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Regional Development Cooperation Strategy 2011-2019

""Few, if any, of today's challenges can be understood or solved without working through a regional context."
- Secretary of State, Hillary Clinton

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Table of Contents

Executive Summary i

Acronyms v

Development Challenges and Opportunities 1

Regional Overview 1
Sectoral Challenges and Opportunities 2
Regional Economic Integration and Trade *2*
Food Security *3*
Climate Change *3*
Energy *4*
Water *4*
Biodiversity *5*
Health *5*
Democracy and Governance *6*
Collaboration and Capacity Challenges ..... **Error! Bookmark not defined.**
Weak Collaboration ..... ***Error! Bookmark not defined.***
Minimal Regional Capacity ..... ***Error! Bookmark not defined.***
Key Risks and Mitigating Factors *7*
Roles of a Regional Mission 8

Development and Regional Support Objectives 11

Results Framework 11
Goal Statement 12
Development Objectives 16
Development Objective 1: Increased sustainable economic growth in targeted areas *16*
Development Objective 2: Reduced impact of HIV/AIDS on the region *26*
Development Objective 3: Improved Rule of Law and respect for Human Rights *31*
Special Objective 4: Effectively Support USAID Missions and Programs *40*
USAID Forward 44

Monitoring and Evaluation 46

Annexes 51

Annex 1: Summary of Priorities of SADC Member States USG Chief of Mission and USAID Mission Directors 51
Annex 2: Other Actors and Aid Effectiveness 53
Annex 3: Analyses and Supporting Documents 59

Works Cited 60

Executive Summary

In Congressional Testimony on the U.S. Policy in sub-Saharan Africa, Assistant Secretary of State, Johnnie Carson, stated that the U.S. Government (USG) has a "fundamental interest in promoting democratic institutions and good governance, peace and stability, and sustained economic growth across sub-Saharan Africa."[1] While in many respects Southern Africa has made significant inroads on these issues, it is a region of contradictions. The USG heralds South Africa as a keystone of economic strength and political stability for the continent, while viewing Zimbabwe as a threat that may become a model for unchecked executive power throughout the region. South Africa also faces challenges of one-party dominance regarding current, pending legislation that could significantly decrease political space and freedom of expression. As a whole, Southern Africa provides significant economic potential to the United States through its trade facilities, but is also the epicenter of the HIV/AIDS pandemic with nine of the 10 highest HIV prevalence rates in the world. Given these complexities, countries in Southern Africa cannot take a silo approach to development challenges. As Secretary of State Hillary Clinton mentioned in her recent remarks to the Council on Foreign Relations, "Few, if any, of today's challenges can be understood or solved without working through a regional context."[2]

USAID/Southern Africa is working towards a goal of a ***more integrated region for an improved quality of life for Southern Africans***. As a comparative advantage of a regional mission, USAID/Southern Africa is able to provide regional analysis of and a regional approach to development challenges. Work conducted by the Regional Mission strengthens the regional enabling environment, develops the regional capacity through networks and institutions, and builds upon already successful regional programs such as the Southern Africa Trade Hub (SATH). USAID/Southern Africa will achieve these goals through partnerships with regional organizations and institutions, some of which are based in South Africa. Regional efforts will complement USAID's bilateral work with the South African Government in delivering trilateral assistance to countries in SADC and beyond. The trilateral assistance program will continue to be managed as part of USAID's bilateral partnership with the South African Government as they move towards the establishment of the South African Development Partnership Agency. The regional mission will also strive to work closely with the U.S. State Department and other U.S. Agencies to harmonize regional diplomacy and development goals under the Quadrennial Diplomacy and Development Review. Furthermore, the USAID/Southern Africa Regional Mission provides holistic, strategic guidance for programs that seek to integrate into the Southern Africa region, both politically and economically, across national boundaries without creating disjointed and redundant interventions. The Regional Mission serves to multiply the individual efforts of bilateral missions by leveraging complementary projects, identifying program and project gaps, and offering technical support to client missions.

Southern Africa has taken steps towards greater regional integration in areas such as economic growth, resource management, and social service provision, but has yet to

solidify these gains. Throughout all of USAID/Southern Africa's development objectives there is a concerted effort to improve regional collaboration, capacity, and economic competitiveness. The Mission's ultimate goal is to create the conditions where its work is no longer needed. This goal can only be attained if the assistance delivered strengthens the local actors and institutions that are ultimately responsible for transforming the Southern Africa region. As such, the USG, through USAID's regional strategy and assistance agreements, will commit to strengthening the capacity of Southern African regional organizations. The Mission views regional economic, social, and political integration as key to the lasting success of development efforts in the region, including the work of USAID's bilateral missions. Being able to move goods across borders, peacefully settle disputes regarding cross-boundary resources, and share best practices from one country to the next will create an environment for sustainable growth.

Reducing poverty is a key objective of the Southern Africa Development Community (SADC), but it is unlikely that any SADC country will achieve all eight of the Millennium Development Goals by the 2015 target date. Significant threats to the quality of life of Southern Africans exist in all countries in the region, whether they relate to the lack of respect for rule of law and basic human rights, policies that hinder growth, or lack of access to adequate health care. All of these challenges can be addressed through a regional approach that complements bilateral efforts. Many of the foreign assistance programs presented in this strategy will capitalize on the Mission's strategic partnership with the Government of South Africa as a regional success and donor nation in its own right. South African private and civil society sectors will also be key partners in achieving the objective of this strategy.

Central to the Mission's goal is the importance of regional integration, which benefits several countries through synergies of regional approaches and effectively addresses development challenges that are truly regional in nature. The Mission's development objectives reflect this regional integration through a cross-cutting program that address food security and climate change; the role of migrant populations, regional networks, and health systems in the fight against HIV/AIDS; rule of law and human rights issues that are regional in nature or too politically sensitive to handle on a bilateral level; and quality administrative and support services, technical assistance, and human capacity development that supports USAID operations and greater non-governmental organization capacity across the region. These development objectives were created through ongoing collaboration with regional US Embassies and USAID missions and in consultation with international donors working in the region. Moreover, the implementation of the strategy is consistent with the standards of USAID Forward, ensuring that USAID/Southern Africa focuses on strengthening regional organizations and local organizations throughout the region, including those in South Africa, and enhancing their capacity as implementing partners.

The four Development Objectives (DOs) presented in this strategy are:

- DO1: Increased sustainable economic growth in targeted areas
- DO2: Reduced impact of HIV/AIDS on the region

- DO3: Improved rule of law and respect for human rights
- Special Objective 4: Effectively support USAID Missions and programs

USAID/Southern Africa aims to promote sustainable economic growth in targeted areas by increasing agricultural productivity and trade, ensuring sound natural resources management, and addressing the impacts of climate change in multiple technical areas. The first DO addresses policy barriers to the movement of goods and services across borders, including those related to agriculture; facilitates regional-level research related to agriculture and climate change; promotes an enabling environment for clean energy and transboundary natural resource management; and supports evidence-based decision making across sectors for improved development outcomes. This DO is based on the established premise that the efficient and cooperative flow of goods and services that capitalizes on regional comparative advantages, while taking into account the long-term sustainability of resources needed for growth, will advance overall quality of living through increased prosperity.

Given that in fiscal year 2010 alone the USG spent over $2 billion in the region to prevent and mitigate the spread of HIV/AIDS, undoubtedly improving the quality of life of millions of Southern Africans, there is a need for overarching support to the bilateral missions and a regional perspective on the cross-border challenges to the spread of HIV/AIDS. Under DO2, USAID/Southern Africa will strengthen regional organizations in key sectors such as human capacity development and provide services to migrant populations on a pilot basis. Knowledge management of lessons learned and best practices from the significant investments already made are another crucial aspect of USAID's regional approach. USAID/Southern Africa will also give institutional support to the SADC HIV/AIDS Unit, to assist the organization in managing their recent Global Fund award for service provision to migrant populations. Providing prevention, care, and treatment services to the three Southern Africa non-presence countries (Botswana, Lesotho, and Swaziland) is incorporated into this DO.

The third DO will increase respect for rule of law and human rights (ROL/HR) by supporting regional institutions to conduct advocacy, strategic litigation and judicial and legal training throughout the region. Through consultations with bilateral missions in Southern Africa, several countries expressed difficulty in working on internal ROL/HR issues due to bilateral political constraints. An opportunity presents itself through the presence of several very strong regional ROL/HR civil society organizations, such as the Southern Africa Litigation Center (SALC) and the Africa Chapter of the International Commission of Jurists, that address regional ROL/HR challenges through judicial forums, strategic litigation that sets influential legal precedent, and support for progressive ROL/HR actors. SADC member states are at a crossroads in terms of adherence to rule of law and respect for human rights. Under the Strategic Organ on Politics, Defense and Security Cooperation, SADC member states agreed to "defend and safeguard the freedom of our peoples and their civilization, as well as their individual liberties and the rule of law." The establishment of the SADC Tribunal under Article 14 of the SADC Treaty sought to uphold this provision and act as an ROL-safeguarding mechanism against rogue states. In

2008, the Tribunal ruled that the government of Zimbabwe violated the SADC Treaty by amending its constitution to allow for land seizure without compensation and making it a criminal act for citizens to contest this practice in court. The subsequent relentless campaign by the government of Zimbabwe to encourage other governments to support the suspension and disbandment of the SADC Tribunal was realized in May, 2011 by SADC Heads of State. Through this decision, SADC Heads of State have communicated an alarming lack of political will to recognize basic ROL/HR tenets as expressed in the SADC Treaty or to support the Tribunal as a judicial safeguarding mechanism. A regional ROL/HR program is timely to protect and strengthen existing rule of law mechanisms in the region and support human rights actors seeking to improve the quality of life of Southern Africans. As well, USAID/Southern Africa will seek input from U.S. embassies located in Southern Africa as prescribed by the Quadrennial Diplomacy and Development Review in an effort to link the Mission's justice-sector assistance to diplomacy.

As an objective unique to a regional mission, the Special Objective (SpO) 4 covers the assistance that USAID/Southern Africa provides to USAID missions and programs, ranging from management oversight of non-presence programs; legal, executive office, financial management, and contractual support; and a variety of technical assistance in program design, implementation, and evaluation. USAID/Southern Africa is able to provide economies of scale in providing technical and support assistance to other missions and programs in the region. Many of the bilateral missions in Southern Africa rely on USAID/Southern Africa for essential support to design, procure, and implement programs. Without the Southern Africa support hub and the technical and support resources it provides to the region, USAID would not be as efficient or effective in improving the lives of Southern Africans and supporting the goals of each bilateral mission.

