Executive Summary

As the Country Programme 2007-2012 came to a close, South Africa (SA) continued to experience a difficult economic environment due to the effects of the 2008-2009 global recession and the ongoing eurozone crisis. The political environment continued to hold after the ruling party, the African National Congress, endorsed a second term for President Jacob Zuma.

For UNICEF, progress has also continued towards reaching disadvantaged children with the basics of life, while at the same time strengthening national policies and systems for expanded, equitable and sustainable development for all children.

A deliberate equity strategy to identify and reach disadvantaged children was yielding results. Support to the Department of Health (DoH) to establish a robust monitoring and accountability system at the local level for expanding access to services in the Prevention of Mother-to-Child Transmission of HIV (PMTCT) has led to improved micro planning that focuses on the removal of specific bottlenecks in service delivery and the provision of better services to pregnant women and young children. A community health worker programme—part of Primary Health Care (PHC) reforms—was being supported in one of the largest, yet deprived provinces. A special focus on some 1,100 bottom-three quintile schools with safety and learning support has enabled improved coverage of these essential services for some 250,000 children.

A deliberate equity strategy has also yielded significant gains in support for strengthening national policies and systems. There was official approval for a UNICEF-supported regulation enforcing the International Code of Marketing of Breast-milk Substitutes in the country, a measure that when implemented would bridge disparities in the nutritional and health status of children. The country has also developed a Maternal, Neonatal, Child and Women’s Health and Nutrition Strategy, which is aligned to the Campaign on Accelerated Reduction of Maternal Mortality in Africa (CARMMA). The completion of a public expenditure review has provided the state with timely information on groups of children who face particular types of bottlenecks in accessing quality education. The state-sponsored roll-out of Isibindi, a programme targeting some of the most vulnerable children with mainly child protection services, was being supported with a robust Monitoring and Evaluation (M&E) system to facilitate accountability. An expanded social protection agenda was being supported to combat the high levels of child poverty, including analytical work on reaching some 530,000 double orphans in kinship care with income support. A diagnostic review of Early Childhood Development (ECD) policies and programmes culminated in an improvement plan that prioritizes state support for young children in poverty. A diagnostic review of nutrition policies and programmes was ongoing and would provide concrete proposals for reducing malnutrition among children under 5.

UNICEF had also facilitated South-South learning in social protection, particularly with regards to the design and administration of child grants and public works programmes. The countries involved included Thailand, Vietnam, Tanzania and South Sudan.

Lessons for next year included the need to focus more intensively on capacity development in the poorest provinces and districts—to assist in translating progressive laws and policies into outcomes for children. Successful partnerships with government departments, the South African Human Rights Commission, Parliament, research institutions and civil society organizations would also be strengthened.

Country Situation as Affecting Children & Women

Despite a slowdown of its economy, South Africa continued to be the dominant economic powerhouse of Africa. Its institutions, including its Parliament and electoral system, its progressive rights-based Constitution, its sound legal system, its vibrant press and civil society and its financial institutions are by far the strongest on the continent. Yet, it is faced with high levels of inequality, poverty and unemployment.

On 16 August, 34 striking miners were killed by police at the Marikana Lonmin platinum mine during a wave of protests that shook the mining industry. The unrest then spread to farms in Western Cape province where protesters had been calling for higher wages. In addition, the country experienced several public protests
throughout the year calling for the improved provision of basic services.

In October, IMF maintained its 2012 projection of 2.6 per cent but cut its 2013 forecast for the growth of South Africa to 3 per cent from a July projection of 3.3 per cent, mainly due to the impact from the continuing eurozone debt crisis and a slowdown of the domestic economy. The unemployment rate stood at 25 per cent.

In December, making him a strong favourite to win the 2014 presidential election.

South Africa continued to implement progressive laws and policies to improve child rights violations from the apartheid era. The country’s Child Support Grant reached some 11 million children in 2012; while the Foster Child Grant and Old Age Grant reached about 586,000 and 2.8 million children respectively.

The proportion of children in poverty, using the upper poverty line of Statistics South Africa (StatsSA), is at 63.9 per cent, higher than poverty among adults (45.1 per cent) and the general population (52.3 per cent [U1]). The interaction between income inequality and other forms of vulnerability creates severe equity gaps for millions of children.

The under-5 mortality rate, though in decline, was at 42 per 1,000 live births in 2011, having dropped from 67 per 1,000 live births in 2004 (UN estimates). The immediate causes of death of children under 5 were AIDS, neonatal causes, diarrhoea, pneumonia and injuries. Significant gains in PMTCT in recent years largely accounted for the drop in the under-5 mortality rate. One in five children were stunted and less than 10 per cent of infants were exclusively breastfed up to six months. The quality of care in the public sector remained poor and there was unequal distribution of and access to essential services.

According to the 2011 national antenatal sentinel HIV prevalence survey, an estimated 5,600,000 people were living with HIV in 2011 while 270,000 people died of AIDS that same year. The estimated number of new infections was 1.43 per cent in 2011 compared to 1.63 per cent new infections in 2008. HIV prevalence among the general adult population aged 15 to 49 years has remained stable at around 17.3 per cent since 2005. Prevalence among 15 to 24 year old pregnant women was 20.5 per cent and 12.7 per cent among young women in the age group 15-19 years. There was an increase in HIV prevalence in the Mpumalanga, Limpopo, Free State and North West provinces. There were an estimated 460,000 children aged 0 to 14 living with HIV in 2011 (UNAIDS). Study results from a 2011 national survey on the effectiveness of the national PMTCT programme at six weeks postpartum showed a national HIV transmission rate from mother-to-child of 2.7 per cent, down from 3.5 per cent in 2010. An estimated two million children aged 0-17 years had been orphaned due to AIDS (UNAIDS).

By 2009, 43 per cent of children aged 0-4 years had been exposed to some form of ECD programme [i], up from 16 per cent in 2001 [ii]. In 2010, the total number of public schools in SA was 24,453, of which 65.5 per cent had Grade R classes benefiting 707,203 learners [iii]. In 2010, Grade R gross and net participation rates stood at 89 per cent and 83 per cent, respectively [iv]. Quality remained a challenge in all settings. In 2009, the gross enrolment rate was 98 per cent in primary and 85 per cent in secondary schools, and the gender parity index was 1.00 and 0.99 in primary and secondary school, respectively [v]. However, learning outcomes remained poor and attendance at the secondary school level was much less than at the primary level. Early pregnancy compelled many girls to drop out of school (13 per cent of 13 to 19-year-old girls in 2008) [vi].

Violence against children remained pervasive in South Africa. In 2011-2012 there were 50,688 reported child victims of all crimes, about a 6.5 per cent drop from the preceding year. Sexual offences contributed to almost half of reported crimes against children, although they too were on the decline (by 8.1 per cent) from the level seen during 2010-2011 [vii]. The proportion of learners indicating that they had experienced corporal punishment at school increased from 16.8 per cent in 2009 to 17.2 per cent in 2011 [viii]. In 2011, just below one fifth (19.1 per cent) of all children in SA—a number representing approximately 3.6 million individuals—had been orphaned [ix] [x]. Migrant children, including unaccompanied minors, were particularly vulnerable to neglect, exploitation, abuse and discrimination. Although well safeguarded in South Africa’s Constitution and national legislation, child participation as a civil and political right was not a general norm
and practice. Over 90 per cent of births were registered [x] [xi].

[i] StatsSA (2010), General Household Survey 2009
[iii] Department of Basic Education (2012), Education Statistics
[ix] StatsSA (2012), Social profile of vulnerable groups in South Africa 2002-2011
[xi] StatsSA

Country Programme Analytical Overview

The context in which UNICEF South Africa operates is an upper middle income country with elevated rates of inequality, poverty, unemployment, HIV prevalence and violence against women and children. A mix of strategies has been used by the Country Office (CO) in 2012 to reach disadvantaged children experiencing one or more of those issues while simultaneously strengthening national policies and systems for expanded, sustainable and inclusive development for all children.

These strategies have included establishing robust monitoring and accountability systems at the local level, such as for expanding access to PMTCT. They have also included capacity support for service delivery, such as by ensuring safety and learning in some 1,200 bottom three quintile schools and reaching some 250,000 children; placing a cumulative number of 10,000 Techno Girls from disadvantaged communities in technology-related coaching/mentoring programs supported by private companies; and rolling out a community health worker programme (as part of Primary Health Care reforms) in the largest, yet one of the poorest provinces (KwaZulu Natal) in the country. Furthermore, local actions to support children have included the provision of one-stop shops for the delivery of integrated services for victims of sexual violence, in particular the expansion of the Thuthuzela Care Centre model, which catered for the medical, legal and counselling needs of a cumulative 28,000 children and women survivors of abuse in 2012.

Complementing these local actions, and of strategic value in South Africa’s middle country context, has been the intensive capacity support provided to state institutions for policy review and development. Likewise effective was the strengthening of systems for the purpose of scaling up proven interventions for various aspects of child well-being with a focus on bridging deep-seated inequities. These have included the establishment of a policy knowledge hub on equity and child rights; technical support for the removal of financial and institutional barriers in access to quality education for all children; technical support for the removal of policy barriers in access to ECD services; a situation analysis and action planning for children with disabilities; policy measures to reach children who are eligible for the child grant due to their poverty status, yet excluded from receiving it because of administrative reasons; technical assistance for the development of a grant for double orphans in poverty; development of a national framework to sustain the expansion of PMTCT; and finalization of the Convention on the Rights of the Child (CRC) country report that, for the first time, would have a strong equity focus. Noteworthy is the successful approval of UNICEF-supported regulation to enforce the International Code of Marketing of Breast-milk Substitutes in the country, a measure that once implemented will bridge disparities in the nutritional and health status of children.

Focused and sustained technical support, strategic partnerships, knowledge generation and transfer and the use of results management approaches to scaling up service delivery have been the key pillars of the work of the South Africa Country Office (SACO) in systems strengthening in 2012.
Effective Advocacy

Mostly met benchmarks

UNICEF employs an evidence-based advocacy strategy to address inequity in the realization of child rights in South Africa and focuses the strategy on four levels; i.e., political intervention, high level technical input, operational interventions and mobilization and public education.

SACO made substantial progress in influencing the child poverty reduction agenda in 2012. Given the substantial levels of child poverty (64 per cent), social protection and budget reform agendas were pursued. An integrated (qualitative and quantitative) evaluation of the Child Support Grant (CSG), one of the main anti-child-poverty instruments, was completed. Findings and recommendations were presented to Cabinet. SACO also presented evidence to the National Treasury on the potential child poverty reduction impact of the universalization of the CSG, especially considering the nature of the frequent shocks faced by many households. A phased approach to the implementation of options was being considered by the National Treasury. Policy review for the ECD sector resulted in an ECD Improvement Plan that would be presented to Cabinet in the first quarter of next year. If implemented, the plan would ensure more pro-poor service delivery and funding models, potentially extending coverage of state support to some 2.5 million more children in poverty.

Through advocacy on the importance of child participation, consensus has been reached on the scope and methods of a child participatory framework. UNICEF planned to support systematic child participation in child-focused government departments in the next country programme.

UNICEF worked closely with the Parliament of South Africa in the advancement of child rights through the development of a Handbook for Members of Parliament (MPs) on Child Rights, input into the Public Participation Framework on children’s participation, training of parliamentary staff on child rights and child participation in parliamentary processes, and a high level advocacy seminar with the National Council of Provinces (NCOP) on Investing in Children. The latter culminated in proposed resolutions to be adopted by the National Council of Provinces in 2013, so as to ensure institutional oversight in the implementation of the seminar resolutions by Parliament.

