements were not gained without difficulties. As South Africa has a sophisticated and shifting media environment, rapid and astute responses to sensitive issues were required. UNICEF South Africa wasn’t available around the clock to engage with media when opportunities emerged. To address these challenges, media training for selected UNICEF staff was conducted to increase UNICEF visibility and presence in South Africa. In 2018, UNICEF South Africa will continue to strengthen public advocacy for children.

OUTPUT 2 Commitment and resources from the private sector are leveraged for child rights programming and advocacy

Analytical statement of progress
In 2017, UNICEF South Africa’s private sector fundraising team prospected and engaged with more than 15 corporates based on the strategy developed in 2015. The experience was that local companies do not have sufficient CSI budgets to create a strategic partnership with UNICEF, and are more open to give support in kind or help leverage for children. There is more potential with multinationals based in South Africa such as P&G, Kimberly Clark and SC Johnson whose funds offer more scope.

Following the submission of comments on the New Mining Charter in 2017, UNICEF South Africa continued to explore engagement with the country’s sector. In 2018, UNICEF South
Africa will aim to engage with the industry and assist with regional research on the impact of the mining sector on children in South Africa and the broader region. Based on the findings, the CO will approach and engage with the sector and use the Mining Toolkit to create a partnership, focusing on an integrated approach.

UNICEF convened four UNICEF CEO Network meetings (quarterly events in Johannesburg, Durban and Cape Town) with about 20 high profile leaders discussing business, the SDGs and child rights. The aim was to explore the critical role that companies can play in delivering sustainable results for the children of South Africa as well as how to engage with other partners and the business benefits of doing so. The idea was to use this forum as a key outreach and cultivation strategy with new and existing corporate partners. In 2018, through the Network platform, UNICEF will engage strategically with selected CEOs to develop joint advocacy and other innovative collaboration initiatives and partnerships to leverage resources for children.

In 2017, UNICEF South Africa developed a draft Key Influencers Engagement Strategy, prioritising influencing business CEOs, including philanthropists and high net-worth individuals in the country that have displayed a willingness to engage their voice in the advancement of child rights, thereby amplifying UNICEF’s advocacy messaging on priority issues. Moving forward in 2018, the CO will aim to identify key influencers in South Africa to leverage their impact with Government, business and other influential individuals for increased resource allocation to children’s programmes, and to cultivate donors to UNICEF in the longer-term. The CO will develop a portfolio of engagement and stewardship offerings along with advocacy platforms to provide key influencers visibility and mobilise their commitment to the children’s cause. Through CEO network meetings, these could include UNICEF fundraising balls and galas as well as programme and advocacy events. These will be important given the challenges around private sector engagement in the political and economic climate.

**OUTPUT 3** National capacity is further strengthened to plan, develop, implement and monitor evidence-based communication for development strategies for positive behaviour and social change.

**Analytical statement of progress**

In 2017, UNICEF South Africa contributed to behavioural and social change by amplifying people’s voices through a variety of communication approaches and tools focused on (1) ending violence against children, (2) promoting breastfeeding, (3) early childhood development and (4) child survival and development. Communication for development (C4D) was a key strategy to achieve programme results in 2017, looking at impact, scale and sustainability.

UNICEF South Africa’s ‘shout out for health’ project was rolled out across Gauteng, Eastern Cape and Western Cape through partners: the Children’s Radio Foundation and Molo Songololo. The project reached over 700,000 young people through broadcast programmes on 17 community radio stations. The programmes focused on gender equality, violence and reproductive health rights. The project promoted empowerment of an estimated 1,000 children and youth in South Africa on health issues through media training and school-based sensitisation sessions. In the context of World Children’s Day, during that they took over key media outlets (print and radio), young reporters’ products reached an estimated additional 300,000 people.