Acronyms

BLC	Building Local Capacity Program
CAADP	Comprehensive Africa Agriculture Development Programme
CBJ	Congressional Budget Justification
CCARDESA	Center for Coordination of Agricultural Research and Development for Southern Africa
CDC	Centers for Disease Control and Prevention
COMESA	Common Market for Eastern and Southern Africa
DCA	Development Credit Authority
DfID	UK Department for International Development
DG	Democracy and Governance
DLI	Development Leadership Initiative
DO	Development Objective
DOS	U.S. Department of State
DRC	Democratic Republic of Congo
EC	European Commission
ECSA	East, Central and Southern African Health Community
EXO	Executive Office
FANRPAN	Food, Agriculture and Natural Resources Policy Analysis Network
FAO	Food and Agriculture Organization
FEWSNET	Famine Early Warning System Network
FFP	Food for Peace
FTA	Free Trade Area
FTF	Feed the Future
FY	Fiscal Year
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GOZ	Republic of Zimbabwe
HR	Human Rights
ICJ	International Commission of Jurists
ICP	International Cooperating Partners
IEE	Initial Environmental Examination
IOM	International Organization for Migration
IQC	Indefinite Quantity Contract
IR	Intermediate Result
LRC	Legal Resources Center
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MSRP	Mission Strategic Resource Plan
NGO	Non-Governmental Organization
NPC	Non-Presence Country
OFDA	Office of Foreign Disaster Assistance

OGAC	Office of the Global AIDS Coordinator
PEPFAR	U.S. President's Emergency Plan for AIDS Relief
PMP	Performance Management Plan
PSC	Personal Service Contractors
RDCS	Regional Development Cooperation Strategy
ReSAKSS	Regional Strategic Analysis and Knowledge Support System
RISDP	Regional Indicative Strategic Development Plan
ROL	Rule of Law
SADC	Southern African Development Community
SADC-PF	Southern African Development Community – Parliamentary Forum
SAFLII	Southern African Legal Information Institute
SAJC	Southern African Judges Commission
SALC	Southern Africa Litigation Center
SAPI	Southern Africa Prevention Initiative
SATH	Southern Africa Trade Hub
SIDA	Swedish International Development Agency
SPS	Sanitary and Phytosanitary Standards
TAC	Treatment Action Campaign
TDY	Temporary Duty
USDA	U.S. Department of Agriculture
USDH	U.S. Direct Hire
USG	United States Government

Development Challenges and Opportunities

Regional Overview

While there have been significant economic growth achievements in Southern Africa, the number of people living in poverty in the region has been growing over the past two decades. Reducing poverty is a key objective of the Southern African Development Community (SADC),[3] but it is unlikely that any SADC country will achieve all eight of the Millennium Development Goals (MDGs) by the 2015 target date. Nine SADC countries have over 50% of their populations living on less than $1.25 per day. Even for the relatively wealthier South Africa, it is reported that 26% of the population lives on less than this daily amount, an indication of high levels of income inequality. Botswana, Lesotho, Namibia, and South Africa have some of the highest levels of income inequality in the world. [4] Reconciling the achievements of economic growth with growing poverty is challenging. While there have been mixed results of growth in the region, continuing to address these challenges from a bilateral perspective will continue to disadvantage the poorest nations in the region that do not have the means for development in isolation.

Countries are inextricably linked in both their challenges and solutions. As Secretary Clinton mentioned in her remarks on United States foreign policy to the Council of Foreign Relations, "Few, if any, of today's challenges can be understood or solved without working through a regional context." Southern Africa faces obstacles to increasing regional trade, periodic food and power shortages, poor management of transboundary natural resources, and is the epicenter of the HIV/AIDS pandemic. Anticipated resources shortages due to climate change and policy decisions could exacerbate regional stresses. As such, countries in Southern Africa cannot take a silo approach to development challenges. Southern Africa has taken steps in greater regional integration in areas such as economic growth, resource management, and social service provision, but continues to be hampered by a lack of regional collaboration, capacity, and economic competitiveness.

> *"Today's developing countries, as latecomers, face a stark choice: stay divided and lose ground, or become winners without borders." World Bank Development Report 2009*

Since 1995, USAID has maintained a regional program in Southern Africa that has evolved over time to address the changing development challenges of the sub-region. Throughout the period, attention has been given to regional integration through collaborative efforts among nations to promote equitable, sustainable economic growth in a democratic

Southern Africa. The current program has benefited from longstanding engagement in regional approaches and experience-based lessons that have informed subsequent activities. Over the years, emphasis has been given to institutional and policy changes conducive to increased regional and foreign investment; sustainable natural resource management; democracy programs addressing electoral administration, anti-corruption, civil society, or the media; and a cross-border HIV/AIDS prevention program that expanded into a strengthened regional response to the epidemic focusing on USAID programs throughout the region. Routine end-of-project reports (e.g., Okavango Integrated River Basin Management Project report), commissioned technical reports and analyses (e.g., those generated by the Southern Africa Trade Hub), and periodic assessments and evaluations (e.g., Southern Africa Democracy and Governance Assessment) have informed the scope of the regional program and shaped the portfolio of activities over time. This extensive knowledge base continues to grow and has served as the foundation for the present strategy as it addresses the sub-region's current challenges and opportunities (see Annex 3 for a list of recent analyses).

Sectoral Challenges and Opportunities

Regional Economic Integration and Trade

Despite a better than forecast recovery from the 2009 global financial crisis, Southern Africa's average economic growth rates are still below their pre-crisis levels. In order for Southern Africa to halve the poverty rate by 2015 (the MDG target), the region will need to grow at average rate of around 7-9%per annum, a target that has been consistently missed.[5] Expanding intra-regional trade is viewed as a key component of increasing economic growth and improving regional food security, particularly for landlocked countries. Trade levels in the SADC region and throughout Sub-Saharan Africa are low. Southern Africa accounts for less than 1% of global trade. Exports from Southern Africa, with the exception of South Africa and Mauritius, are minimal and consist mostly of raw materials.

Limitations on the regional business environment are impediments to competitiveness and growth. SADC member states have largely succeeded in coordinating stable macro-economic policies across the region, but the lack of micro-economic policy coordination and a dearth of key production inputs such as a healthy workforce are chief impediments to reaching the growth rate necessary to meet the MDG target.[6] While many of these issues can be addressed at a bilateral level, the Regional Mission is uniquely placed to ensure harmonization of policies and share best practices. Lessons learned through the previous trade hub project experiences have demonstrated that working at the company, factory, or individual SME level achieves a more limited impact than working at the association, federation, or regional sector level, and that working in trilateral partnerships with the private sector and government yields better results than working with these counterparts bilaterally. Applying these approaches to trade facilitation can be particularly effective. These lessons learned by USAID/Southern Africa were confirmed in the recent USAID report, *From Aid To Trade: Delivering Results: A Cross-Country Evaluation of USAID Trade Capacity Building*. These lessons have been incorporated into the regional strategy and the new Southern Africa Trade Hub project.

Food Security

Sustained high levels of economic growth will be impossible in the region if agricultural productivity does not increase, particularly for cereals crops, which are the main food staples of most people in the region and the most important agricultural commodity traded. Unfortunately, average regional yields for these crops have stagnated over several decades and, in recent years, crop production has not been able to keep up with population growth, thereby increasing the need to import food.[7] SADC has commissioned studies that indicate the fastest way to improve food security and ensure future economic growth in the region is to give priority to raising the yields of cereals crops. Raising cereals yields offers an important avenue for improving food security, raising incomes, reducing poverty, and lowering food import bills, which have increased steadily since 2005. Southern African countries must also adopt practices and policies that allow the smooth flow of food from surplus to deficit areas. Protectionist policies adopted by some nations in the region not only hamper availability of food but also create disincentives for regional cooperation on food security. The strategic approach in this area has been informed by numerous studies and analysis, including work by the Regional Strategic Analysis and Knowledge Support System (RESAKSS); a vulnerability analysis conducted by the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN); and a gender analysis study from 2004 which has been updated. The issues are mainly the same but with new challenges such as climate change incorporated.

Climate Change

Overall evidence of climate changes due to rising temperatures has already been documented in existing weather monitoring systems.[8] Rainfall in wet months is likely to result in an increase in more intense storm events, with drier regions generally predicted to become drier for longer periods of time. Other climatic changes predicted to impact the region include sea-levels rising, increased periods of intense flooding and associated siltation of waterways, increased periods of drought, and shifting of agro-ecological zones. The ability of both natural systems and societies to cope with these changes is not entirely clear. For example, as agro-ecological zones shift over time, a different set of land use practices will be needed to maintain a sustainable ecological and economic system. Efforts are underway to better monitor, understand, and plan for climate change impacts, but there are significant human resource constraints in governmental, scientific, and civil society communities that must be addressed. Improved regional decision making and action enhances overall sustainability of resource management, incorporates upstream/downstream impacts of dynamic ecological, social, and economic systems, and mitigates the potential for conflict over resources that may become scarcer. As men and women are affected in different ways by climate changes due to existing inequalities in societal roles and access to resources, the participation of gender experts is crucial for developing just, effective and efficient measures of climate protection.[9] There is also a need to better integrate climate change into sectoral thinking in order to 'climate proof' regional development interventions. To date, the climate change agenda has been driven largely by international mandates, with science, understanding and capacity less accessible to the full suite of stakeholders in the developing world. Future programs will specifically focus on building capacities of a targeted set of governmental, civil society and private sector actors to take action based on a set of locally defined priorities.