Four high level evidence-based policy dialogue and advocacy events were organized. Recommendations of one went to the National Treasury for improved resource allocation, especially for child protection services. One fed directly into the oversight and decision-making processes of Parliament on child rights. The third dialogue sought to consolidate the generation of knowledge on how to advance the realization of child rights with equity. The fourth provided input into operationalization of the National Development Plan (NDP) from a child rights perspective.

UNICEF has supported the National Department of Health (NDoH) in legislating national Regulations Relating to Foodstuffs for Infants and Young Children, approved and gazetted by the Minister of Health in December 2012. The regulations go beyond the International Code on Marketing of Breast-milk Substitutes by regulating breast-milk substitutes and foods designed for children up to 36 months. The regulations also place limitations on the promotion and advertising of such products, stipulate labelling requirements and prohibit health professionals and child care practitioners from accepting gifts, sponsorships and endorsements from infant formula manufacturers.

Capacity Development

Mostly met benchmarks

Capacity development was one of the major building blocks of SACO’s work in 2012. Initiatives targeted three areas: [a] removal of systemic bottlenecks in sectors responsible for delivering essential services for children at scale; [b] geographical areas that lack a wide range of services for children; and [c] state institutions with oversight responsibility for the realization of children’s rights. Altogether, emphasis was placed on engaging with partners to build agreement on the priority areas of capacity development and supporting
implementation of capacity development activities through national and local systems and processes.

Sector-based capacity development initiatives aimed at supporting the identification and removal of bottlenecks across the service delivery chain. Recent gains in PMTCT have, for example, been enhanced by capacity support from SACO for data gathering at the facility level and its use for participatory micro planning that targets the removal of specific bottlenecks in each district. Coaching and mentoring schemes have improved the skills of local officials. Midyear "stock-taking" meetings at district and provincial levels were becoming important instruments for monitoring progress in the delivery of each component of packages of intervention. A National Action Framework on the Elimination of Mother-to-Child Transmission of HIV (EMTCT) was the culmination of continuous planning by districts and provinces. A window has emerged for increased accountability in the delivery of essential services towards the elimination of Mother-to-Child Transmission of HIV (MTCT).

In education, SACO continued to support the Government in identifying core capacity constraints to quality learning. Results-based management and teacher development initiatives were prioritized, and corrective systems and training measures implemented. ... provincial staff identified an supported with requisite knowledge and skills to spearhead evidence-based planning.

Initiatives targeting the removal of capacity constraints to services in deprived geographical areas have focused on KwaZulu-Natal province, among others. To expedite the implementation of PMC reforms, KwaZulu-Natal, one of the underperforming provinces in child health and nutrition, was supported in pooling and building the capacity of district specialist teams and supervisors of community workers. The objective has been to create a pool of human resources that will train, in turn, some 10,000 community health workers recruited by the provincial administration for the delivery of high impact child survival interventions. Strategies have included skills development, mentoring and coaching.

State institutions with oversight responsibilities for the realization of children’s rights received specific capacity development support in 2012, including the Department of Women, Children and People with Disabilities (DWCPD), the South African Human Rights Commission (SAHRC) and Parliament. A mix of strategies, including direct institutional support, skills enhancement and database development, enabled DWCPD to gradually unveil a child rights monitoring system. Consequently, Ulwazi Children, a platform for reporting on progress towards national and international goals on children, was being established in collaboration with the national statistical agency.

In order to strengthen the voices of children in adjudication, the SAHRC was supported towards prioritizing the development of a child-friendly complaints procedure and a basic education charter, two initiatives that were executed and expected to yield results in 2013.

Parliamentary researchers who required frequent exposure to good practices were supported through capacity development in the application and mainstreaming of child rights into the work of Parliament, including by engaging in committee work, public participation and oversight of the executive branch of government.

Partnership with the Department of Performance Monitoring and Evaluation has ensured the use of diagnostic reviews as a tool for investigating the underlying causes of poor services provision. Special focus has been on how to improve the inadequate institutional set-up for the delivery of cross-sectoral services, in particular ECD and Nutrition. Next year, further work on the most feasible institutional arrangements for optimum service delivery, especially in deprived municipalities, would be supported.

Furthermore, SACO prioritized capacity support for children to be effective change agents. School-based clubs—the Girls and Boys Education Movement (GEM/BEM)—conducted rounds of discussions with senior Government officials on bottlenecks in teaching and learning. A wide range of policy information was made available to children’s groups to enable informed discussions in their communities. SACO continued to note the value of information from children on bottlenecks to the delivery of basic services, and would carry on with support for child-led policy-constraint discussions in 2013.
Communication for Development

**Partially met benchmarks**

**Progress in the coordination of Communication for Development (C4D) interventions was constrained this year due to staffing shortages.** The Communication for Development Specialist position has been vacant for a year due to a funding shortfall. An upgraded competency profile for the C4D position was developed and approved to ensure a higher level of engagement with government and civil society partners and more specialized technical C4D skills and competencies in the new Country Programme (CP) starting in 2013. A C4D specialist was expected to start in 2013, on a consultancy basis, to provide technical guidance to external and internal stakeholders in the planning, implementation, monitoring and evaluation of comprehensive, integrated communication for development strategies and plans on two programme areas: [1] prevention of violence and abuse against children; [2] promotion of positive hygiene practices. In spite of significant capacity constraints in this area, two interventions made progress this year.

The Youth Reporters Network (YRN), which started as a pilot in 2011 in two provinces, was scaled up this year with the addition of 10 stations in eight provinces. In partnership with the Children’s Radio Foundation, the YRN brought together teams of youth reporters in community-based radio stations across the country, providing a flexible communication platform to disseminate messages and content on a range of social issues with the aim of encouraging community-level behavioural and social change. This year, activities focused on training 25 radio facilitators and 150 youth participants in radio production techniques. Weekly youth programming was ongoing in selected provinces.

A community-based communication strategy to improve the 6-monthly vitamin A supplementation programme for children from the ages of 6 to 59 months was developed and rolled out in five districts. Teams of health promoters (Vitamin A Teams) working in collaboration with community platforms such as local churches, community-based fora (imbizo) and crèches (formal and informal) and conducted outreach in each district on the importance of vitamin A for children by using interpersonal communication techniques. The outreach interventions of the Vitamin A Teams were reinforced by a radio campaign carried out by community stations.

Service Delivery

** Mostly met benchmarks**

Given the upper-middle income status of South Africa, UNICEF does not engage in direct service delivery in the country. It works mainly “up-stream” using a mix of strategies most appropriate for achieving results for the most disadvantaged, i.e., knowledge generation, advocacy, policy influence, modelling innovative approaches, leveraging partners and capacity development.

Strategic Partnerships

**Fully met benchmarks**

The Country Programme promoted strategic partnerships, including with government, parliaments, human rights organizations, the private sector and civil society to achieve results for children. During the year the CO continued strengthening its partnership with the SAHRC, which resulted in a Child Complaints Procedure, the Charter of Children’s Basic Education Rights, and ongoing work on intersecting inequality among children. UNICEF also continued strengthening its partnership with both houses of Parliament, which resulted in a high level political seminar on investing on children through the legislative sector and joint publication of a Handbook for Parliamentarians on child rights.
Knowledge Management

Mostly met benchmarks

The establishment of a policy-focused knowledge hub on child rights with equity has generated considerable interest from policymakers. The web-based platform PAN Children is operational, in collaboration with the Human Sciences Research Council. The knowledge hub seeks to address a key determinant of knowledge dissemination in the country.

The web-based child rights monitoring system known as Ulwazi Children was being developed by the DWCPD in collaboration with StatsSA. The database would be complete in the second half of 2013.

UNICEF worked with StatsSA to analyse child poverty in South Africa, with a focus on measures and determinants of child poverty. Official estimates of child poverty were subsequently produced and disseminated to the public.

A Situation Analysis on Children with Disabilities was completed and reviewed by all contributing parties, which resulted in the development of an action plan and advocacy strategy based on the cumulative recommendations. The Child Support Grant integrated Impact Evaluation was completed. Findings and recommendations were presented to cabinet.

Human Rights Based Approach to Cooperation

Mostly met benchmarks

SACO programmatic implementation in 2012, including monitoring and evaluation, was done based on the Human Rights-Based Approach to Programming (HRBAP) principles, by looking at children and women whose rights were mostly not realized and enhancing the capacity of duty-bearers and rights-holders at national and subnational levels. HRBAP was also at the core of the development of the new Country Programme 2013-2017. In 2012, UNICEF aimed to forge and sustain partnerships with organizations that enhanced the human rights agenda in the country. In particular, a partnership established with SAHRC aimed to increase accountability among duty-bearers by taking an equity-centred approach to the realization of child rights in the country.

Gender Equality

Mostly met benchmarks

Inherent to the overall strategy of the CO is the promotion and protection of the rights of girls and women in the country. Gender was implied through the CP and in the annual workplans, though not always explicitly stated. Gender was an explicit consideration in the development of the new Country Programme 2013-2017, and the findings of the 2010 Country Office Gender Review were taken into consideration. The CO also had an all-staff gender information session during the year. UNICEF was an active member of the UN Gender Theme Group led by UN Women.

Environmental Sustainability

Mostly met benchmarks

A UNICEF-supported study on the Impact of Climate Change on Children in South Africa (2011) found that substantial changes in South Africa’s climate are likely to be caused by such variables as rising temperatures, changing patterns of precipitation and differences in the frequency and intensity of extreme events. Each of those changes would have a direct, physical impact on children across different parts of the country, including implications for health, nutrition, education, and emotional and social well-being. Such impacts could also be
felt indirectly when climate change interacts with other development pressures. The result would be challenges such as rising food prices, with children and households forced to cope accordingly.

Secondary impacts on children were associated with the coping and adaptation strategies adopted in response to climate change. However, children may have some degree of agency, and when living on their own or in child-headed households, children will often influence the nature of adaptation strategies themselves.

At national and local levels, the South African Government has been active in generating strategies, policies and plans that respond to a growing awareness of the impacts of climate change. Principally, the National Climate Change Response White Paper (2011) identified vulnerable groups, including children, and recognized the need to respond to a changing disease profile—one that is particularly adverse to children—as a result of climate change.

In general, however, children were found to be largely unaccounted for because the majority of South Africa’s climate change policies and programmes—be they at the national, provincial or district level—did not yet effectively recognize children’s vulnerabilities and specific needs and the role children can play as agents of change at the grassroots level.

UNICEF planned to work closely with the Government and other partners to ensure that national plans for adaptation integrate children’s issues. UNICEF would also continue, through the GEM/BEM clubs, to empower children with knowledge and skills related to climate change and broader environmental issues (see YouTube videos and the UNICEF SACO website for children’s inputs into the climate change debate).

**South-South and Triangular Cooperation**

Given South Africa’s leadership role in the region as well as its middle-income status, the country continued to play an important role in South-South learning and cooperation. In 2012, SACO facilitated South-South learning in social protection as well as in other areas of child poverty reduction.

Several countries sought to exchange ideas with South African officials on the successful design and administration of child grants, public works programmes and other areas of child poverty reduction. The countries involved included Thailand, Vietnam, Tanzania and South Sudan. Various levels of officials, from ministers and parliamentarians to senior managers, took part in the bilateral knowledge-sharing. A combination of study tours and seminars were the main mode of learning. Results included the adoption of some of South Africa’s good practices and South African officials have been keen to learn from others, particularly on ECD.