UNICEF worked with the Department of Health to roll out its breastfeeding campaign, contributing to the translation and print of all materials including delivery support to health centres around the country. The aim of the campaign was to 1) raise awareness of low exclusive breastfeeding rates in South Africa, 2) motivate, empower and inspire mothers to
exclusively breastfeed for the first six months and 3) encourage support for mothers to breastfeed optimally, by changing attitudes of all stakeholders. The campaign was rolled out with posters and billboards displayed in public spaces (including taxi ranks and health facilities), advertisements in magazines and television public service announcements, reaching an estimated two million people.

For the global early childhood development campaign, UNICEF South Africa localised the international #EarlyMomentsMatter movement, working with its celebrity advocate, Zakes Bantwini, to roll out a Father’s Day initiative on the importance of play in early childhood and brain development. UNICEF continued its relationship with the Institute for the Advancement of Journalism and established new media partnerships with Independent Newspapers and Kaya. The campaign reached an estimated four million people with messages.

Funding constraint was a main challenge in rolling out communication for development (C4D) efforts. In 2018, UNICEF South Africa will integrate C4D as an aspect of intersectoral work in the new country programme document that will start 2019. C4D interventions will be prioritised to address key demand-related bottlenecks inhibiting the achievement of results for children in South Africa.

**OUTPUT 4** Capacity and performance of programme planning, monitoring and evaluation are strengthened for efficient and effective delivery of results for children.

**Analytical statement of progress**

Core principles of results-based management, results-based budgeting and RBR were fully applied to programming. As part of the country programme extension process, UNICEF South Africa revisited/refined its results framework: (1) underpinned it by strong vertical and horizontal logics and value-for-money principles, (2) prioritized to address key bottlenecks that hinder the delivery of results for children, (3) aligned with the global, regional and national priorities, including the SDGs, UNICEF global strategic plan, UNICEF East and South Africa Regional Priorities and South African National Development Plan. To ensure that all internal and external reports submitted by the office fully meet the RBR standards, quality assurance mechanism was newly put in place, and internal review and reporting process was streamlined.

UNICEF maintained its top status with global key performance indicators in the region since mid-year and was one of the three countries in the organization that scored “Green” in all five dimensions as of December 2017. The country management team monitored the scorecard dashboard on a regular basis, and the PM&E specialist sent weekly alerts on key indicators to the staff, including grants expiring, outstanding direct cash transfers and donor reports due, and regular updates on the implementation status of HACT assurance activities monitored through the office-specific automated tool.

There were 28 research studies, surveys, reviews and other M&E activities planned through the UNICEF South Africa PRIME. Among these, 15 were completed, 10 were still in progress, one was constrained and two were dropped as at the end of 2017. The PRIME implementation rate was 90 per cent. Evidence generated informed programming, advocacy and resource mobilization for children.

UNICEF worked with UN agencies, including UNDP, UN Women and UNFPA, to support the first pan-Africa M&E conference that the National Department of Planning, Monitoring and Evaluation hosted; nearly 100 participants from 28 different countries in Africa attended. UNICEF financially and technically supported hiring of the UN joint consultant, who was
seconded to the Government to represent the UN system in the Government’s effort to achieve SDGs.

Nonetheless, there were challenges. Key positions in the PM&E team, i.e. a budget officer and planning officer, were vacant due to the funding constraints. The CO could not meet the required number for spot checks. Since the financial contributions that UNICEF made to the Department of Planning, Monitoring and Evaluation were negligible, it was difficult to advance child-related research agenda.

However, the PM&E team learned that streamlining the internal work process and creating the automated tools was a workable solution in the period of resource constraints. Also, the team learned to position UNICEF as a partner of technical expertise and, with its network and reputation, UNICEF could still advocate for children’s rights with Government.

UNICEF South Africa will continue to assist the Government in strengthening the national PM&E system and monitoring SDG indicators. Internal processes and systems will be improved for effective and efficient delivery of results for children.

OUTPUT 5 Capacity and performance of the private sector division for generating revenue are strengthened.

Analytical statement of progress
This output is for the salary and operational cost for cross-cutting functions.