Energy

The entire SADC region is challenged by a growing electrical energy crisis. In South Africa, the supply of electricity has not been able to keep up with a growing demand- 7.5% per year. Basic energy infrastructure is lacking across the region and capacity gaps exist at all levels. The South Africa national electrical company, Eskom, attempted to meet demand by building coal-fired plants to produce relatively low cost electricity. Yet, demand still exceeds supply and these plants have contributed heavily to making South Africa one of the highest emitters of greenhouse gases in the world (11th). Currently coal plants produce 88% of South Africa's electricity, but plans call for this percentage to be reduced to 78% by 2015, as Eskom moves ahead with a huge investment program to bring on line six more nuclear power plants by 2023. Given the growing energy deficit, much of the region's economic future depends on how successful Eskom is in generating increased supplies of electricity and leading the integration of an electrical power network across the region. Given international developments focused on cleaner energy, donor and investor interest, and the fact that all SADC member States have signed on to the Copenhagen Accord, there is a strategic opportunity to support regional transformation to renewable, clean energy sources. Currently, however, the necessary strategies, policies, and resources are clearly lacking at the national and regional level. Following an analysis of international best practices, an agreement was reached on a path of corrective actions to improve the enabling environment for the introduction of private sector independent power producers (IPPs) to play a major role in diversifying the resource mix, particularly adding clean/renewable energy projects. Future assistance programs will focus on establishing the requisite framework and providing the transactional advisory services necessary for removing the existing barriers.

Water

According to the United Nations Environment Program, water stress and scarcity is a significant concern for many of countries in the Southern Africa region. By 2025 it is highly likely that water supplies in South Africa, Zimbabwe, Lesotho, and Malawi will be insufficient to meet the human and ecosystem needs, resulting in increased competition for these resources. Across the region, approximately 45% of the human population may be faced with water scarcity or stress by 2025. As it is, less than 40% of the people of the region have access to clean, safe drinking water and sanitation.[10] With only 58 % of Sub-Sahara Africans living within 30 minutes walking distance from safe water and only 16% having household connections, the collection of water will become increasingly burdensome with the forecasted water scarcity or stress. Because women are the primary water collectors, water scarcity could result in even heavier household burdens for women. Against this background, climate change has the potential to exacerbate water scarcity and stress across the region with a predicted overall decrease in rainfall between five and 20% for all major river basins in the region. Improved transboundary decision making results in sustainable, equitable, and rational use of regional water resources for a balanced set of human development and ecological needs and is a priority for SADC and member states. Future programs will build on lessons learned from earlier USG interventions indicating that specific multinational river basin organizations and their partner institutions are an effective institutional structure for achieving tangible and lasting actions on the ground.

Efforts to support the linking of these organizations to international, national and local processes will increase their efficacy.

Biodiversity

Nearly 40% of all land in the SADC countries (Democratic Republic of Congo (DRC) and island states excluded) is designated as protected areas, generating substantial economic resources through nature-based tourism and maintaining critical ecosystems. Habitat fragmentation due to land transformation and overharvesting of various species are significant issues across the region. A promising regional trend in transboundary management of conservation areas is to ensure functioning overall ecosystems and mitigation of threats. Two of the largest transboundary conservation areas in the world exist within the region, the Great Limpopo Transfrontier Conservation Area and the newly proposed Kavango-Zambezi Transfrontier Conservation Area. Interestingly, while primarily intended to focus on holistic ecosystem and biodiversity management, the collaborative nature of these forums has had positive spin-off effects focused on trade, agriculture (particularly management of animal diseases), tourism, water and mineral management, and overall good governance. These efforts provide opportunities to mitigate persistent threats to long-term conservation, by linking biodiversity to the broader development discussions and decision making.

Health

Of the health-related MDGs, no Southern African country is on track to achieve all three goals, and only two countries are on track to achieve any of these goals. [11] The region is the epicenter of the global HIV/AIDS epidemic, with a devastating impact on the social, economic, and political stability. The region accounts for almost 32% of all new HIV infections and AIDS-related deaths globally; with national adult HIV prevalence rates exceeding 15% in eight of the region's 10 countries.[12] The gender issues related to HIV/AIDS are pervasive at all levels. Infection and prevalence differ greatly between men and women and among age groups. Furthermore, familial obligations can impact women and girls greatly as they may serve as the primary caregivers to sick relatives or children. HIV/AIDS has reduced the average life expectancy in the region from about 60 to 40 years over the past decade, and produced 1.4 million orphans in South Africa alone. The impact of this HIV/AIDS pandemic will continue to have huge negative impacts on all sectors of society and the economy, and will produce a drag effect on gross domestic product (GDP) growth. [13] Access to lifesaving care and treatment, although expanded greatly, is still limited due to weak health care systems and a severely depleted and highly mobile health care workforce. An effective and sustainable indigenous regional response is hampered by low organizational and technical capacity; limited regional coordination and collaboration; and inadequate use of information on best practices, lessons learned, and innovative programming.

Past experiences and analyses have included the assessment of migration patterns conducted by the International Organization for Migration (IOM) to determine the HIV prevention needs of migrant and mobile populations in southern Africa. A joint RHAP/SADC policy analysis conducted by Futures International informed RHAP on the policy gaps that exist in regional prevention. An assessment conducted by the HRH/HSS

Technical Advisor, provided information on the status of health systems strengthening across 10 countries in the southern Africa region. According to this assessment, in addition to persistent shortages in medical commodities and logistics systems, serious shortages of qualified health care workers continue to plague the majority of national health systems in the region. Thirty six of the 57 countries designated by the WHO as having critical shortages of health care workers are in sub-Saharan Africa.

Regional opportunities exist to build the capacity of inter-governmental bodies, such as SADC, to strengthen the capacity of its member states to effectively respond to the HIV/AIDS pandemic via structural interventions. These include policy reform on issues such as gender-equity (i.e. around domestic violence and sexual offenses, administrations of estates, etc.), human resource management and systems for disease detection and response. Recent years have seen an increase in migration across national boundaries, which pose challenges for HIV prevention, care, and treatment services for migrants. SADC was awarded a Global Fund grant in 2010 to implement a regional HIV prevention, care, and treatment program for migrant populations. There is an opportunity to collaborate with other development partners in the region (UNAIDS, Swedish International Development Agency (SIDA), UK Department for International Development (DfID)) to build the capacity of SADC to effectively implement this grant. Few non-Governmental organizations and civil society networks that work regionally on the HIV/AIDS pandemic have the managerial capacity to receive significant donor funding. Hence the regional HIV response remains dominated by international non-governmental organizations (NGOs). In line with the new USAID emphasis on procurement reform, an opportunity exists to build the capacity of regional civil society networks to strengthen their technical and managerial capacity to more effectively and sustainably respond to the HIV/AIDS pandemic, including addressing issues of gender and youth.

Democracy and Governance

Traditional indicators of governance in Southern Africa depict a region that is relatively stable. Four SADC countries (Botswana, Mauritius, Namibia, and South Africa) are in the top five countries ranked on the 2010 edition of the Mo Ibrahim Index of African Governance.[14] Freedom House's annual 2010 report also gave "free" marks to four SADC countries and "partially" free to six others.[15] With some exception, Southern African countries have generally free and fair elections, but elections are not sufficient to guarantee democratic behaviors in government. These traditional indicators paint a misleading picture. Four of the world's most repressive regimes are in Southern Africa: DRC, Zimbabwe, Angola, and Swaziland (Africa's last absolute monarchy). Six of the largest SADC countries are governed by liberation era political parties that have been in power for an average of 22 years and have created formal structures to ensure they will remain in power for many more to come.

A regional democracy and governance assessment conducted in 2008 throughout Southern Africa concluded that executive dominance is the most serious impediment to the infusion of democratic principles into political systems. A lack of progressive development on rule of law issues such as constitutional recognition of judicial independence was also cited as a key constraint. Concurrently, a recent Afro-barometer survey found that in seven SADC

countries only 1.8 % of the population believed that "democracy" includes the protection of equality and justice.[16]

In several countries in the region, there is an egregious lack of respect for human rights. Countries with serious human rights abuses include Angola, DRC, Swaziland, Mozambique, and Zimbabwe, places where conflict and/or state oppression has led to dissolution of order. Basic socio-economic rights (right to food, water and shelter) remain unrealized while broader lack of respect for human/political rights issues is evidenced through political violence, negative attitudes toward homosexuality and HIV/AIDS, and a lack of respect for women's rights including widespread gender-based violence and sexual violence. For example, in Namibia, a recent investigation found that several women were forcibly sterilized after hospital staff determined they were HIV positive.[17] In Swaziland, women did not have constitutionally recognized rights until 2006 and are often still treated with widespread disregard. In South Africa, xenophobic violence, gender based violence, and the practice of "corrective rape" are ongoing issues that require focused and sustained prevention efforts.

In consultation with bilateral missions throughout the region, several missions expressed difficulty in working on ROL/HR issues due to complex bilateral political dynamics. In Malawi and Namibia for example, bilateral missions are unable to secure government support for their democracy and governance programs due to attitudes within the ruling party regarding political programming. An opportunity presents itself through this program to work through strong regional ROL/HR civil society organizations, such as the Southern Africa Litigation Center (SALC), the SADC Lawyers' Association and others that address ROL/HR challenges through enhancing judicial and legal networks, supporting strategic litigation to set legal precedent and supporting civil society advocacy for the protection of human rights. Working on these issues through regional organizations prevents programmatic duplication, increases knowledge sharing, increases programmatic synergies of country level programs and works to harmonize a regional response to common ROL/HR issues.

Key Risks and Mitigating Factors

Population Growth: A considerable threat to achieving future economic progress in the region is a population that is younger, more urban, and growing. By 2050, the population will almost double and become increasingly urban with 77% living in cities, compared to 54% today.[18] Given this demographic trend, rural-based solutions will have limitations. While youth can play a crucial role in spurring growth through increased productivity, if policies are not in place to absorb youth into productive employment, they can become socially and political destabilizing.[19] In the current context, with high unemployment rates in the region, there exists an explosive situation with millions of urbanized and educated youth without jobs.[20] The role of bilateral family planning programs is a crucial complement to the success of regional economic growth.