UNICEF supported visiting governments logistically and programmatically by advising on international conventions and good practices and by supporting the Government of South Africa in engaging in technical discussions around the design and implementation of programmes.

Furthermore, SACO facilitated the exchange of ideas between South African officials and developing countries at the Symposium on Child Poverty, organized by UNICEF and the Government of China. Learning areas included social security, ECD and child poverty monitoring. Follow-up programmes would be executed in 2013.
## Narrative Analysis by Programme Component Results and Intermediate Results

### South Africa – 3930

#### PC 1 - Child survival and development

**PCR 3930/A0/03/010 PCR 3: Improved capacity of national, provincial and local government to plan, deliver and monitor effective basic services**

**Progress:** High level evidence-based capacity support was provided to apex child rights oversight institutions to advance delivery of essential services to children. Mechanisms for monitoring the realization of child rights were identified and supported. These include the finalization of the combined 2nd, 3rd and 4th Periodic CRC Report; the development of a child-friendly complaints procedure for SAHRC that enables children to lodge human rights violations; and strategic support to Parliament on child rights debates through seminars.

Substantial progress was also made in Parliament, including the development of a handbook on child rights oversight for Parliamentarians.

Consensus has been reached on the scope and methods of a child participatory framework. UNICEF planned to support systematic child participation in child-focused government departments in the next country programme.

#### IR 3930/A0/03/010/001 IR 3.1: Increased capacity of selected national and provincial institutions on children's rights advocacy and child participation

**Progress:** UNICEF provided technical support towards the finalization of the country’s Combined 2nd, 3rd, and 4th Periodic Report on the CRC and its Optional Protocols (OPSC) to the Committee on the Rights of the Child. This ensured the clearing of a backlog in reporting and the timely submission of these reports (the 2nd and 3rd reports had not been submitted). UNICEF collaborated with the DWCPD in the development of the 2nd National Plan of Action for Children in the Country, based on the principles of a coordinated framework for delivery for children. The SAHRC, an apex institution in the monitoring of child rights, was supported in the development of a child-friendly complaints procedure, so as to ensure that children have equal access to SAHRC mechanism. Furthermore, a Charter on the Right to Basic Education was developed that would provide the SAHRC with a rights-based framework for its monitoring and overseeing of the implementation of the right to basic education.

UNICEF worked closely with Parliament of South Africa in the advancement of child rights through the development of a Handbook for MPs on Child Rights, input into the Public Participation Framework on children’s participation, training of parliamentary staff on child rights and child participation in parliamentary processes, and a high level advocacy seminar on Investing in Children with the NCOP. The latter culminated in the proposed resolutions that will be adopted by the National Council of Provinces in 2013, so as to ensure institutional oversight in the implementation of the seminar resolutions by Parliament.

#### PC 3 - Child protection

**PCR 3930/A0/03/003 PCR 1: Increased access to integrated Early Childhood Development services for girls and boys aged 0-4 and universal access to Grade R**

**Progress:** While significant progress has been made in preparing young children for school (Grade R and
Grade 1), much still needs to be done to improve access to quality ECD services (children 0-4).

UNICEF has consistently worked throughout the current CP to ensure that ECD was placed at the centre of the national development agenda. The landscape has changed considerably since 2007 and with the release of the current National Development Plan ECD has been given prominence as a key result for South Africa. UNICEF continued to support strategic upstream work with national partners (within a middle-income country context) including various government departments and the National Planning Commission.

To advance work around ECD, UNICEF has worked closely with the Departments of Health (DoH); Social Development (DSD); Basic Education; and Performance, Monitoring and Evaluation in the Presidency (DPME) as well as the Treasury. Under the leadership of the DPME, a Diagnostic Review (DR) of ECD has been completed, which has fed into the National Planning Commission’s (NPC) National Development Plan 2030. In order to harmonize national efforts towards developing and delivering quality ECD programmes to the many children aged 0-4 that were marginalized due to poverty, UNICEF, together with leading NGO and Government partners, supported the National ECD Conference and the subsequent development of an Action Plan that incorporated the results of the DR. The conference proceedings and the review of the National Integrated Plan for ECD was also supported by UNICEF.

The year 2012 saw the development of the 0-4 curriculum led by the Department of Basic Education with technical support from UNICEF. Following provincial consultations, the draft would be presented through a government gazette for public comment, to be consolidated by the first quarter of 2013. UNICEF was enthusiastic about continuing work in this area in the new CP, to ensure that children bearing the brunt of social exclusion would benefit from ECD programmes from the earliest age possible.

The ECD Development Partners Forum met four times throughout the year to support the coordination and effective planning, implementation and monitoring of ECD programmes nationally. UNICEF played both a supportive and co-convening role to ensure coordinated efforts towards affording children the best possible start in life.

IR 3930/A0/03/003/001 IR 1.1: Improved quality of Integrated ECD services, with strengthened monitoring mechanisms

**Progress:** The National Integrated Plan on ECD process (a review of the expired National Integrated Plan) was near completion. Preliminary findings provided insight into the challenges of implementing an integrated plan without the required institutional arrangements in place.

The development and implementation of the 0-4 curriculum was on track and consultations had been finalized. The Department of Basic Education was in the process of gazetting the curriculum for public comment. This would be finalized by the first quarter of 2013 and, providing no major objections were received, the curriculum would be signed into action by mid 2013. UNICEF appreciated the coordinating role of the Government in ensuring that the curriculum development process was very consultative, with inputs received from practitioners, civil society, and provincial officials from all the nine provinces.

The UNICEF-supported DR, which provided a platform of action for ECD, was conducted through an inter-departmental Government team. It was considered by the Government to be one of the most effective inter-government collaborations in the history of ECD. The DR was critical in identifying the bottlenecks experienced in ECD service delivery for children and provided recommendations for the State to address inequity in accessing ECD services. It provided an evidence-informed, scientific diagnosis of how Government and civil society could improve access and quality of ECD for the socially marginalized. Subsequent to the DR, an ECD Improvement Plan has been drafted and would be finalized in 2013.
**PC 4 - Social policy and advocacy**

**PCR 3930/A0/03/007 PCR 2: Improved access for children in need of care and protection to statutory services (including the justice system)**

**Progress:** Achievements in terms of the application of the Children’s Act (promulgated in April 2010) lie in numerous policy frameworks, regulations, norms and standards and practice guidelines. Practical implementation was challenged by the need for systemic changes. In addition, unanticipated consequences of the Act, such as the increasing numbers of children in need of parental care but who do not necessarily need statutory intervention, have overloaded Social Welfare Services. Consequently, some alignment was needed between the Children’s Act and Social Assistance Act to accommodate such cohorts. The biggest challenge in relation to the Children’s Act remained the service delivery model, through which the Government subsidized services from non-profit organizations that were required to raise their own funds to offset the partial subsidy received from the State.

DSD, with UNICEF support, developed Safety and Risk assessment tools to professionalize the essential work of identifying children at risk and in need of state protection. The tools and training manuals would help improve the quality and standardization of assessments and the concomitant reports to magistrates refocusing proceedings upon protection.

DWCPD, DSD and UNICEF produced a major study on the nature, extent and causes of violence against children in South Africa in line with the 2006 Secretary General’s Global Study. The study evidenced that most violent acts against children—an overwhelming 84%—were carried out by people they knew and should be able to trust including parents, schoolmates and teachers. An estimated one in five cases (21%) of sexual assault in the country occurred at school.

The implementation of the Child Justice Act (promulgated in 2008) proved to be the most successful of the two pieces of key child legislation. The old Juvenile Justice System has been transformed by the Child Justice Act and the number of children in detention has declined largely as a result of a reduction in the number of children being charged.

South Africa pioneers integrated services for victims of sexual violence through their Thuthuzela Care Centres (TCC), which helped address the barrier to services by survivors. There was a challenge, however, in the successful prosecution of offenders given the elimination of specialized sexual offences courts. Over the last three years (Government) prosecution rates from Thuthuzela Centres had dropped from 68%, to 64% and then to 60%. To address the decline, the Department of Justice had mandated the re-introduction of sexual offences courts, which should redress the reduction in prosecution rates and increase accountability. In 2012, more than 28,000 survivors received assistance, over half of them children.

**IR 3930/A0/03/007/003 IR 2.3: Systems to ensure all formal care placements are compliant with the provisions of the Children’s Act are implemented**

**Progress:** There were essentially two forms of formal care in South Africa—foster care and child and youth care centres. All institutional/residential care facilities, such as industrial schools, places of safety, etc., were (in terms of the Children’s Act 2005, as amended) required to “transform” to comply with regulations pertaining to child and youth care centres. There were +/- 14,012 children residing in registered Child and Youth Care Centres; two thirds of whom were victims of abuse, abandonment or neglect. There had been a proliferation of unregistered/unregulated residential centres in the past 10 years, adding +/- 2,200 children to the numbers in alternative care, most of who were orphans. Bottlenecks in registration processes needed to be addressed to ensure those homes were regulated and subsidized.
Approximately 550,000 children were in foster care, mostly orphans placed with family members; more for poverty alleviation than for the need of “care and protection”. The numbers of children in foster care had grown from less than 50,000 in 2000 to about 550,000 in 2012, creating an unmanageable workload for social workers and an unsustainable and inequitable foster care system.

Progress: [1] Cluster foster care norms and standards completed; [2] Transformation of child and youth care centres could proceed with information from the audits of registered and unregistered children’s homes; [3] Tools for assessing children in care completed in 2012, with consultations with DSD on the testing and application of this tool to be pursued in 2013. Assessments of children in care were critical steps in ensuring the continuum of care for children who were dependant on the State.

IR 3930/A0/03/007/005 IR 2.5: Women's and children's access to justice strengthened through the national scale up of Thuthuzela Care Centres for victims of sexual offences and domestic violence

Progress: The Sexual Offences Act was amended by Parliament on 5 June to give courts the discretion to impose sentences for the 29 offences for which penalties were not prescribed. These included sexual assault, consensual sexual acts with children, sexual exploitation and grooming of children, and sexual offences against mentally disabled people. Assistance provided to 10,315 victims of sexual violence via the TCC (one-stop service centres for victims of sexual violence), comprising 5,725 children and 4,590 adults. In total, all fifty-two existing TCC, including those not directly supported by UNICEF, provided assistance to 44,647 victims of sexual violence from 2007 to 2012, of whom 23,792 comprised children and 18,855 were women.

Progress: Of the 52 TCC in the country, UNICEF supported the construction of nine of the centres, as well as the refurbishment of an additional three of the TCCs. This support included the procurement of furniture, provision of equipment, the training of staff through the Medical Research Council and direct cash assistance to provide for salaries. In December, all TCCs were handed over to the National Prosecuting Authority, which has assumed all running costs including salaries.

IR 3930/A0/03/007/006 IR 2.6: Effective and efficient technical and other programme support to national partners

Progress: Effective and efficient technical assistance was provided by UNICEF specialists to improve access for children in need of care and protection to statutory services (including the justice system).

IR 3930/A0/03/007/007 IR 2.1: Protocols operationalized for the management of child abuse, neglect and exploitation and aligned with the provisions of recent legislative reform

Progress: Safety and Risk assessment continued to be an essential step in identifying children at risk and in need of state protection. The process was not standardized, however, and social work reports to children’s courts were notoriously weak.