OUTCOME 8 Equity House Security

Analytical statement of progress
The year 2017 was marked by a political uncertainty in South Africa culminating with a change in party leadership of the ruling African National Congress. There were frequent reshuffles in the senior management of the Government that affected (1) a consistent and timely implementation of programmes for children and (2) inter-ministerial collaboration required for advancing child agenda. Political unease constrained foreign private investment and confidence that impacted the CO’s private sector fundraising efforts with a number of corporate donors putting their investment decisions on hold.

In spite of this complex environment, the CO worked with partners to address key bottlenecks and accelerated results for children in South Africa as per the commitments in the 2017 Annual Work Plan and Annual Management Plan.

OUTPUT 1 Programme coordination and crosscutting support are properly done

Analytical statement of progress
The annual management plan defined office priorities based on the CO risk analysis and provided governance and oversight mechanisms for country programme operations. Key priorities and results focused on staff well-being, resource mobilisation, cost savings and efficiency gains. The plan evolved into a compact between UNICEF ESARO and UNICEF South Africa and guided key outcome and outputs for teams and individual staff. Fundraising was identified as a high-risk area for UNICEF South Africa. A task force was established to ensure
accelerated action for achievement of targets. The CO revised its office improvement plan. Issues identified through the 2017 global staff survey were addressed. Two priorities were identified: (1) performance management and (2) training and coaching.

The AMP provided office-wide performance indicators used to monitor management, programme and operations performance. The country management team reviewed the indicators as a standing agenda item and recommended corrective actions for achievement of targets. Key management indicators were reviewed at all staff meetings, in the mid-year review and annual review.

UNICEF South Africa’s well-established internal control framework enforced accountability in line with UNICEF’s internal control policy and segregation of duties. At the beginning of 2017, the CO reviewed its governance structures and aligned with the guidance, ‘8 opportunities to streamline office management’. During 2017, all statutory bodies including country management team, contract review committee, property survey board, programme cooperation agreement review committee and the joint consultative committee were in place and supported achievement of programme and management objectives.

The CO conducted enterprise risk management training to improve integration of processes into office priorities, decisions, and work plans. The enterprise risk management library was reviewed and updated. The business continuity plan was updated and approved during the year, and agreement for alternate devolution location was put in place with UNICEF Zimbabwe office.

OUTPUT 2 Equity House Security

Analytical statement of progress
The 2016 South Africa Media Performance Global Report stated that UNICEF South Africa’s social media reach was two million people in 2016, a 33 per cent increase from 2015 and that its voice on children’s issues in social media was 92 per cent in 2016, a 10 per cent increase from 2015 (2017 data not available).

UNICEF South Africa’s Advocacy Strategy for 2017-2018 aimed to raise awareness of its programming priorities and fundraising. Child rights’ advocacy was prominent on World Children’s Day. Approximately 20 events, involving nearly 200 children, took place on 20 November. UNICEF South Africa unveiled the statue of a young girl, called Hope, alongside the Nelson Mandela Statue in Sandton City Square. The statue, symbolic of every girl and boy in South Africa as a rights’ holder, represented the power of children to shape the future. Other events organised by UNICEF South Africa included (1) the Global Kids Council Representative read her manifesto on children’s rights to the UN’s Economic and Social Council in New York; (2) in Google’s laboratories, children designed ‘tech’ solutions to children’s issues in South Africa; and (3) with Independent Newspapers and the South African Broadcasting Corporation, children took over the press in cities across South Africa. On social media, a considerable number of people were reached: Facebook, 262,000 people; Twitter, 405,500 impressions; Instagram, 20,000 people.

The Child Protection and Social Policy Section conducted six TV and four radio interviews with live coverage and provided speeches at high-level conferences that resulted in various YouTube videos. They made two key presentations on the Mid-term Budget Submission in Parliament. This highlighted the situation of the most disadvantaged children and what can be
done to enhance their timely access to services and to strengthen a loving and protective family and community environment.

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### Evaluation and research

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