Migration: The Southern Africa region has a long history of cross-border migration, particularly for employment in the mining and agricultural sectors. Migrants are driven by income disparities and the persistence of poverty in addition to regional and national

conflicts. Water scarcity, natural disasters, and other climate change related events will most likely increase migration throughout the region. The relationship between migration and HIV/AIDS is well established. A recent study found that migrant commercial farm workers were between two to three times more likely to be infected by HIV than the general population in their countries of origin.[21] A recent International Organization for Migration (IOM) assessment revealed that many migrants (especially undocumented workers) faced significant challenges in accessing basic health services, even when entitled to it by law.[22]

Instability of certain countries: Of particular concern to the region is the economic collapse and political crisis over the past decade in Zimbabwe, formerly one of the strongest economies and main producers of food in the region. Zimbabwe's crisis has resulted in the outflow of migrants to other countries, mainly South Africa.[23] As long as Zimbabwe's situation does not improve, it will be more costly to do business in the region as trade is re-routed to avoid the unstable state. The situation in Zimbabwe has also diminished the legitimacy of SADC, which has consistently protected Zimbabwe from accountability and shown significant lack of political will to deal effectively with "rogue" member states. Although the region held a strong position on Madagascar during its recent coup, less pressure has been applied against President Mugabe for a clearly flawed electoral process. Mugabe's history in the development of SADC and as a leader of the anti-apartheid movement has favored his position.[24] Ongoing political and economic crises in Malawi and Swaziland will also negatively affect SADC in years to come.

Roles of a Regional Mission

USAID/Southern Africa's Development Objectives (DOs) strategically address development challenges from a regional perspective. Given limited funding to all operating units, the aim of programs coming out of USAID/Southern Africa is not to fill in for funding shortages of bilateral missions, but rather to do work that leverages bilateral investments to have an overall greater regional impact. To that end, USAID/Southern Africa has the following mandates as a regional mission:

- Address transnational issues that cannot be addressed by any one country alone.
- Work with and through regional public and private institutions, including making them more effective.
- Manage non-presence country (NPC) programs in Botswana, Lesotho, and Swaziland.
- In limited cases, conduct programs on a country-level with precedent setting demonstration effect.
- Provide technical and support services to bilateral missions in the region.

Consultations with bilateral USAID stakeholders have indicated that the Regional Mission is best placed to address regional integration and seize upon economies of scale to conduct research and disseminate best practices and innovations. The U.S. Embassy in Gaborone has a lead role in consulting with other Embassies on broader U.S. Government (USG) regional priorities including those presented in this strategy, as the U.S. Ambassador to

Botswana also represents the USG vis-à-vis the SADC Secretariat in Gaborone. In engagements with this Embassy and through discussions with all the Chiefs of Mission and Mission Directors throughout the region, overwhelmingly the highest development priority of the USG in Southern Africa is greater regional economic integration. (Annex 1)

Through these discussions and discussions with USAID stakeholders associated with Feed the Future (FTF) (including technical staff and program officers), it was concluded that the Regional Mission should be the key USG facilitator for regional integration for trade, which has additional benefits for food security and health. USAID/Southern Africa is uniquely placed to facilitate policy change on a regional scale by encouraging regional political pressure against non-conformers and promoting the best policies already being implemented in specific countries.

Stakeholders also felt that the Regional Mission is best placed to take advantage of economies of scale when it comes to research. For example, both Malawi and Zambia are struggling with problems of aflatoxin poisoning groundnuts. If the Regional Mission takes on this research and disseminates best practices to the bilateral missions, the entire region would benefit from one intervention rather than just one country. The same can be said for climate change, where many missions do not receive initiative funding, they would be able to integrate climate change best practices into the areas where they do receive funding. The Regional Mission is also best placed to engage with local, regional organizations that can undertake this research, rather than utilizing Washington contractors. That said, in tight budget scenarios that are likely to come, when all operating units (bilateral and regional) are facing cuts, the Regional Mission may also be forced to cut back on this value-added research.

Without a robust presence provided by the Regional Mission efforts, the goals of the Southern Africa bilateral missions to develop sustainable programs, which spur growth throughout the region, can become fractured and myopic with only the local context in sight. Furthermore, the USG's diplomacy efforts suffer from a limited capacity to interact with regional organizations and governments, jeopardizing the USG's overall objective to encourage changes to national economic and political environments and the promotion of good governance and sustained economic growth throughout the region. The Regional Program affords the opportunity to address issues of health, trade, environment, food security and democracy and governance comprehensively:

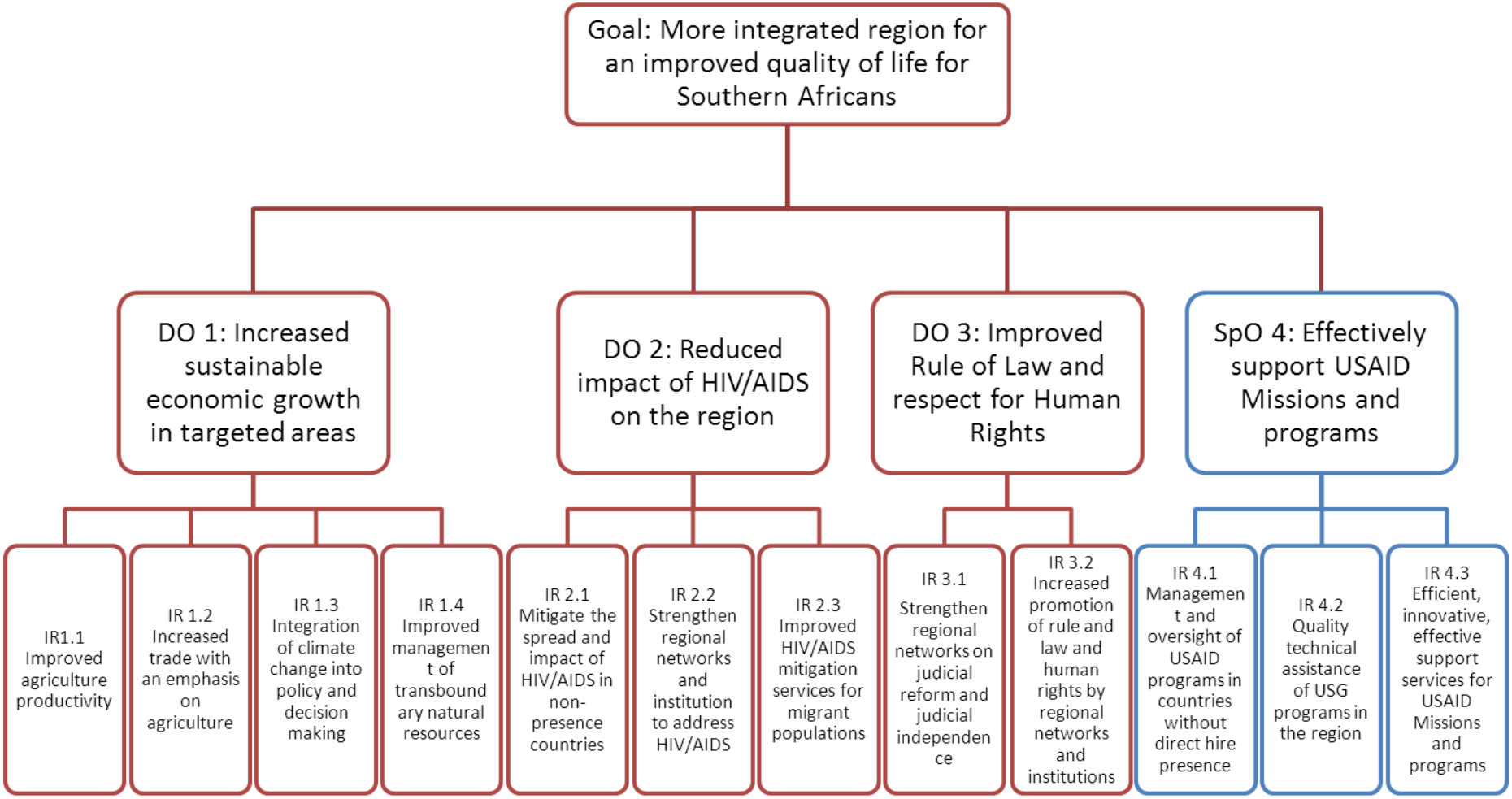
- For the Health sector, the issue of migration as a vector for the spread of HIV/AIDS is of paramount importance for the region. Mobile populations such as unaccompanied children crossing borders, traders, and other under-served migrant populations face risks and vulnerability that cannot be addressed by any one country alone, but can only be addressed through trans-national programs as implemented by regional programs.
- With the entwined aspects of trade, environment, and food security, it is important to recognize that Southern Africa is moving towards regionalization as no one state or single country can attain economic growth without its neighbors due to the limitations of population size in individual countries. Without a regional economic

program, the USG would be constrained in its ability to foster solutions to these particular economic challenges. Such assistance includes mitigating barriers to cross-border commercial trade; investing in and disseminating regional research related to agriculture and climate change to inform national policies; and fostering regional energy market harmonization that will promote investment, particularly in clean energy, that will fuel the growth of economies in the region.

- In Democracy and Governance, the Southern African region is making uneven progress toward the DG aspirations embedded in the respective national constitutions. Enforcement of protocols and pronouncements of the Southern African Development Community (SADC) with respect to ROL continues to be weak. Without a Regional ROL/HR program that strengthens the oversight and advocacy capacity of targeted regional organizations and institutions, the region would continue to experience high levels of dominance by the executive branch that impedes the infusion of democratic principles into political systems throughout the region.

Development and Regional Support Objectives

Results Framework



Goal Statement

USAID/Southern Africa is working towards a ***more integrated region for an improved quality of life for Southern Africans***. As a regional mission, our comparative advantage is the ability to provide regional analysis and approach to development challenges. Our goal plays upon this advantage by strengthening the regional enabling environment, developing the regional capacity through networks and institutions, and building upon already successful regional program such as the Southern African Trade Hub (SATH).

Southern Africa has taken steps towards greater regional integration in areas such as economic growth, resource management, and social service provision. Throughout all of USAID/Southern Africa's development objectives there is a concerted effort to improve regional collaboration, capacity, and economic competitiveness. The Mission views regional economic, social, and political integration as key to the lasting success of development efforts in the region, including the work of USAID's bilateral missions. Being able to move goods across borders, peacefully settle disputes regarding cross-boundary resources, and sharing of best practices from one country to the next will create an environment for growth and prosperity.

Reducing poverty is a key objective of SADC, but it is unlikely that any SADC country will achieve all eight of the MDGs by the 2015 target date. Significant threats to the quality of life of Southern Africans exist in all countries in the region, whether they relate to the lack of respect for basic human rights, policies that hinder growth, or lack of access to adequate health care. All of these challenges can be addressed through a regional approach that complements bilateral efforts.