IR 3930/A0/03/007/008 IR 2.2: Mechanisms implemented to improve the care and protection of separated and unaccompanied boys and girls

Progress: South Africa has a long history of cross-border migration, particularly for employment purposes—
both formal and informal labour migration. In recent years however, it has seen a noticeable increase in irregular migration, with associated challenges such as xenophobia, human smuggling and human trafficking. The number of illegal migrants was estimated to be between 1 and 8 million. UNICEF has supported the development of both Standard Operating Protocols (SOPs) and provincial action plans around the care and treatment of unaccompanied minors (UAMs). However, interministerial divergences of opinion regarding the treatment and response to UAMs had caused a bottleneck in the signing off of SOPs developed with UNICEF support. Consequently, there has been delayed preparedness for potential new influxes of unaccompanied minors, particularly in light of the upcoming Zimbabwean election.

**Progress:** [1] South African Department of Social Development SOPs for response to UAMs drafted; [2] Provincial (Gauteng) action plan for implementation of SOP on UAMs approved and implemented.

**IR 3930/A0/03/007/009 IR 2.4:** Key institutions engaged to mobilize people’s participation to address violence against children

**Progress:** Sexual abuse, physical and emotional violence, as well as bullying were the most common forms of violence. In 2008-2009 alone, there were 49,000 registered violent crimes against children under 18 years of age. Perpetrators were overwhelmingly relatives, friends, acquaintances or neighbours, suggesting that most abuses take place in or nearby the home. For instance, around one third of parents report using severe forms of corporal punishment against their children. Physical violence also widely occurs at school despite the ban on corporal punishment. In schools, 16.8% of learners report having experienced physical chastisement, while 9.4% of primary and secondary learners report feeling unsafe due to fear of violence. Numerous social norms and cultural practices—such as early marriage (*Ukuthwala*), which was affecting girls 12-15 years of age, and the resurgence of “virginity testing” of adolescent girls—have been identified as causing emotional harm and placing girls at a higher risk of rape. In response, the Government of South Africa at Cabinet set up a cabinet-level InterMinisterial Committee to coordinate responses by key departments on violence against women and children. Furthermore, the National Council Against Gender-based Violence was launched in December 2012. That council would lead a national multi-sectoral response with civil society and all stakeholders.

**Progress:** [1] Two advocacy events supported:
- Child Protection week in June—round table on sexual violence hosted by the Minister of DWCPD. School children from GEM/BEM, Soul City and Love Life participated.
- Participatory forum on the International Day of the Girl Child on 11 October, hosted by DWCPD.
[2] VAC research and signature publication completed. The study was validated by a roundtable on 7 December 2012 and would be launched by the Minister of DWCPD in 2013 with an Action Framework.
[3] In response to the VAC findings UNICEF has initiated a joint programme by the United Nations and Save the Children to support the Department of Women and Children and People with Disabilities and DSD on the prevention of gender-based violence. The programme aims to create a protective environment that will strengthen national prevention mechanisms to reduce violence against women, girls and boys.

**PC 7 - Cross-sectoral**

**PCR 3930/A0/03/011 PCR1:** Cross-sectoral issues effectively and efficiently addressed in SA CO country programme implementation

**IR 3930/A0/03/011/001** Innovative public alliances and initiatives established leading to increased awareness and understanding of children’s issues and support for child rights

**Progress:** A **integrated communication campaign** (One abused child is one too many: Believe in Zero) was **rolled out across platforms**—movie theaters, airport terminals, airlines in-flight entertainment systems, traditional, digital and social media platforms—leading to extensive coverage in over 80 new and
traditional media and a 150% increase of supporters on social media platforms. UNICEF successfully leveraged its media partnerships (eTV, Supersport, Mnet, SterKinekor, NuMetro) who provided pro bono primetime exposure for children’s issues and UNICEF Public Service Announcements (PSAs); a total value of over USD 200,000 in pro bono placement was provided.

**Proactive media outreach contributed to UNICEF’s position as a key authority on children’s issues among major national media**, as indicated by the steady number of media requests (85 requests for interviews) processed throughout the year. UNICEF facilitated media outreach and prepared over 15 press releases and 12 public statements and remarks in support of a number of public and advocacy events. UNICEF also supported the visits of key high profile supporters and donors including State Street, FTSE, Manchester United, Lady Gaga and Orlando Bloom.

**Implementation of an integrated social media and digital media strategy, including search engine optimization and display advertising, has led to significant growth on our main social platforms.** The UNICEF South Africa Facebook (FB) supporter base grew from just under 4,000 fans at the beginning of the year to over 11,000 by year’s end, while the Twitter supporter base grew from 1,100 to 3,120 in the same time frame. This rapid increase has been accompanied by significant growth in engagement, with FB posts scoring engagement ratings as high as 8%, with an average of 3-4% (industry average post virility is 1.92%). A typical post on the FB page reached an average of 1,200 users.

**The main website (www.unicef.org/southafrica) was updated on a weekly basis, and continued to see growth across all indicators relating to traffic**, including a 20% year-on-year increase of page views (525 average pages per day in 2012, up from 445 in 2011.) The supporters’ website (www.unicef.org.za), which was launched at the end of 2011 with a secure payment gateway and full integration with social media platforms such as FB, Twitter, YouTube and Flickr, remained stable over the year.

**As part of the Digital Safety and Citizenship programme, two initiatives were carried out to better understand and take advantage of the opportunities and risks presented by social networking for advancing and protecting child rights.** UNICEF partnered with Google and other civil society organizations to launch an Online Family Safety Centre (www.google.co.za/goodtoknow/familysafety), which provided information on online safety for children, their families and care givers. UNICEF also supported a nationwide qualitative study on cyber bullying aiming to better understand young people’s experience of violence and safety online and through social media, and how they negotiate their safety online. The results would be made public in 2013 to inform policy development in the area of ITC and children.

The departure of the Communication Specialist leading the Public Awareness and Advocacy component midyear constrained the delivery of activities in the latter half of the year. A new Communication Specialist was expected to start in January 2013.

**IR 3930/A0/03/011/002 Commitment and resources from the private sector leveraged for child rights programming and advocacy**

**Progress: The second year of the two-year (2011-2012) private fundraising and partnerships strategy continued to diversify income streams by stepping up individual fundraising.** In so doing, predictable and unrestricted income was ensured while corporate partnerships were rationalized by the formulation of funding requests to new, high value–high visibility corporate partners. A private sector income-generation strategy was developed and approved for the next Country Programme 2013–2017.

**Face-to-face fundraising remained the focus of the individual giving programme, with 2,479 pledge donors recruited**, of which 2,012 (as of the end of November) were still active. The higher than expected attrition rate was due to numerous complexities in the initial roll out of the campaign. The total value from pledge donors this year was USD 190,000 (ZAR 1,583,009).

**The supporter website (www.unicef.org.za), which served as the main engagement and donation**
interface with individual donors, continued to be optimized and expanded with new content and features. An integrated communication campaign (Believe in Zero) was rolled out across digital platforms in support of the new supporter website, including SEO, pay-per-click, display advertising and social media linkages. While not successful from a ROI point of view, the campaign generated significant brand visibility and donor engagement. Four donor e-newsletters were deployed, all personalized and targeted according to segment, including an end-of-the-year hard copy newsletter to all individual donors. Two new celebrity advocates—Danny K and Yvonne Chaka Chaka—actively participated in the campaign.

Two new major, multi-year corporate partnerships were established during the year: the financial institution Santam, with a total pledge of USD 600,000 over three years in support of the child-friendly schools programme; and Unilever, with a total pledge of USD 4 million over three years in support of hygiene promotion.

Private sector income from all sources (excluding national committees) increased from USD 437,000 in 2010 to USD 940,000 in 2011, and then to USD 1.3 million in 2012.

**Progress: Progress in the coordination of communication for development interventions was significantly constrained this year due to staffing shortage.** The C4D Specialist position had been vacant for a year due to a funding shortfall. An upgraded competency profile for the C4D position was developed and approved to ensure a higher level of engagement with government and civil society partners and more specialized technical C4D skills and competencies in the new CP starting in 2013. A C4D specialist was expected to start in 2013, on a consultancy basis, to provide technical guidance to external and internal stakeholders in the planning, implementation, monitoring and evaluation of comprehensive, integrated C4D strategies and plans in two programme areas: [1] prevention of violence and abuse against children; and [2] promotion of positive hygiene practices.

**IR 3930/A0/03/011/003** Children, families, communities and service providers in selected provinces have the information and knowledge required to reinforce positive and healthy behaviours

**IR 3930/A0/03/011/004** Fundraising (A0)

**PCR 3930/A0/03/800** PCR 1: Programme support management and operations support to programme delivery

**IR 3930/A0/03/800/001** IR 1.1: Effective and efficient Governance and Systems

**Progress:** The annual management plan (AMP) 2012 included key programme results and operations priorities, governance committee membership, management indicators and, as an annex, the annual workplan for the operations section. The Country Management Team (CMT) met eight times during the year; while the minutes were distributed and posted in the shared drive, the key issues were disseminated to all staff by the section chiefs and staff representative. The eighth meeting on 5 December 2012 was dedicated to Annual Management Review. The office AMP had identified a set of programmatic and operational performance indicators to guide the office in measuring the progress against results. Office performance was discussed in the CMT meetings and other governance committee meetings. In addition, the CMT endorsed a proposal to establish a VISION Group for SACO to coordinate the various SACO-organized end-user trainings and NYHQ-organized WebEx sessions on the new Enterprise Resource Planning (ERP) system, manage the role-mapping and segregation of duties, review and revise critical work processes, and liaise with the regional SMEs, Change Management Section and ITSS in NYHQ to follow up and resolve user-related issues and bottlenecks. Membership would consist of the Deputy Representative as chair, the Chief of Operations and all the VISION super-users.

The CMT also reviewed and adopted the revised work processes for Travel, Contracting, Payment and Direct Cash Transfer (DCT) proposed by the SACO VISION Group based on the requirements of the new ERP.
system. The performance against targets for cost-cutting measures in the area of Telecommunications, Travel and Overtime was also reviewed by CMT during the year (results and analysis included in the “Efficiency Gains and Cost Savings” section of this report).

The CRC met 43 times and reviewed 55 submissions in 2012 that included amendments and resubmissions, out of which 44 were for SACO supplies and services and 11 for other countries. The Programme Cooperation Agreements (PCA) review committee met 9 times and reviewed 17 cases.

The Table of Authority, based on the role-mapping and functional roles assigned to staff in VISION, could be prepared and shared with the representative’s signature only after the recommended format was received from the Division of Financial and Administrative Management (DFAM) in November 2012. The Segregation of Duties (SOD) violation report from Approva was regularly generated and high and medium risk violations were mitigated. At the time of reporting, SACO did not have any high or medium risk SOD violations. The delegation authority memos were signed by all staff members assigned roles in vision.

The weekly All-Staff Meetings on Mondays were well attended and facilitated information-sharing related to the common mission of SACO, i.e., to deliver results for the most disadvantaged children in the country. This forum reviewed weekly alerts on key management indicators including outstanding cash advances, the status of cash forecasts, expiring PBAs and donor reports. The forum was also used to address and resolve common issues and problems encountered by VISION users.

In September 2012 the Country Programme Management Plan (CPMP) submission for staff changes and the IBCS data for the country programme 2013-2017 were submitted within the deadlines established by the Regional Office. The CPMP Task force, comprised of the CMT with the participation of a cross section of staff and the staff association chairperson, reviewed staff changes that were proposed after due consultations by all SACO sections. The TRP and PBR commended the quality SACO submission. The PBR approved all changes proposed by the office after the TRP/PBR comments were addressed.