Linkage between Development Objectives and Goal:

<u>DO1: Increased sustainable economic growth in targeted areas</u>
Our first DO will address policy barriers to the movement of goods and services across borders, including those related to agriculture; facilitate regional-level research related to agriculture and climate change; promote an enabling environment for clean energy and transboundary natural resource management; and support evidence-based decision making across sectors for improved development outcomes. This DO is based on the established premise that the efficient and cooperative flow of goods and services that capitalizes on regional comparative advantages, while taking into account the long-term sustainability of resources needed for growth, will advance overall quality of living through increased prosperity.

Critical Assumptions and Risks:

- Continuing economic and food crises do not make countries more protectionist in their policies and actions. Past food price spikes have caused increased protectionism, but there has been increased dialogue throughout the region that

indicates that SADC, member states, and other stakeholders are committed to achieving goals on improving regional policies relating to agriculture and trade.

- While climate change models in the region are becoming more reliable, there is no certainty as to specific climate effects in the region. The region cannot reliably predict catastrophic weather events or shifting rainfall patterns over the period of the strategy, but there is recognition that those events will become more frequent and severe based on climate change models. Work under this DO with the ultimate goal of increasing agriculture output assumes adequate rainfall for agricultural development programs focused on enhancing both productivity and resiliency in light of expected climate variability.
- Countries in region will choose options for clean energy over the traditional, coal-based options. There is significant investment in clean energy options, particularly in South Africa, but whether these investments will take hold throughout the region is still unclear.
- Countries managing transboundary natural resources do not make unilateral decisions to their own benefit without engaging appropriate neighboring states. For example, China doesn't build a mega dam on the Okavango in Angola or Namibia doesn't divert water from the Okavango for large scale usage in cities. One of the main objectives of the work under this DO is to set up systems and structures that would promote dialogue on these types of decisions to avoid this scenario.
- Governments continue to support programs that improve the health and welfare of their citizens, enabling them to be productive members of society.

<u>DO2: Reduced impact of HIV/AIDS on the region</u>

Given that in Fiscal Year (FY) 2010 the USG spent over $2 billion spent in the region to prevent and mitigate the spread of HIV/AIDS and undoubtedly improving the quality of life of millions of Southern African, there is a need for overarching support to the bilateral missions. This DO will strengthen regional organizations in key sectors such as human capacity development and provide services to migrant populations on a pilot basis. Knowledge management of lessons learned and best practices from the significant investments already made are another crucial aspect of USAID's regional approach. USAID/Southern Africa will also give institutional support to the SADC HIV/AIDS Unit, to assist the organization in managing their recent Global Fund award for service provision to migrant populations. Providing prevention, care, and treatment services to the three Southern Africa non-presence countries is also part of this DO.

Critical Assumptions and Risks:

- Regional partners have resources to become sustainable after our intervention. This assumption is built into the design of programs assisting local partners. Assistance from USAID's Local Capacity Development team will factor this challenge into their work.
- SADC HIV/AIDS Unit does not have major staff changes or other structural changes (that have plagued other Units of SADC) as USAID assists with their implementation strengthening. In any event, SADC will still have to put in place systems to manage

their Global Fund grant that factor in this staffing reality. USAID/Southern Africa will assist them in designing those management systems.

- Continued financial support from the Office of the Global AIDS Coordinator's (OGAC) Southern Africa Prevention Initiative (SAPI). A significant amount of funding at the regional level comes from Washington bureaus and offices, rather than through USAID/Southern Africa's annual budgeting process. The Mission therefore has less control to ensure that the funding is consistent year to year.

DO3: Improved rule of law and respect for human rights

This DO will seek to improve rule of law and increase respect for human rights throughout the region. Supporting the adherence to ROL principals in the region will improve the quality of life of Southern Africans, not only by supporting a more transparent environment in which business can be conducted but also by defending checks and balances against executive dominance. Most judiciaries in the region do not enjoy constitutional independence. South Africa is currently restructuring its judiciary through two pieces of key legislation that will be lauded throughout the region as a positive precedent of structural independence from the executive. It will be important for other countries to learn from the South Africa example in their own judicial development. At the 2011 Access to Justice Conference, South Africa invited members of the judiciary from around the region, the Continent and the United States to discuss the various ways in which judiciaries function and maintain their constitutional independence. It will be important in the coming period to support regional judicial actors in their endeavors to strengthen judicial independence.

The independence of the courts and their ability to adjudicate matters through fair and transparent processes is a crucial factor in Southern Africa's ability to sustain foreign direct investment and positive, democratic gains. The SADC Tribunal was in part established under pressure from the European Union which advocated for SADC to develop a regional human rights court as a milestone for the region's development. The Tribunal is under suspension until August 2012 in order to allow SADC Ministers of Justice the time to propose a new court- one that is likely to exclude individual access and one that will severely restrict the kinds of cases that can be heard. In addition, the timeline given may not be adhered to and the suspension could last indefinitely. Targeted advocacy around the importance of the Tribunal for regional redress and individual access should be conducted in this interim period to ensure that international pressure is applied to SADC member states regarding the violation of the SADC Treaty in dismantling the Tribunal and not recognizing the ROL/HR tenets agreed to in the SADC policy on Politics, Defense and Security (SADC SIPO). Advocacy for the tribunal is integral to holding SADC member states accountable to the internationally recognized SADC Treaty and ensuring that regional integration can go forward in a manner that respects the rule of law.

Along with limited advocacy for the tribunal, it is crucial to support core ROL/HR programming to keep these democratic principles in the forefront of regional engagements in a time of increased threat to ROL/HR and significantly reduced funding available for these activities on a bilateral level. A regional program will build on regional expertise and

regional networks to create synergies in addressing common ROL/HR challenges. This regional program will be implemented through a technical mechanism that provides grants to regional organizations based in Southern Africa in support of Procurement Reform Objective 2 of the USAID Forward Agenda.

Critical Assumptions and Risks:

- Many bilateral missions will be focusing significantly reduced democracy and governance funding on and addressing sectoral governance issues through the development of bilateral Feed the Future, Global Health and Global Climate Change strategies. A regional ROL/HR program with core democracy and governance (DG) funding will allow for complementary DG programming that will support bilateral governance initiatives.
- Backsliding on democracy and governance in the region could lead to instability. Current events in Zimbabwe, Swaziland and Malawi could lead to humanitarian issues that could result in an increase in ROL/HR and human security violations. Several other countries in the region are displaying signs of downward trends including Angola and Zambia. Democratic institutions in the region remain fragile and are unlikely to prevent other countries from following suit.

<u>SpO4: Effectively support USAID Missions and programs</u>

Many of the bilateral missions in Southern Africa rely on USAID/Southern Africa for essential support to design, procure, and implement programs. Without the Southern Africa support hub and the technical and support resources it provides to the region, USAID would not be as effective in improving the lives of Southern Africans and supporting the goals of each bilateral mission.

Critical Assumptions and Risks:

- Missions throughout the region continue to rely on Regional Mission support. Similarly, NPCs do not get U.S. Direct Hire (USDH) development staff, either from USAID or in the form of a State Department Development Attaché as Ambassadors and Deputy Chiefs of Missions are calling for. With the new placement of a Development Counselor (DC) in Lesotho, USAID/SA will work with U.S. Embassy Maseru to develop the most appropriate lines of communication, authority and responsibility, particularly given that the USAID program in Lesotho is virtually 100% PEPFAR.
- The constrained ability to hire additional personnel will not impact the flexibility we need to be responsive to the region, including that sufficient funding is available to provide adequate opportunities for regional TDYs.
- USAID/Southern Africa will have sufficient space and National Security Decision Directive-38 (NSDD-38) support.

Development Objectives

Development Objective 1: Increased sustainable economic growth in targeted areas

Development Rationale

USAID/Southern Africa aims to promote sustainable economic growth in targeted areas by increasing agricultural productivity and trade, ensuring sound natural resources management, and addressing the impacts of climate change in multiple technical areas. As one of the poorest regions in the world, the USG aims to foster economic integration and enhanced food security within the region in order to improve the quality of life for Southern Africans. Benefits of regional integration are widely discussed and accepted. These include exploitation of comparative advantages, larger markets, economies of scale, greater competition and economic efficiency, and increased investment and technology transfer.

Ensuring regional food security is necessary to achieving sustainable economic growth in the region. Making the region more food secure requires raising the yields of key food crops through increased agricultural productivity. It is notable that crop yields in Southern Africa have lagged well behind yield levels achieved over the past three decades in other developing countries in the world. The experience in other developing countries has demonstrated that it is difficult to achieve sustainable economic growth until a transition to higher crop yields has been achieved. As crop yields in Southern Africa (excluding South Africa) have stagnated since 1961, food production has not kept up with population growth and the region as a whole has become grain-deficient; consequently, the region is increasingly reliant on the importation of food staples, which are becoming increasingly expensive on the world market. It is critical that this trend be reversed to achieve sustainable economic growth in the region. Challenges to achieving this are not easily surmounted at the national level. Integrated regional markets are needed for food to flow from countries that have surpluses to those with deficit, increasing food availability and reducing the volatility of food prices and food insecurity. Furthermore, greater regional integration would allow for greater disbursement of and access to productivity-enhancing technologies, thus raising yields by making improved seeds and technologies more widely available to farmers. Women comprise the bulk of the agricultural labor force in most Southern African countries, and as such, efforts to increase food production and trade expansion of food will consider gender impacts.