Between June and September 2012, a task force comprised of the CMT, which consisted of staff members from different sections and the staff association representative, undertook a review of the SACO Enterprise Risk Management (ERM) Risk Control Library, the risks identified in 2011, risk responses, and the action plan. The revised version of the ERM Risk Control Library also incorporated some of the critical recommendations from the Global Staff Survey results. The exhaustive review resulted in three areas being identified as high risk—the aid environment, predictability of funding, and safety and security; four areas as medium to high risk—neutrality, partner relations, RBM measurement and reporting on results, and process procedures and controls; and four areas as medium to low risk—UN reform, governance and accountability, foreign exchange, and financial management.

The updated ERM Risk Control Library was shared with the ERM Secretariat and the Regional ERM focal point in September and the action plan would be incorporated into the AMP for 2013.

The Business Continuity (BC) Plans were updated in 2012 with staff and logistical changes. The Crisis Management Team members and the Critical Operations Staff were adequately oriented on the BC Plans. A simulation exercise to test the BC plans could not be carried out in 2012 due to other corporate priorities, such as the implementation of VISION. It is therefore planned for the first quarter of 2013.

The table below reflects the performance as of 30 November 2012 against cost-saving targets established for the year.

<table>
<thead>
<tr>
<th>Baseline-2010 Exp</th>
<th>Expenditure Target for 2012 (pro-rated for 11 months)</th>
<th>Savings Target for 2012 (pro-rated for 11 months)</th>
<th>Actual Exp up to 30 Nov 2012</th>
<th>Savings achieved up to 30 Nov 2012</th>
<th>Travel (International &amp; Domestic)- in US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>$900,593 661,200 147,933 559,061 102,139</td>
<td><strong>$124,834 56,000 42,333 83,976 -27,976</strong></td>
<td></td>
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Expenditure on official travel was reduced by adopting a number of measures which included the implementation of a two weeks deadline for travel requests for domestic travel and a four weeks deadline for international travel to facilitate the purchase of cheaper tickets; the elimination of overnight stays wherever possible; and the acquisition and use of corporate discounts from South African Airways—the airline most used for official travel—based on the volume of business. The office was able to implement these measures in the case of about 90% of official trips during the year.

The UNDP-managed common services cost-sharing formula for landlines (PABX) was revised in May 2012 from number of staff to number of extensions, thereby increasing UNICEF SACO’s contribution from ZAR 85,000 to ZAR 305,000. This change had an adverse impact on the SACO expenditure and savings target for 2012. The issue was being pursued with UNDP with the aim of seeing the cost sharing revised so that it would be based on actual landline expenditure for the year 2012, which was about 40% of the increased amount.

Further, the office had significantly reduced telecommunication costs (voice & data) between 2009 and 2012 by rationalizing the allocation of cellular phones and 3G internet cards, scaling down the service provider packages and discontinuing roaming access.

**Telecommunication Expenditure comparison for years 2009 to 2011 2009 2010 2011 2012 (up to 31 Oct)** Voice and Data only $399,898.70 $214,238.73 $78,119 $55,624

IR 3930/A0/03/800/002 IR 1.2: Effective and efficient Management and Stewardship of Financial Resources

**Progress:** The Support Budget allocations were meagre and therefore the resources were carefully planned and expenditures closely monitored. The Support Budget allocation for 2012 was $1,423,584, of which $187,494 was allocated to support costs and the balance to salaries. The exchange rate in the second half of the year was favourable, with the average rate of exchange being ZAR 8.44/USD. With the present rate of exchange, the office realized a savings on POST allocation to the value of $206,126 and transferred it to the RCF Fund. OR Resources for Support amounted to $302,638 and RR funds to the value of $115,282. The OR and RR allocations for Support included salary costs for staff in operations funded from programme budgets.

With the implementation of VISION in January 2012, the office faced challenges in transaction processing and delays in payments of up to 10 days were noted. Bank reconciliations for the period from January to July 2012 were only finalized in August 2012 after ITSS fixed some errors and features in VISION. Thereafter, all bank reconciliations were submitted on time (within 15 days of the following month).

Cash Flow forecasting was also a key activity for 2012 that was not consistently monitored until August 2012, once all workflow processors were finalized. The reason was that with the delays in transaction processing, programme sections were not always able to accurately forecast their fund requirements. In August 2012, when the office had become more comfortable with VISION, it was able to re-implement the cash flow forecasting and monitoring.

The bank signatory panel was kept up-to-date during the year. Transactions were coded to correct GL accounts. Amounts transferred tallied to the amounts requested and payments made to correct payees. The office effectively utilized e-banking facilities. Segregation of duties among finance staff was maintained. Requisitions were authorized as per ToA. The cash assistance liquidation process had been streamlined.

The UNICEF Pretoria Procurement Centre (PPC) continued to provide a wide range of goods and services for children’s programmes in a number of African countries. In 2012, the centre purchased a total of $1.29 million worth of supplies from South African manufacturers and distributors and procured a further $3.69 million in the provision of various services. Key areas of support included: procurement of school furniture for Swaziland; printing of SARA materials for Eritrea; CCG kit printing, packing and distribution for SACO; service contracting for assessment of the impact on teacher provisioning, planning, utilization and deployment for SACO; service contracting for the assessment of violations in SA of the International Code on the Marketing of Breast-milk Substitutes; and service contracting for the development of a Monitoring &
Evaluation Framework for Care and Support for Teaching and Learning (CSTL).

In support of the CO and the region, the Centre has focused on Long-Term Arrangements (LTAs) for essential and frequently required commodities and services, such as school furniture, calcium hypochlorite powder, chlor-floc water treatment sachets, motorcycle ambulances, website management services, pre-delivery inspection services, micro-assessment services and travel services. PPC also established regional LTAs for soap, tarpaulins and Non-Food Item (NFI) kits, in coordination with the Eastern and Southern Africa Regional Office (ESARO).

PPC, in coordination with SACO Operations, procured conferencing venue hire and related logistical services for ESARO’s Regional Management Team (RMT), Regional Human Resources (HR) Network, Global Sanitation and Water for All (SWA) Conference, various NatCom visits, study tours from Nepal, South Sudan and Viet Nam, as well as a number of programmatic workshops, conferences and training sessions.

Procurement of goods for the UNICEF South Africa CP decreased from $792,000 in 2011 to $261,000 in 2012. The bulk of this procurement included printing services, various information technology and furniture items to complete the outfitting of Thuthuzela Care Centres, and fundraising materials.

The PPC continued to expand its supplier database to include not only suppliers of goods but also individual and institutional contractors. This database helped streamline the procurement and contracting processes of the Centre and served as a source of technical assistance to neighbouring country offices.

One of the key priorities for PPC in 2012 was the successful implementation of VISION. In support of this activity, PPC revised its business processes and procedures, including SOPs, to align with DFAM and Supply Division (SD) guidance and fully utilize the VISION system. Further, the Chief of PPC attended VISION Tier II training in Nairobi and served in the ESARO VISION User Support network.

A final highlight of the year was the participation of PPC in the UN South Africa Inter-Agency Procurement Working Group. The Working Group, which was led by UNICEF Supply, continued working on LTAs for travel, canteen, pest control, stationery and uniforms, as per the approved TOR and workplan. However, minimal participation and commitment from other agencies adversely affected the Group’s ability to meet all objectives for 2012.

**IR 3930/A0/03/800/003 IR 1.3: Effective and efficient management of Human Capacity**

**Progress:** The office prepared the PBR submission for a new Country Programme 2013-2017. To meet the programme strategies, the office proposed some adjustments to the office management and staffing structure with a view to increasing UNICEF’s capacity to deliver results for children.

The 2012 Office Training Plan identified six group activities based on the global, regional and programme priorities. Out of the six group activities, five were implemented and completed. All staff in the office attended one or more of the training sessions convened, depending on their function. The Training Plan also included quarterly informal information-sharing sessions. Out of the total four of those sessions, three were completed with positive feedback from staff and above average attendance. The mandatory e-learning completion was monitored throughout the year with an average completion rate of 75%. Additionally, in order to ensure that staff knowledge of the critical issues that either affected their lives or UNICEF’s image, the office conducted six training/information-sharing sessions on subjects such as ethics, pension planning, disability, Public-Private Partnerships (PPP), the 2012 Medium Term Budget Policy Statement & Census 2011 results, and early warning/early action programme activity.

The office achieved 100% completion of Performance Assessment (PAS).

As part of the BC Plan, the office had a data recovery plan and communication tree which were updated
regularly, and a wardens list. The simulation exercise for the BC Plan had yet to be completed. Furthermore, to ensure a relatively smooth transition to the new system, four VISION clinics were conducted on the most important topics.

All staff members were aware of the availability of Peer Support Volunteers (PSV) [NOT ON ACRONYM LIST] and staff members had used their services. As part of the UN Wellness Team, the office completed three activities in 2012, namely: the Spar Women’s marathon, the AIDS International Candlelight Memorial, and a nutritional workshop. The office has achieved 100% implementation on the 10 minimum standards on HIV in the workplace.
Effective Governance Structure

The AMP 2012 included key programme results and operations priorities, governance committee membership, management indicators and, as an annex, the annual workplan for the operations section. The CMT met eight times during the year and the minutes were distributed and posted in the shared drive. Key issues were disseminated by the section chiefs and staff representative to all staff. The eighth meeting on 5 December 2012 was dedicated to the Annual Management Review. The office AMP had identified a set of programmatic and operational performance indicators to guide the office in measuring the progress against results. In addition, the office established a VISION Group to coordinate the various end-user local trainings and NYHQ-organized WebEx sessions on the new ERP system; manage the role-mapping and segregation of duties; review and revise critical work processes; liaise with the regional SMEs, Change Management Section and ITSS in NYHQ; and to follow up and resolve user-related issues and bottlenecks.

The CMT reviewed and adopted the revised work processes for Travel, Contracting, payment and DCT, as proposed by the SACO VISION Group based on the requirements of the new ERP system. The performance against targets for cost-cutting measures in the area of Telecommunications, Travel and Overtime was also reviewed by the CMT during the year. (Results and analysis are included in the “Efficiency Gains and Cost Savings” section of this report.)

The CRC met 43 times and reviewed 55 submissions in 2012 that included amendments and resubmissions, out of which 44 were for SACO supplies and services and 11 for other countries. The PCA review committee met nine times and reviewed 17 cases.

The Table of Authority, based on the role-mapping and functional roles assigned to staff in VISION, could be prepared and shared with the representative’s signature only after the recommended format was shared by DFAM in November 2012. The SOD violation report from Approva was regularly generated and high and medium risk violations were mitigated. As of December 2012, SACO did not have any high or medium risk SOD violations. The delegation authority memos were signed by all staff members assigned roles in VISION.

The weekly All-Staff Meetings on Mondays were well attended and helped facilitate the sharing of programme and operations highlights, alerts of key management indicators and information on staff welfare.

The updated ERM Risk Control Library was shared with the ERM Secretariat and the Regional ERM focal point in September and the action plan would be incorporated in the Annual Management Plan for 2013.

Strategic Risk Management

Between June and September 2012, a task force comprised of the CMT, which consisted of staff members from different sections and the staff association representative, undertook a review of the SACO ERM Risk Control Library, the risks identified in 2011, risk responses, and the action plan. The revised version of the ERM Risk Control Library also incorporated some of the critical recommendations from the Global Staff Survey results. The exhaustive review resulted in three areas being identified as high risk—aid environment, predictability of funding, and safety and security; four areas as medium to high risk—neutrality, partner relations, RBM measurement and reporting on results, and process procedures and controls; and four areas as medium to low risk—UN reform, governance and accountability, foreign exchange, and financial management.