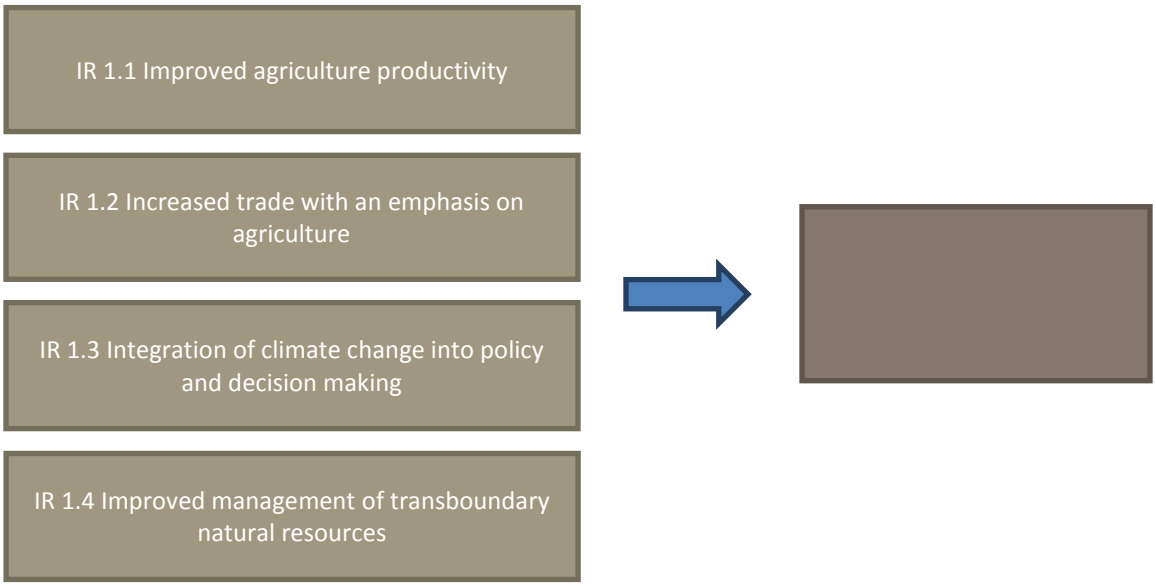
Linked closely with increasing agricultural productivity is the need to increase and facilitate trade in the region. Expanding international exports and intra-regional trade is seen as a key component of increasing sustainable economic growth and reducing poverty in the region. Regional trade accounts for only about 25% of total trade, but without South Africa's exports to the region these figures are much lower. Current trade initiatives underway within SADC are contributing a great deal toward creating more open and accessible markets for all traders within the region. Trade liberalization efforts to open markets by eliminating or reducing tariff and non-tariff barriers in and of themselves are not enough. Also needed is a concentrated and synergistic trade facilitation effort in which

all SADC economies work together to simplify and harmonize customs and other procedures to create borders more conductive to the transport of commercial goods. The private sector must know the rules of the game, including the accompanying customs processes that will be used, and be confident that those rules will be applied in a consistent, fair, and transparent manner before they will trade. USAID/Southern Africa recognizes the importance of trade, including intra-regional, in fostering growth and poverty reduction in SADC and will address these basic requirements to capture the value of trade liberalization efforts. USAID's regional trade program with SADC focuses on the challenges of regional integration that are largely cross-border in nature and beyond the manageable interest of USAID bilateral programs. Additionally, USAID/Southern Africa recognizes that informal cross-border trade in the SADC region accounts for a large share of intra-regional trade, and that most informal traders are women. These women have higher costs of doing business, constraints related to their sex, and are rarely taken into account in trade-improvement programs. As such, the Mission will consider gender impacts on trade and informal trade.[25]

The third component of a sustainable model of regional economic growth is the sound stewardship of the soil, water, energy, land, and other natural assets that feed the engine of growth. USAID/Southern Africa programs aim to ensure that natural resources are not overexploited and that healthy ecosystem functions are maintained in the face of climatic change. In particular, the majority of countries in the Southern Africa region are either currently experiencing water scarcity or are vulnerable to water stress. Climate change is likely to exacerbate the problem. Water is a critical resource for agricultural production, energy generation, and human health. In addition, overuse and mismanagement of regional water sources leads to ecosystem degradation leading to less surface water retention and insufficient ground water recharge and fueling a spiral of growing water challenges, environmental deterioration and potential biodiversity loss. All the major rivers of the region flow across national boundaries, demanding cooperative decision making and management if equitable and efficient use is to be achieved. Improved transboundary management and decision making for water and associated natural resources is therefore critical.

Climate change has the potential to be a major stressor limiting economic growth potential in decades to come. As such, USAID/Southern Africa will promote development pathways that reduce green-house gas emissions within priority sectors in order to mitigate additional negative impacts and to promote the expansion of renewable energy technologies and investment in the region within the energy sector. At the same time, adaptive strategies to cope with impacts of climate change are necessary. As negative impacts are likely to center around water issues, efforts will focus on adaptive management strategies within priority river basins that are the most vulnerable to climate change according to current global circulation models. Furthermore, USAID/Southern Africa aims to climate-proof its investments in the agricultural sector by integrating climate change science and adaptation strategies into its agricultural research and regional extension support agenda.

Development Hypothesis

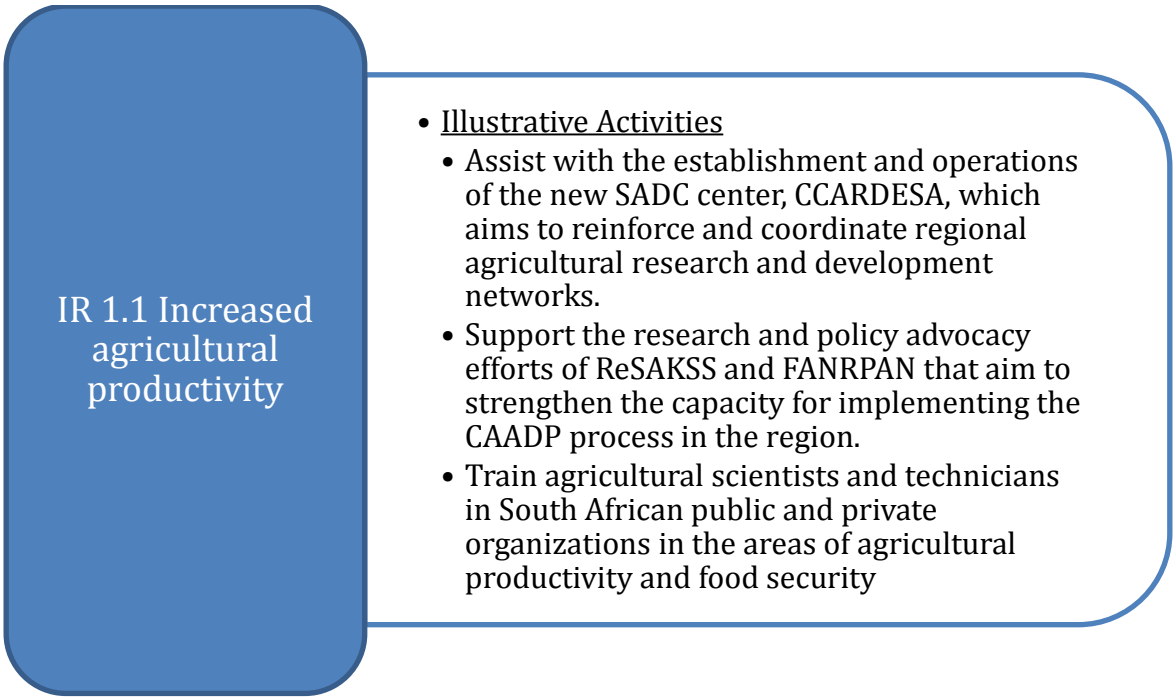


To support the overarching DO of *Increased Sustainable Economic Growth in Targeted Areas*, *Intermediate Result (IR) 1.1 Improved Agricultural Productivity* relates to regional food policy analysis and the development and dissemination of research on improved crops. *IR 1.2 Increased Trade* addresses increasing trade capacity in strategic value chains, improving the efficiency of targeted trade corridors, and promoting sound regional trade policy in the region. If the Mission can promote improved agricultural productivity and increased trade with an emphasis on agriculture, then the Southern Africa region should experience sustainable economic growth, based on the premise that an efficient flow of goods and services that accounts for the long-term sustainability of resources needed for growth will advance overall quality of living through increased prosperity. As an operating unit receiving FTF funding, USAID/Southern Africa has incorporated the Mission's FTF Strategy into the overall regional strategy. IRs 1.1 and 1.2 presented here mirror the IRs used in the regional FTF Strategy, which has *Increasing Regional Food Security* as its goal.

IR 1.3 Integration of Climate Change into Policy and Decision Making focuses on strengthening regional capacity for utilization of clean energy technologies and expanding key stakeholder capacities to adapt to anticipated climatic changes. *IR 1.4 Improved Management of Transboundary Natural Resources* addresses improving capacity for sustainable use of water and decreasing threats to biological diversity, both critical natural assets that support economic well-being and prosperity in the region. Combining the integration of climate change into policy and decision making with improved management of transboundary natural resources will help to ensure the long-term sustainability of essential resources and contribute to increased sustainable economic growth. Activities pursued under these two IRs support the President's Global Climate Change Initiative, as well as long-standing Congressional Earmarks for water and biodiversity. USAID/Southern Africa does not yet have a Global Climate Change strategy, but as with the FTF strategy, it will fall within the limits of the Regional strategy presented here.

Geographic Focus: Trade and agricultural productivity activities will prioritize trade corridors that serve primarily the three FTF focus countries: Malawi, Mozambique, and Zambia. Priority will be given to the East-West corridors that connect these countries to other Southern African nations and that connect with the North-South corridor that already has significant donor attention. Targeted corridors will also link to work conducted by USAID/East Africa. Environmental activities will focus on priority transboundary areas where multi-national cooperation is necessary to ensure sound natural resource management and avoidance of future conflicts, and where climate change impacts are expected to have more profound effects on vulnerable ecosystems and human populations, including the Okavango and Limpopo River Basins.

IR 1.1: Improved agricultural productivity



Agriculture remains the backbone of the region's economy for the poorest countries and people in the region. Given the disparities in GDP throughout the region, and the high reliance on mineral wealth of many countries such as South Africa, the percentage of GDP coming from the agriculture sector varies throughout the region. Yet, countries such as Malawi rely on agriculture for 36% of their yearly GDP. Southern Africa rural populations rely on agriculture as a source of livelihood, yet the region (with the exception of South Africa) has experienced slow growth in the sector. To address sustainable economic growth and food security in the SADC, accelerating agricultural productivity is critical.

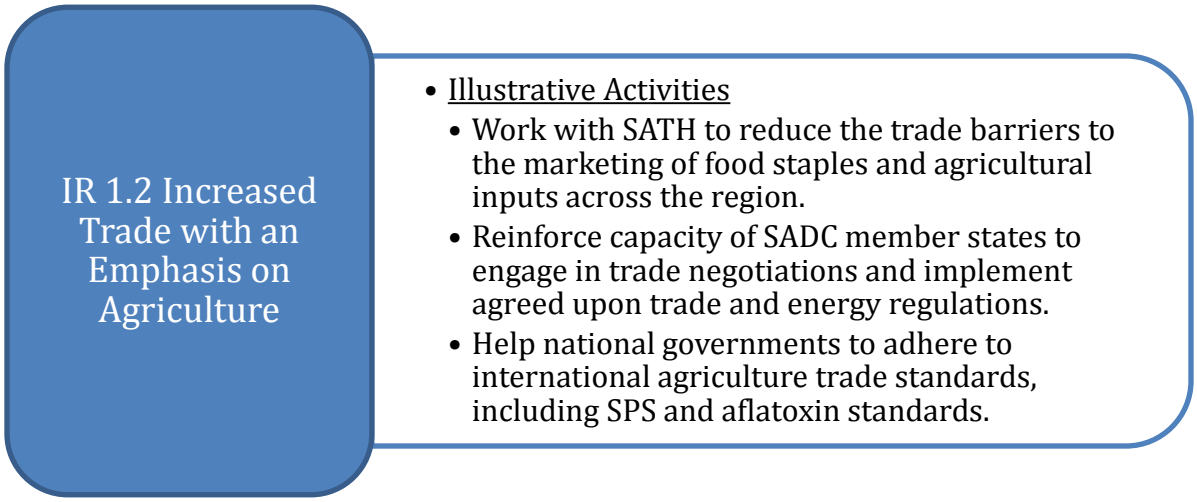
SADC, with USAID funding, has commissioned studies that indicate the fastest way to improve food security and ensure future economic growth in the region is to give priority to raising the yields of cereals crops. Raising yields significantly will require accelerating

the more widespread adoption of new farming technologies that use improved seeds and fertilizer. Achieving higher yields will also require increasing the amount of land under irrigation; providing the private sector financing needed to stimulate an increase of food supplies and agricultural inputs; increasing market access for smallholders; and improving the effectiveness of agricultural research networks in the region. Addressing the acute shortage of agricultural scientists in almost all SADC countries is another priority action. An attractive mechanism for achieving increased yields in the region is the transfer of advanced farming practices from South Africa to other countries. If other SADC countries could achieve two-thirds of the cereals yields achieved in South Africa, the region would be self-sufficient in food. In all these efforts, it will be important to recognize and address, when possible, the special needs and constraints that smallholder female farmers encounter.

In order to achieve this increase in agricultural productivity, SADC Member states have committed themselves to meeting the Comprehensive Africa Agriculture Development Programme (CAADP) goal of increasing financial allocations to the agriculture sector to at least 10% of their national budgets. USAID/Southern Africa works closely with SADC to advance this agricultural agenda through activities that improve intra-regional cooperation in research and policy analysis related to food security. This support entails improving the capacity of regional entities to provide strategic analyses and knowledge needed to support agricultural growth in Southern Africa as described within the context the SADC Regional Indicative Strategic Development Plan (RISDP). USAID will also strengthen evidence-based agricultural policy advocacy and regional policy harmonization. Of critical importance will be the integration of climate-proofed strategies that promote increased productivity under anticipated changing rainfall, soil, and crop productivity scenarios.

USAID/Southern Africa will continue collaboration with the Regional Strategic Analysis and Knowledge Support System (ReSAKSS), the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN) and, for the first time, provide assistance to SADC's new Center for Coordination of Agricultural Research and Development for Southern Africa (CCARDESA). Strengthening the capacity of the nascent CCARDESA will contribute heavily to improving agricultural research in the region and moving the products of this research to the farmers' fields. The work with ReSAKSS and FANRPAN will also help establish the priority agenda for investment in the agriculture sector, as well as facilitating the dialogue on critical issues that needs to take place among concerned decision makers. Furthermore, the work of ReSAKSS and FANRPAN is essential for implementing the CAADP process in the region. A key approach will be to use technologies available in South Africa to benefit other SADC countries. This approach, and all others, will integrate climate change factors that need to be taken into account when pursuing increased agricultural productivity under anticipated changes in rainfall and temperatures.

IR 1.2: Increased trade with an emphasis on agriculture



One of the keys to increasing economic and food security, as well as the overall well-being of the region's population, is the successful implementation by SADC of its Free Trade Area (FTA) protocols, so as to achieve as quickly as possible full regional trade integration. In other words, ensuring sustainable economic growth will require enhanced trade facilitation and harmonization of transit practices across the region. The application of FTA protocols will result in needed increases in the value and volume of intra-regional trade.

There are opportunities to substantively address or eliminate many of the constraints leading to low levels of intra-regional and international trade, including insufficient, un-harmonized, and poor policies; institutions that lack capacity to implement programs and enforce rules; lack of consistency and transparency in tariff regimes; significant non-tariff barriers to trade; insufficient infrastructure; businesses that lack knowledge of export markets; difficulty in complying with international standards; low levels of investment; inadequate finance; and expensive and inadequate communication services. The successful implementation of the FTA and the removal of non-tariff barriers will make significant progress towards eliminating these obstacles to increasing intra-regional trade.

USAID/Southern Africa will deliver targeted technical assistance through SATH to government, private sector, and civil society organizations to advance regional integration and increase the trade capacity of selected regional value chains. Illustrative activities include: strengthening the technical and management capacities of the SADC Secretariat and other regional bodies that promote trade and address food security; providing technical assistance aimed at reducing trade costs by harmonizing policies, enhancing regulatory efficiency, and by improving the delivery in both the public and private service sectors (e.g., energy, finance, investment, information and communications technology) of essential services; supporting key trade corridors to expand trade opportunities; creating more opportunities for the private sector (particularly the robust and influential South African private sector) and civil society to influence the regional integration agenda; and

developing regional information sharing and monitoring networks for market information, which has proven to be an effective incentive for encouraging regulatory and policy reform.

Much of this work will take place within the context of a value chain framework that aims to create new trade linkages and increase the competitiveness of staple foods and other products. The selection of priority value chains will use the following criteria: growth potential; benefit to smallholders, small enterprises and the poor, including women; and regional utility. Overall, the aim will be to support value chains that hold the highest promise for increased competitiveness, trade and food security, as well as their favorable gender impacts. Using these criteria, SATH's assessment of 15 priority regional value chains ranked cereals, legumes, oilseeds, cotton, and processed foods as the top five value chains.

USAID/Southern Africa will work closely with the SADC Secretariat to achieve the effective implementation of the FTA, and move forward with the East and Southern Africa integration initiative under the Tripartite Summit Agreement among SADC, COMESA, and the East Africa Community. These activities will strengthen the capacity of SADC Member States to take advantage of opportunities provided by regional and international trade agreements, including the African Growth and Opportunity Act and to comply with their obligations under these agreements. Activities under this IR will also improve the capacity of business and trade associations to advocate for and monitor the implementation of free trade practices within the region and help them to understand and comply with international standards.

Shortening the time and complexity of procedures required to transport goods across borders will be a good measure of the success of this component, as will be increasing the value and volume of commodities traded in the region. As women have a predominant role in trade, work under this IR will strive to integrate gender considerations in all regional and international trade activities and in regional and local organizations promoting trade. Specifically, SATH is working to make sure that both men and women are treated fairly and equally. These efforts will significantly increase international competitiveness and intra-regional trade over the life of this strategy.

IR 1.3: Integration of climate change into policy and decision making

IR 1.3 Integration of climate change into policy and decision making

- Illustrative Activities
  - Strengthening multi-sectoral, stakeholder forums to analyze, debate, and coordinate responses
  - Improve evidence-based and analytical strategizing and implementation of plans in key river basins
  - Providing technical assistance for energy efficiency and demand side management

Climate change is one of the century's greatest challenges, mandating concerted international efforts to stem the adverse effects of irreversible change already underway and to prevent additional harmful changes. There is strong evidence in the scientific community that the average cost of climate change to African economies could be equivalent to 1.5 to 3 percent of GDP by 2030.[26] Although long lag times are involved in the evolution of these complex and interlinked ecological, hydrological, meteorological, and social systems, climate change is inevitable for the Southern Africa region. We do not yet know the exact nature, timing, or variability of those impacts, but there are key trends that allow us to focus on key areas of impact. According to the International Panel on Climate Change and well-known global models, variability in rainfall, including the timing, duration, and intensity are likely to occur across the region. In an already water-scarce region, this has significant implications for agriculture, industry, and energy generation.

Shifting agro-ecological boundaries that may result from localized average temperature increases will have implications for the suitability of different value chains selected to increase economic growth and ensure food security. While significant storm events and sea level rise have potentially devastating consequences for human lives and infrastructure, some positive effects may be felt in parts of the region as a result of increased mean average rainfall. According to SADC and regional institutions focused on climate change, considerable scientific capacity is still needed to understand the impacts of climate change and to develop a set of implementable strategies to adapt to these changes across sectors and international borders. As the natural systems that regulate climate change do not respect geopolitical boundaries, the science and the solutions demand a cross-border effort.

USAID/Southern Africa will focus on building the capacities of selected stakeholders from governmental, scientific, and civil sectors to develop and coordinate strategies to address climate change in priority transboundary regions that are likely to be hardest hit by climate change. The Okavango and Limpopo river basins are amongst the top five African river basins most at risk of negative effects due to climate change. Activities will include strengthening multi-sectoral, stakeholder forums to analyze, debate, and coordinate responses. In river basins most vulnerable to climate change, including the Okavango and Limpopo, technical and capacity building assistance will be provided to improve evidence-based and analytical strategizing and implementation of plans. Notably, there is evidence that indicates women and vulnerable groups will be among those most affected by climate change and, thus, priority will be given to ensuring gender-based perspectives are integrated into adaptation strategies and capacity building exercises.

Another critically important aspect of 'climate-proofing' economic growth investments in the region is to ensure the sufficient supply of clean energy. A recently conducted Africa Infrastructure Country Diagnostic states that inadequate access to energy is the single largest infrastructure impediment to economic growth in the region.[27] No country in the world has developed its economy without abundant and affordable energy supplies. Yet, clean energy investment is not yet significant in the region. This is due to a prohibitive

regulatory environment, financing risks, lack of skilled technical and marketing personnel, among other challenges. South Africa has a particularly pivotal role in the regional energy sector, given that it is by far the only significant greenhouse gas (GHG) emitter and energy consumer in the region. SADC and other regional networks are currently developing a climate change policy framework with plans to support clean energy investment and use in the region.