The updated ERM Risk Control Library was shared with the ERM Secretariat and the Regional ERM focal point in September and the action plan would be incorporated in the Annual Management Plan for 2013.
Evaluation

In the reporting year, the office Integrated Monitoring Evaluation Plan (IMEP) was reviewed and updated on a regular basis as part of the quarterly, midyear and annual programme review engagements. Learning from past experience, the IMEP for 2012 was limited to only critical evidence generation activities resulting in an improved implementation rate. The performance of studies and surveys was markedly improved with seven out of the 13 studies completed.

From the two planned evaluations, one was completed with the other well advanced and due for completion in the first quarter of 2013. Management response for the completed Child Support Grant evaluation had been prepared. The results of the CSG evaluation confirmed the positive developmental impact of the CSG in promoting nutritional, educational and health outcomes for millions of children in SA. In significant response to this evaluation, the cabinet requested for greater effort to reach eligible children who were excluded from receipt of the grant because of administrative and other bottlenecks.

The office would upload the evaluation report along with the management response to the global database and hoped to receive constructive feedback. Two of the three uploaded evaluations the previous year were favourably rated as part of the annual meta-evaluation exercise by the Evaluation Office. The Office had taken note of the constructive feedback received on the other evaluations and would take care to apply the recommendations to future evaluations.

While South Africa had excellent research institutions that were of a high standard in regards to experimental evaluations, and even though it was uniquely placed on the continent and had a dedicated Department for M&E, gaps remained in evaluation capacity, especially for the evaluation of complex programmes and policies. As such, the office strove to maintain a good collaboration with the M&E Department to fill capacity gaps. As part of that collaboration, two programme reviews have been conducted. The ECD diagnostic review identified key bottlenecks in the delivery of ECD services to South African children. Expected to be completed by early 2013, the nutrition diagnostic review was also identifying the bottlenecks and ways to remove the barriers for improved programming in the sector. Besides building capacity of the new Department in carrying out similar reviews, the findings and recommendations from these reviews were expected to improve programme implementation for achievement of results for children.

Effective Use of Information and Communication Technology

Information and Communication Technology (ICT) solutions were provided in accordance with UNICEF standards and policies, as in previous years, but with particular emphasis on ensuring that VISION would be up and running at the beginning of January 2012 and that support for all VISION activities would be prioritized throughout the year. Because of that focus on VISION, and the fact that SACO had piloted most of the 2011 ICT Projects, there was not much in terms of roll-outs and upgrades in 2012, except for [1] Inter-Notes, which enabled web-based replication of LotusNotes for users, and [2] Microsoft Windows Server Update Services (WSUS), which replaced the Automated Patch Downloader (APD) in the area of security updates. The upgrading of the Operating System of all Servers from MS Windows 2003 to MS Windows 2008 commenced in the second half of the year. Also, the second version of the Windows 7 image for all Desktops was received and started to be deployed, which basically completed all the upgrades for 2012.

SACO ICT sought and eventually led UN cohesion efforts and greatly contributed to submissions to the UN Operations Management Team (OMT) on three key areas: [1] consolidation of individual agency internet connections into one, through a common backbone to a local service provider; [2] review of the current, very old PABX system, and [3] assessment of a possible UN Common Premises building that had been identified, providing possible ICT costing for a move into new premises. Although these three projects did not materialize in 2012 as such, they were notable progress towards Delivering as One, and there was hope they would be implemented the following year.

Like other UNICEF offices, SACO put emphasis on looking for ways to save costs, as decreed by the Executive Director. SACO played its part as regards ICT by: [1] maintaining a zero cost on hardware upgrades; and [2]
discontinuing the Johannesburg sub-office’s connectivity costs by cutting out the service provider there (SITA), reconfiguring our network in such a way that Johannesburg shared the same connection as Pretoria by using a point-to-point virtual tunnel for Corporate applications and maintaining their link with WFP for internet connectivity. SACO also supported three senior Regional Network Meetings through the provision of Video Conferencing equipment.

For Business Continuity (BC), SACO renewed its satellite phone subscriptions and updated the BC document throughout the year, even though it did not, as an office, get to test the BC plan itself by simulation. Third Generation (3G) connectivity modems were maintained for core staff and were reportedly successful as far as working from anywhere. Systems and services were maintained to ensure availability at all times. BlackBerry services, voice and data sat-phones were also maintained for key staff and security focal points, as stipulated in the BC plan.

Fund-raising and Donor Relations

The Office had an opening Other Resources – Regular (ORR) balance of $9,448,680.10. An additional total of $9,850,863.70 in ORR was received as of 19 December 2012, bringing the total ORR for 2012 to $19,299,543.80 (107 per cent of ORR ceiling). Of this, a total of $5,769,264 was rephased to 2013. The current OR allocations after rephrasing was $13,530,279.16, which was 75 per cent of the 2012 OR ceiling.

The CP was almost entirely dependent on OR for its programming. As such, the Office was pursuing a multi-pronged fundraising strategy, which included a continued engagement with bilateral and multilateral donors (e.g. DFID and EU), increasing attention to individual giving (through face-to-face campaigns), and leveraging the resources of the corporate sector, Government and other stakeholders (whether to UNICEF directly, or in support of child rights in general). It was anticipated that this diverse strategy would enable a secure and growing OR resource base for programme delivery. Joint UN programming was being pursued in order to maximize resources—for example, in the area of violence against women and children (a Joint Programme with UNFPA)—and potentially support national monitoring and evaluation capacity-building (with UNFPA, UNDP, and other UN agencies). The strategy was updated during the year as part of the 2013-2017 CPMP. The office ensured strong relationships with donors, with 100 per cent of donor reports submitted.

The second year of the two-year (2011-2012) private fundraising and partnerships strategy continued to diversify income streams by stepping up individual fundraising. In so doing, predictable and unrestricted income was ensured while corporate partnerships were rationalized by the formulation of funding requests to new, high value–high visibility corporate partners. A private sector income-generation strategy was developed and approved for the next Country Programme 2013–2017.

Face-to-face fundraising remained the focus of the individual giving programme, with 2,479 pledge donors recruited, of which 2012 (as of the end of November) were currently active. The higher than expected attrition rate was due to numerous complexities in the initial roll out of the campaign. The total value from pledge donors for 2012 was USD 190,000 (ZAR 1,583,009).

Management of Financial and Other Assets

The Support Budget allocations were meagre therefore the resources were carefully planned and expenditures closely monitored. The Support Budget allocation for 2012 was $1,423,584, of which $187,494 was allocated to support costs and the balance to salaries. The exchange rate in the second half of the year was favourable, with the average rate of exchange being ZAR 8.44/USD. With the current rate of exchange, the office realized a savings on POST allocation to the value of $206,126 and transferred it to the RCF Fund. Other Resources for Support amounted to $302,638 and RR funds to the value of $115,282. The OR and RR allocations for Support included salary costs for staff in operations funded from programme budgets.
With the implementation of VISION in January 2012, the office faced challenges in transaction processing and delays in payments of up to 10 days were noted. Bank reconciliations for the period January to July 2012 were only finalized in August 2012 after ITSS fixed some errors and features in VISION. Thereafter, all bank reconciliations were submitted on time (within 15 days of the following month).

Cash Flow forecasting was also a key activity for 2012 that was not consistently monitored until August 2012, once all workflow processors were finalized. The reason was that with the delays in transaction processing, programme sections were not always able to accurately forecast their fund requirements. In August 2012, when the office had become more comfortable with VISION, it was able to re-implement the cash flow forecasting and monitoring.

The bank signatory panel was kept up-to-date during the year. Transactions were coded to correct GL accounts. Amounts transferred tallied to the amounts requested and payments made to correct payees. The office effectively utilised e-banking facilities. Segregation of duties among finance staff was maintained. Requisitions were authorized as per ToA. The cash assistance liquidation process had been streamlined.

**Supply Management**

The UNICEF Pretoria Procurement Centre continued to provide a wide range of goods and services for children’s programmes in a number of African countries. In 2012, the centre purchased a total of $1.29 million worth of supplies from South African manufacturers and distributors, and procured a further $3.69 million in the provision of various services. Key areas of support included: procurement of school furniture for Swaziland; printing of SARA materials for Eritrea; CCG kit printing, packing and distribution for SACO; service contracting for assessment of the impact on teacher provisioning, planning, utilization and deployment for SACO; service contracting for assessment of violations of the International Code on the Marketing of Breast-milk Substitutes in South Africa; and service contracting for the development of a Monitoring & Evaluation Framework for Care and Support for Teaching and Learning (CSTL).

In support of the CO and the region, the Centre has focused on LTAs for essential and frequently required commodities and services, such as school furniture, calcium hypochlorite powder, chlor-floc water treatment sachets, motorcycle ambulances, website management services, pre-delivery inspection services, micro-assessment services and travel services. PPC also established regional LTAs for soap, tarpaulins and NFI kits, in coordination with ESARO.

PPC, in coordination with SACO Operations, procured conferencing venue hire and related logistical services for ESARO RMT, the Regional HR Network, the Global SWA Conference, various NatCom visits, study tours from Nepal, South Sudan and Viet Nam, as well as a number of programmatic workshops, conferences and training sessions.

Procurement of goods for the UNICEF South Africa CP decreased from $792,000 in 2011 to $261,000 in 2012. The bulk of this procurement included printing services, various IT and furniture items to complete the outfitting of Thuthuzela Care Centres, and fundraising materials.

The PPC continued to expand its supplier database to include not only suppliers of goods but also individual and institutional contractors. The database helped streamline the procurement and contracting processes of the centre, and served as a source of technical assistance to neighbouring country offices.

One of the key priorities for PPC in 2012 was the successful implementation of VISION. In support of this activity, PPC revised its business processes and procedures, including SOPs, to align with DFAM and SD guidance and fully utilize the VISION system. Further, the Chief of PPC attended VISION Tier II training in Nairobi, and served in the ESARO VISION User Support network.

A final highlight of the year was PPC’s participation in UN South Africa Inter-Agency Procurement Working Group. The Working Group, which is led by UNICEF Supply, continued to work on LTAs for travel, canteen, pest control, stationery and uniforms, as per the approved TOR and workplan. However, minimal participation and commitment from other agencies adversely affected the Group’s ability to meet all its 2012 objectives.
Human Resources

The office prepared the PBR submission for a new Country Programme 2013-2017. To meet the programme strategies, the office proposed some adjustments to the office management and staffing structure with a view to increasing UNICEF’s capacity to deliver results for children.

The 2012 Office Training Plan identified six group activities based on the global, regional and programme priorities. Out of six group activities, five were implemented and completed. All staff in the office attended one or more of the training sessions convened, depending on their function. The Training Plan also included quarterly informal information-sharing sessions. Out of the total four of those sessions, three were completed with positive feedback from staff and above average attendance. The mandatory e-learning completion was monitored throughout the year with an average completion rate of 75 per cent. In addition, in order to ensure staff knowledge of the critical issues that either affect their lives or UNICEF’s image, the office conducted six training/information-sharing sessions on subject such as ethics, pension planning, disability, PPP, the 2012 Medium Term Budget Policy Statement & Census 2011 results, and early warning/early action programme activity.

The office achieved 100 per cent completion of Performance Assessment (PAS).

Efficiency Gains and Cost Savings

Expenditure on official travel was reduced by adopting a number of measures which included the implementation of a two weeks deadline for travel requests for domestic travel and a four weeks deadline for international travel to facilitate the purchase of cheaper tickets; the elimination of overnight stays wherever possible; and the acquisition and use of corporate discounts from South African Airways—the most used airline for official travel—based on the volume of business. The office was able to implement these measures in the case of about 90 per cent of official trips during the year.

The UNDP-managed common services cost-sharing formula for landlines (PABX) was revised in May 2012 from number of staff to number of extensions, thereby increasing UNICEF SACO’s contribution from ZAR 85,000 to ZAR 305,000. This change had an adverse impact on the SACO expenditure and savings target for 2012. The issue was being pursued with UNDP with the aim of seeing the cost sharing revised so that it would be based on actual landline expenditure for the year 2012, which was about 40% of the increased amount.

Further, the office had significantly reduced telecommunication costs (voice & data) between 2009 and 2012 by rationalizing the allocation of cellular phones and 3G internet cards, scaling down the service provider packages and discontinuing roaming access.

Changes in AMP & CPMP

The annual management plan (AMP) 2012 included key programme results and operations priorities, governance committee membership, management indicators and, as an annex, the annual workplan for the operations section. All workplans were signed by national counterparts before March 2012.

The 2013 Annual Management Plan will reflect the priorities agreed upon in the new country programme and CPMP (2013-2017).
## Acronyms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tbody>
<tr>
<td>ANC</td>
<td>Antenatal Care</td>
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<td>ART</td>
<td>Antiretroviral Treatment</td>
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<td>BEM</td>
<td>Boys Education Movement</td>
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<td>BFHI</td>
<td>Baby-Friendly Hospital Initiative</td>
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<td>CFS</td>
<td>Child-Friendly School</td>
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<td>CHW</td>
<td>Community Health Worker</td>
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<td>CI</td>
<td>Children's Institute</td>
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<td>CMT</td>
<td>Country Management Team</td>
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<td>CO</td>
<td>Country Office</td>
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<td>CP</td>
<td>Country Programme</td>
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<td>CSG</td>
<td>Child Support Grant</td>
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<td>CSR</td>
<td>Corporate Social Responsibility</td>
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<td>CRC</td>
<td>Convention on the Rights of the Child</td>
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<td>DCT</td>
<td>Direct Cash Transfer</td>
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<td>DDG</td>
<td>Deputy Director General</td>
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<tr>
<td>DHS</td>
<td>Demographic and Health Survey</td>
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<td>DoE</td>
<td>Department of Education</td>
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<td>DoH</td>
<td>Department of Health</td>
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<td>DSD</td>
<td>Department of Social Development</td>
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<td>DSS</td>
<td>Department of Safety and Security</td>
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<tr>
<td>DWCPD</td>
<td>Department of Women, Children, and People with Disabilities</td>
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<tr>
<td>ECD</td>
<td>Early Childhood Development</td>
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<tr>
<td>EMIS</td>
<td>Education Management Information System</td>
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<td>EPI</td>
<td>Extended Programme of Immunization</td>
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<td>EPRP</td>
<td>Emergency Preparedness and Response Plan</td>
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<td>ERD</td>
<td>Evaluation and Research Database</td>
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<td>EU</td>
<td>European Union</td>
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<td>EWEA</td>
<td>Early Warning Early Action</td>
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<td>GBV</td>
<td>Gender-Based Violence</td>
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<td>GDP</td>
<td>Gross Domestic Product</td>
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<td>GEM</td>
<td>Girls Education Movement</td>
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<td>GER</td>
<td>Gross Enrolment Ratio</td>
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<td>GHS</td>
<td>General Household Survey</td>
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<td>GoSA</td>
<td>Government of South Africa</td>
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<td>GPI</td>
<td>Gender Parity Index</td>
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<td>HAART</td>
<td>Highly Active Antiretroviral Therapy</td>
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<tr>
<td>HIV</td>
<td>Human Immuno-deficiency Virus</td>
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<td>HSRC</td>
<td>Human Sciences Research Council</td>
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<tr>
<td>IBFAN</td>
<td>International Baby Food Action Network</td>
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<td>IAHPT</td>
<td>Inter-Agency Humanitarian Partnership Team</td>
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<td>IEC</td>
<td>Information, Education, Communication materials</td>
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<td>IMCI</td>
<td>Integrated Management of Childhood Illnesses</td>
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<td>IPU</td>
<td>Inter-Parliamentary Union</td>
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<td>ISP</td>
<td>Internet Service Provider</td>
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<td>IYCF</td>
<td>Infant and Young Child Feeding</td>
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<td>KZN</td>
<td>KwaZulu-Natal</td>
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<td>MDGs</td>
<td>Millennium Development Goals</td>
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<td>MMR</td>
<td>Maternal Mortality Ratio</td>
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<td>MNCWH</td>
<td>Maternal, Neonatal, Child and Woman’s Health</td>
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<td>MOSS</td>
<td>Minimum Operational Security Standards</td>
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<td>MORSS</td>
<td>Minimum Operational Residential Security Standards</td>
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<td>MRC</td>
<td>Medical Research Council</td>
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<td>MTEF</td>
<td>Medium-Term Expenditure Framework</td>
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### Document Centre

**Evaluation**

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<thead>
<tr>
<th>Title</th>
<th>Sequence Number</th>
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<tr>
<td>1 The South African Child Support Grant Impact Assessment</td>
<td>2012/001</td>
<td>Evaluation</td>
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<tr>
<td>2 The perceived roles of CCGs and the acceptability of implementing a community-based maternal, neonatal, child and women’s health intervention</td>
<td>2012/002</td>
<td>Study</td>
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Other Publications

**Title**
3. FACT SHEET: Budgeting from a Child Rights Perspective
4. Fact Sheet: Budgeting from a Child Rights Perspective

Lessons Learned

<table>
<thead>
<tr>
<th>Title</th>
<th>Document Type/Category</th>
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<tbody>
<tr>
<td>1. Improving a decentralized response to PMTCT: South Africa’s experience</td>
<td>Innovation</td>
</tr>
<tr>
<td>2. PAN: Children – A Policy Action Knowledge Hub on Child rights in South Africa</td>
<td>Innovation</td>
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<tr>
<td>3. PAN: Children – A Policy Action Knowledge Hub on Child rights in South Africa</td>
<td>Innovation</td>
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</table>

**Lessons Learned**

1. **Improving a decentralized response to PMTCT: South Africa’s experience**

   **Document Type/Category**
   - Innovation

   **MTSP Focus Area or Cross-Cutting Strategy**
   - FA 3

   **Contact Person**
   - Sanjana Bhardwaj, sbhardwaj@unicef.org

   **Language**
   - English

   **Related Links**
   - Emergency Related

   **Abstract**
   The national perinatal HIV transmission 2011 for South Africa was 2.7% as per the MRC led SAPMTCT Impact study (2010 rates were 3.5%). PMTCT services are currently available at all 4552 health care facilities in the country. In order to sustain the gains made over the last decade in South Africa and achieve the MTCT elimination goal it is critical to support a decentralized and tailored response across the country, involving multiple stakeholders. A monitoring feedback mechanism based on tiers (national, province, district, sub district, facility and community) was developed to review specific indicators. A dashboard with key PMTCT and MCH indicators and scoring criteria related to traffic lights (red – little or no progress, amber – progress present and green in cases where targets are achieved) was developed. The dashboard is shown in a quarterly ‘Data for Action’ evidence based report completed for districts, provinces and national. This informs program action.

   **Innovation or Lesson Learned**
   - Participatory process must be used to improve the use of data for programme action and improve link with research to action and need to be tailored to the particular level of care.
   - Multidisciplinary teams (program staff with information staff) must be part of the process
   - It is critical to use what is available in the country and start the process, then make corrections or improvements along the way
   - All data tools must help and support the end users to meet their results. For eg, in South Africa, managers were accountable to an annual performance plan, and so the dashboard and all the work in data improvement were linked to these plans and requirements.
   - Global requirements need to be managed at national level and not confuse existing systems at sub national levels. Eg, the EMTCT tracker at national level is used in South Africa.
**Potential Application**

PMTCT was used as an entry point but the focus was on achieving results for the overall MCH outcomes. PMTCT data was presented and discussed at available forums (including maternal death audit meetings, perinatal death review meetings etc).

There is the real potentiality of using the PMTCT experience for other programs. This is already being done for pediatric ART.

**Issue**

PMTCT coverage for ARV prophylaxis in pregnancy rose from 24% (2006) to nearly 80% (2010). However, there are gaps and challenges in achieving universal coverage across South Africa because of wide variability and disparity across provinces, districts and sub districts. The key challenges are gaps in quality of data with inaccurate or incomplete recording and reporting, lack of understanding of key indicators by health care providers and stakeholders and lack of a systematic process of feedback and monitoring related to data quality at all levels with gaps in linking data to action.

**Strategy and Implementation**

Monitoring for equity:
Implementation of a tiered monitoring system with a dashboard and data for action reports was done in 2012. While the DHIS indicators are the core source of monitoring, the NHLS data and MRC Impact study data are also used to inform program action. A monitoring feedback mechanism based on tiers (national, province, district, sub district, facility and community) was developed to review specific indicators.

Ownership and capacities:
A systematic process of building capacities and ownership for developing and interpreting data for action reports and dashboards at sub national levels was supported including setting up mentoring systems for supporting development and interpretation of data for action reports for all provinces and districts.

Advocacy:
The work done with data from different sources (DHIS, Lab, studies) was used by incorporating in data for action reports and review meetings and supporting prioritization of actions.

Coordination and participation:
This was improved at all levels by conducting review meetings with all stakeholders, involving other stakeholders like traditional leaders etc.

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Coordination and participation:
This was improved at all levels by conducting review meetings with all stakeholders, involving other stakeholders like traditional leaders etc.

**Progress and Results**

- Easy to identify priority areas for attention: the Robot (or traffic light) dashboard gives a quick overview of the program performance in a province, district or facility at any given time and allows managers to zoom into specific areas for attention.
- Improved understanding of indicators and data elements at all levels and across different stakeholders (policy makers, programme managers, health care providers, data capturers, information officers, partners, civil society representatives etc)
- Greater focus on equity – reaching every woman and child. The tools give a visual depiction of the numbers which helps health care staff to understand and take action
Next Steps

- Continue mentoring and supportive supervision linking quality improvement initiatives to data
- Continue tracking progress and ensure understanding bottlenecks to make effective midcourse corrections. The country conducted a midyear stocktaking exercise (Aug to Oct 2012) and plans such exercises each year up to 2016.
- Moving from percentages to working with numbers and estimates to understand the coverage and accessibility issues and address gaps.

2 PAN: Children – A Policy Action Knowledge Hub on Child rights in South Africa

<table>
<thead>
<tr>
<th>Document Type/Category</th>
<th>MTSP Focus Area or Cross-Cutting Strategy</th>
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<tbody>
<tr>
<td>Innovation</td>
<td>FA5</td>
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<tr>
<td>Andries Viviers</td>
<td>English</td>
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<tr>
<td>(<a href="mailto:aviviers@unicef.org">aviviers@unicef.org</a>)</td>
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Abstract

PAN: Children aims to provide high-quality, timely information to policy makers on various aspects child wellbeing. The focus is on tested policies that address equity gaps among children.

PAN: Children provides an innovative example of how UNICEF can position itself as a knowledge leader for children at the country (and possibly sub-regional) level - through the generation and timely dissemination of policy-related knowledge. The initiative has two facilities: (a) a web-based platform: Children, (b) a policy dialogue facility.

The initiative also shows the benefits of leveraging knowledge resources of partners – in this South Africa’s leading research organisation, the Human Sciences Research Council (HSRC). HSRC. The HSRC owns the web-based platform (PAN or Policy Action Network) and continues to make required investment to upgrade its features. The HSRC also has a considerable network of policy makers who stand to benefit from PAN: Children.

Innovation or Lesson Learned

Bringing local and international knowledge together adds to its credibility in the eyes of policy makers. A partnership arrangement that involves a strong research organisation in the region (HSRC), a reputable international organisation (UNICEF), well-composed advisory committee and the network of resources that all these partners bring, has so far been very attractive to senior policy makers.

Leveraging HSRC’s ICT infrastructure the most cost-effective way for UNICEF for delivering policy information through the web. Leveraging HSRC’s credibility and expertise adds enhances the sustainability of the Knowledge Hub.

The one-stop-shop feature of PAN: Children provides a natural home for policy makers looking for information on options and evidence of what works.

The knowledge hub is primarily targeted at South African policy makers and government officials involved in the planning, implementation, monitoring and evaluation of policies and programmes related to children, as well as academia and researchers working on issues related to child rights and equity. The secondary audience includes civil society organisations, private sector and development professionals involved in the advancement of child rights. Lastly, the hub will also allow other countries with an interest in South African policy to easily access relevant information (within the context of South-South knowledge sharing).

The success of the knowledge hub is built on the following:
(a) An active partnership between UNICEF and HSRC based on a common goal and principles on the use of rights based and evidence based research and knowledge for the influencing and development of policies.
(b) Close collaboration with government departments, human rights institutions and academia to provide advice and guidance’ and to participate in the growth of the knowledge hub. Thus forming an advisory “governance structure” that does not influence the impartiality of the knowledge hub partnership and content.

(c) Formal peer reviewed processes for the placement of information on the knowledge hub provides a high level of credibility and quality for the information that is shared, for example all the topical guides had been peer reviewed by two “external” peer reviewers before it was published on the website.

(d) Utilisation of Opinion Editorials from external experts to stimulate debate on key policy topics of the day, e.g. High Court Judgements that will impact on policy reviews.

(e) Having a permanent home in reputable institutions (HSRC and UNICEF)

(f) On-going surveillance of new knowledge; political and administrative policy discourses;

(g) Prioritising communication as an essential component of policy advocacy

(h) The emphasis on equity is appealing to policy makers who are committed to ending historical injustices in the country.

However, care should be taken such that change of staff in partner organisations does not cause delays in the implementation of the initiative. It is therefore essential that the managers have in place a strategy that ensures seamless operations. It is essential that the establishment of a knowledge hub coincide with a well thought-out policy advocacy strategy.

Strategic support from known international research organisations, such as UNICEF’s Office of Research at Innocenti, will greatly add to the credibility of the Knowledge Hub.

**Potential Application**

The PAN: Children knowledge hub is only 4 months old and it is already noted as an important platform in the child policy community in the country. Its growth over the next year will expand usage by more policy and law makers.

Though it is an initiative that requires intensive gathering of evidence on what works best for children, it is replicable in the average UNICEF country. Leveraging partner institutions ICT infrastructure is a positive way to go.

It may however be more feasible for UNICEF to build on such initiatives in countries that have a regional reach rather invest in every country.

**Issue**

South Africa has succeeded in making many inroads into realizing the rights and protection of children, particularly through its legal and social services frameworks. Although progress has been made in many areas, challenges remain. Key among them is the policy challenge of reducing inequities and bottlenecks in delivery systems which impede impact. The lack of a specific knowledge hub on children was recognised by various stakeholders during the 2010 National Stakeholders Meeting on Equity & Child Rights (UNICEF). Stakeholders asked for ‘an easily accessible platform that collates data, research and international best practices related to supporting children and women’. Likewise, the 2011 Child Poverty Roundtable organised by the Presidency, Department of Social Development and UNICEF requested for the systematic gathering of evidence to drive the policy agenda for children.

**Strategy and Implementation**

The Knowledge Hub is being implemented in two phases. Implementation of the first phase started with the launch of the online platform in August 2012 (http://children.pan.org.za). User-friendly guides to key topics are available (e.g. child poverty, inequality, social protection, ECD, education, health, child protection, etc.) - intended primarily as a reference to policy makers.

A digital repository on up-to-date publications has also been established. A policy engagement and dialogue series has also began. Capacity building initiatives are being worked on.

Phase Two will be implemented in 2013, including a community of practice and a help desk/research facility.
**Progress and Results**

The implementation of Phase I progressed well in the latter part of 2012 with the establishment of an open access web-based online platform that build on the HSRC IT infrastructure. This provides up to date, topical and accessible information, linked to Topical Guides.

Two policy dialogue events were held to reach out to stakeholders on (a) role of policy and evidence in the realisation of child rights in SA and (b) the National Development Plan and its impact on the realisation of Child Rights in the next 18 years.

An advisory committee has been established consisting of government partners, national human rights institutions and academics. It committee sees to relevance of policy related information that is available on the platform as well as provides guidance on the content of policy dialogue events.

**Next Steps**

In the next year it would be important to solidify the first phase of PAN: Children’s implementation through a web-administrator as well as a permanent researcher who will ensure quality updates on what works best for children and well as communication of research findings to targeted policy and law makers.

### PAN: Children – A Policy Action Knowledge Hub on Child rights in South Africa

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**Abstract**

PAN: Children aims to provide high-quality, timely information to policy makers on various aspects child wellbeing. The focus is on tested policies that address equity gaps among children.

PAN: Children provides an innovative example of how UNICEF can position itself as a knowledge leader for children at the country (and possibly sub-regional) level - through the generation and timely dissemination of policy-related knowledge. The initiative has two facilities: (a) a web-based platform: Children, (b) a policy dialogue facility.

The initiative also shows the benefits of leveraging knowledge resources of partners – in this South Africa’s leading research organisation, the Human Sciences Research Council (HSRC). HSRC. The HSRC owns the web-based platform (PAN or Policy Action Network) and continues to make required investment to upgrade its features. The HSRC also has a considerable network of policy makers who stand to benefit from PAN: Children.

**Innovation or Lesson Learned**

Bringing local and international knowledge together adds to its credibility in the eyes of policy makers. A partnership arrangement that involves a strong research organisation in the region (HSRC), a reputable international organisation (UNICEF), well-composed advisory committee and the network of resources that all these partners bring, has so far been very attractive to senior policy makers.

Leveraging HSRC’s ICT infrastructure the most cost-effective way for UNICEF for delivering policy information through the web. Leveraging HSRC’s credibility and expertise adds enhances the sustainability of the Knowledge Hub.

The one-stop-shop feature of PAN: Children provides a natural home for policy makers looking for information on options and evidence of what works.

The knowledge hub is primarily targeted at South African policy makers and government officials involved in the planning, implementation, monitoring and evaluation of policies and programmes related to children, as
well as academia and researchers working on issues related to child rights and equity. The secondary audience includes civil society organisations, private sector and development professionals involved in the advancement of child rights. Lastly, the hub will also allow other countries with an interest in South African policy to easily access relevant information (within the context of South-South knowledge sharing).

The success of the knowledge hub is built on the following:
(a) An active partnership between UNICEF and HSRC based on a common goal and principles on the use of rights based and evidence based research and knowledge for the influencing and development of policies.
(b) Close collaboration with government departments, human rights institutions and academia to provide advice and guidance and to participate in the growth of the knowledge hub. Thus forming an advisory “governance structure” that does not influence the impartiality of the knowledge hub partnership and content.
(c) Formal peer reviewed processes for the placement of information on the knowledge hub provides a high level of credibility and quality for the information that is shared, for example all the topical guides had been peer reviewed by two “external” peer reviewers before it was published on the website.
(d) Utilisation of Opinion Editorials from external experts to stimulate debate on key policy topics of the day, e.g. High Court Judgements that will impact on policy reviews.
(e) Having a permanent home in reputable institutions (HSRC and UNICEF)
(f) On-going surveillance of new knowledge; political and administrative policy discourses;
(g) Prioritising communication as an essential component of policy advocacy
(h) The emphasis on equity is appealing to policy makers who are committed to ending historical injustices in the country.

However, care should be taken such that change of staff in partner organisations does not cause delays in the implementation of the initiative. It is therefore essential that the managers have in place a strategy that ensures seamless operations. It is essential that the establishment of a knowledge hub coincide with a well thought-out policy advocacy strategy.

Strategic support from known international research organisations, such as UNICEF’s Office of Research at Innocenti, will greatly add to the credibility of the Knowledge Hub.

**Potential Application**

The PAN: Children knowledge hub is only 4 months old and it is already noted as an important platform in the child policy community in the country. Its growth over the next year will expand usage by more policy and law makers.

Though it is an initiative that requires intensive gathering of evidence on what works best for children, it is replicable in the average UNICEF country. Leveraging partner institutions ICT infrastructure is a positive way to go.

It may however be more feasible for UNICEF to build on such initiatives in countries that have a regional reach rather invest in every country.

**Issue**

South Africa has succeeded in making many inroads into realizing the rights and protection of children, particularly through its legal and social services frameworks. Although progress has been made in many areas, challenges remain. Key among them is the policy challenge of reducing inequities and bottlenecks in delivery systems which impede impact. The lack of a specific knowledge hub on children was recognised by various stakeholders during the 2010 National Stakeholders Meeting on Equity & Child Rights (UNICEF).

Stakeholders asked for ‘an easily accessible platform that collates data, research and international best practices related to supporting children and women’. Likewise, the 2011 Child Poverty Roundtable organised by the Presidency, Department of Social Development and UNICEF requested for the systematic gathering of evidence to drive the policy agenda for children.

**Strategy and Implementation**

The Knowledge Hub is being implemented in two phases. Implementation of the first phase started with the launch of the online platform in August 2012 (http://children.pan.org.za). User-friendly guides to key topics are available (e.g. child poverty, inequality, social protection, ECD, education, health, child protection, etc.)
- intended primarily as a reference to policy makers. A digital repository on up-to-date publications has also been established. A policy engagement and dialogue series has also begun. Capacity building initiatives are being worked on.

Phase Two will be implemented in 2013, including a community of practice and a help desk/research facility.

**Progress and Results**

The implementation of Phase One progressed well in the latter part of 2012 with the establishment of an open access web-based online platform that build on the HSRC IT infrastructure. This provides up to date, topical and accessible information, linked to Topical Guides. Two policy dialogue events were held to reach out to stakeholders on (a) the role of policy and evidence in the realisation of child rights in SA and (b) the National Development Plan and its impact on the realisation of Child Rights in the next 18 years.

An advisory committee consisting of government partners, national human rights institutions and academics has been established. This committee sees to the relevance of policy related information that is available on the platform as well as provides guidance on the content of policy dialogue events.

**Next Steps**

In the next year it would be important to solidify the first phase of PAN: Children’s implementation through a web-administrator as well as a permanent researcher who will ensure quality updates on what works best for children and well as communication of research findings to targeted policy and law makers.

A focused advocacy strategy will continue to be implemented in the coming year to ensure greater use of the initiative.

Phase Two of the PAN:Children initiative will also be initiated, i.e.

- Community of Practice, which will be a moderated through electronic space. This could also serve as a gauge or monitoring tool to assess public perception and experiences on the situation of children in South Africa.
- A Help Desk / Research Facility aimed at policy makers and government officials seeking additional information from the knowledge hub on child rights and the “how to” of policy development. This will require capacity to research and respond to questions within a reasonable timeframe.