Building on these policies, USAID/Southern Africa will support clean energy activities to reduce GHG emissions from energy generation by accelerating the deployment of clean energy technologies, policies, regulations, and practices. Illustrative activities may include providing technical assistance for energy efficiency and demand side management, energy sector reforms, improving the enabling environment for private investment and carbon financing, building the capacity of relevant agencies to promote clean energy, and obtaining transaction advisory services to reach financial closure for clean energy projects. It is important to note that USAID/Southern Africa does not have a comparative advantage in undertaking large, expensive infrastructure projects, but USAID/Southern Africa will support an enabling environment for significant clean energy investments by other institutions and donors.

IR 1.4: Improved management of transboundary natural resources

IR 1.4 Improved management of transboundary natural resources

- Illustrative Activities
  - Technical support to river basin organizations
  - Training in water resources management, biodiversity conservation, and improved environmental governance
  - Effective monitoring of resources and climate change effects

The Southern African region is highly dependent on its natural resources, including water, wildlife, soil, and energy for its economic development. The lives of the most vulnerable and poor populations are closely tied to the natural resource base, as these people are reliant upon productive land and access to clean water and other natural resources to meet food security, health, and livelihood needs. Nearly 40% of all land within SADC countries is designated as protected areas.[28] These areas generate substantial economic value from nature-based tourism as well as the critical ecosystem services they provide, including weather regulation, soil retention, pollution control, and water provision.

Future impacts of climate change, mainly through changing rainfall patterns, are predicted to be most profound in the water sector. Water is a strategic priority as agriculture in this water-scarce region is predominantly rain-fed. Energy and mining, which contribute

heavily to regional trade and economic prosperity, are major consumers of water resources in the region. Water, flowing across geopolitical boundaries, arrives at its source as a result of a complicated set of natural and social systems that require transboundary management and joint decision making. Climate models currently project a decrease in rainfall between five and 20% for all major river basins in the region, resulting in increased water scarcity, as well as raising the potential for intra-regional conflict over access to water.

Enshrined in a number of approved SADC policies are agreements to promote the equitable and sustainable use of the environment for present and future populations. The main mechanisms for pursuing the objectives of these agreements are: policy harmonization, transboundary natural resource management and coordination, the mainstreaming of environmental considerations into all sectors, effective monitoring of resources and climate change effects, and capacity-building exercises. In particular, SADC member states prioritized integrated water resource management, climate change mitigation and adaptation, and transboundary conservation management. A revised SADC Protocol on Shared Watercourses entered into force in 2003 and provides regional standards for transboundary water resources management calls for the promotion of sustainable, equitable and environmentally-sound management of water ecosystems.

In response to these climate change challenges, USAID/Southern Africa will improve transboundary water management in high priority shared river basins that are critical for both their water and biodiversity values, such as the Okavango and Limpopo River Basins. Technical support to river basin organizations and other relevant organizations will be coupled with training in water resources management, biodiversity conservation, and improved environmental governance. At the same time, activities will be undertaken to promote increased access to safe drinking water and sanitation services. Climate change may affect women and men differently due to existing inequalities in societal roles and access to resources, and it will be important to consult with gender experts to develop just, effective and efficient measures of climate protections. Activities under this IR will also be linked with activities under IR-1.3 to ensure a holistic approach to climate change issues.

How this differs from the 2004-2010 strategy:

- This strategy has combined what were previously the agriculture, trade, and environment strategic objectives under a single development objective because of the inherent interconnectedness of these technical areas. USAID/Southern Africa believes that regional growth will not be sustainable unless it factors in sound stewardship of natural resources and 'climate proofs' investments.
- While USAID/Southern Africa has supported regional trade hub work for several years, this new strategy incorporates lessons learned from previous work and refocuses the work of SATH by emphasizing agriculture. SATH has moved away from supporting individual companies to participate in trade shows (as a role that bilateral missions can fill) to a focus on regional value chains and policy reform. As food security is limited by the ability for countries with excess crop production to move those goods to areas of scarcity, the work of SATH will be essential to improving food security in the region.

- Until recently, the energy work conducted by USAID/Southern Africa was focused on facilitation of large-scale energy projects that were not necessarily climate friendly. USAID/Southern Africa is narrowing the focus of these energy projects to those that support clean energy. Additionally, while the energy work has traditionally been built into the Trade aspects of the Mission's work, they will now be integrated with the Climate Change work with secondary linkages to trade.
- Building upon a successful river basin management program in the Okavango River Basin, USAID/Southern Africa will expand its transboundary water management into other river basins, beginning with the Limpopo river basin.

Development Objective 2: Reduced impact of HIV/AIDS on the region

Improved health outcomes as defined by the MDGs are: reduced child mortality; improved maternal health; and decreased prevalence of malaria, HIV, and other diseases. Of these three MDGs, the most critical in the Southern Africa region is the third, as the region is the epicenter of the global HIV/AIDS epidemic, with a devastating impact on the social, economic, and political stability of the region. Nine countries in the world have seen life expectancies drop below 1970 levels – of these, six are in Southern Africa (DRC, Lesotho, South Africa, Swaziland, Zambia, and Zimbabwe). The other three are former Soviet nations. Driving this trend is the HIV/AIDS epidemic.[29] HIV/AIDS also has important repercussions on economic growth- a study by the Food and Agriculture Organization (FAO) determined that the 10 African countries most affected by HIV/AIDS, which are mostly located in Southern Africa, will have a 10-26% decline in agricultural workforce.

Development Rationale

The overall goal of USAID/Southern Africa is a more integrated region for an improved quality of life for southern Africans. Improving health outcomes for Southern Africans is a critical objective, without which this goal cannot be achieved. At its inception, USAID/Southern Africa's Regional HIV/AIDS Program (RHAP) was designed with the following considerations in mind to differentiate it from bilateral programs in the region and ensure complementarities to the work of those program: 1) implement programs that are better achieved at a regional level; 2) strengthen program quality in NPC and bilateral missions; and 3) fill any existing strategic gaps.

Given these considerations, certain areas of support and important target populations stand out. The region continues to be defined by its porous borders and the role of mobile populations with high-risk behaviors in spreading the HIV/AIDS epidemic. There are three specific and distinct populations that contribute to this spread: mobile populations (truck drivers, sex workers, traders), migrant populations (farm workers, miners, domestic workers, economic refugees), and people living in the border communities, including sex workers. Lessons learned from past programs (e.g., Corridors of Hope[30]) indicate that bilateral programs are better able to target interventions to reduce new infections among sending and receiving communities through activities such as behavior change communication. However, there is a need for interventions that are coordinated and consistent along *entire* corridors, and that target the populations that host country

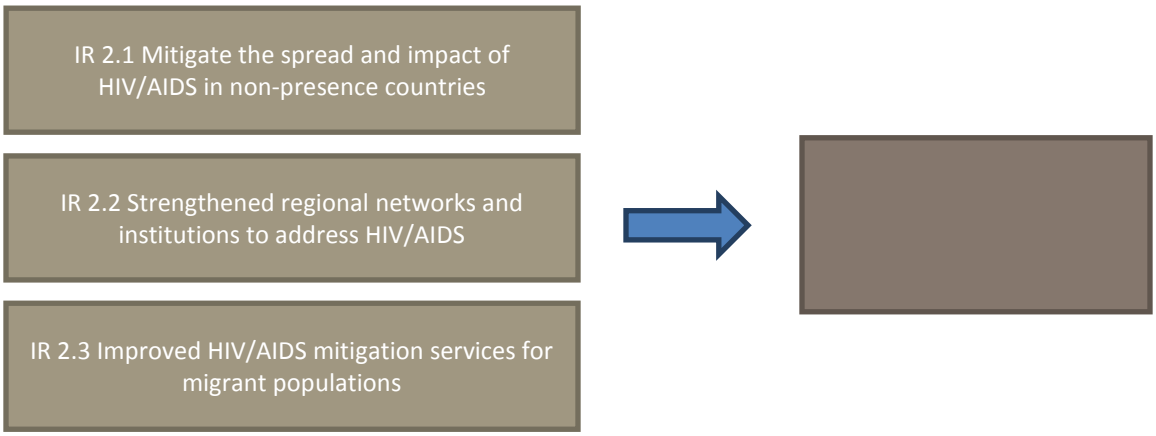
governments refuse to serve. USAID/Southern Africa can promote coordinated, consistent and holistic services that target these vulnerable populations and that integrate services provided by bilateral programs. Bilateral programs are often unwilling or unable to implement untested and unproven interventions. Under these circumstances, a regional program can pilot service-delivery interventions targeted at migrant populations, and if successful, transition ownership of a uniformly replicable program to bilateral missions that share borders.

Another important concern for these mobile populations is how they will be able to access treatment programs. Regional governmental institutions like SADC hold the key to influencing policies of member states in this regard, and to facilitating coordination between them. Building the capacity of SADC to achieve this objective is a key value-add of a regional program. While SADC has traditionally struggled to show results for donor funds, its HIV/AIDS unit has been able to demonstrate greater accountability to donors. Evidence of this is the 2010 Global Fund (GF) award.

In the region, there are also critical issues of sustainability and capacity building. In order to assure program continuity of major President's Emergency Plan for AIDS Relief (PEPFAR) investment in the region, strengthening regional capacity and institutions is essential. Southern Africa has the added advantage of being home to strong regional institutions that are already positioned to play a greatly increased role. These include professional associations, training institutions, media platforms, youth-serving organizations, faith-based networks, and palliative care associations to name but a few. There is a vibrant region-wide corporate sector, in some cases with strong ties to multinational corporations, which increasingly is recognizing the impact that HIV/AIDS is having on societies and their bottom line. Equally important are the institutions that facilitate appropriate policies across the region, such as SADC, the World Health Organization, and UNAIDS. These organizations have been partners for both the Centers for Disease Control and Prevention (CDC) and USAID on the regional level and have an increasingly important role to play as countries begin to deal with the highly complex issues related to region-wide availability of treatment. Given the nature of these institutions, it is logical that support and interface would come from a regional platform.

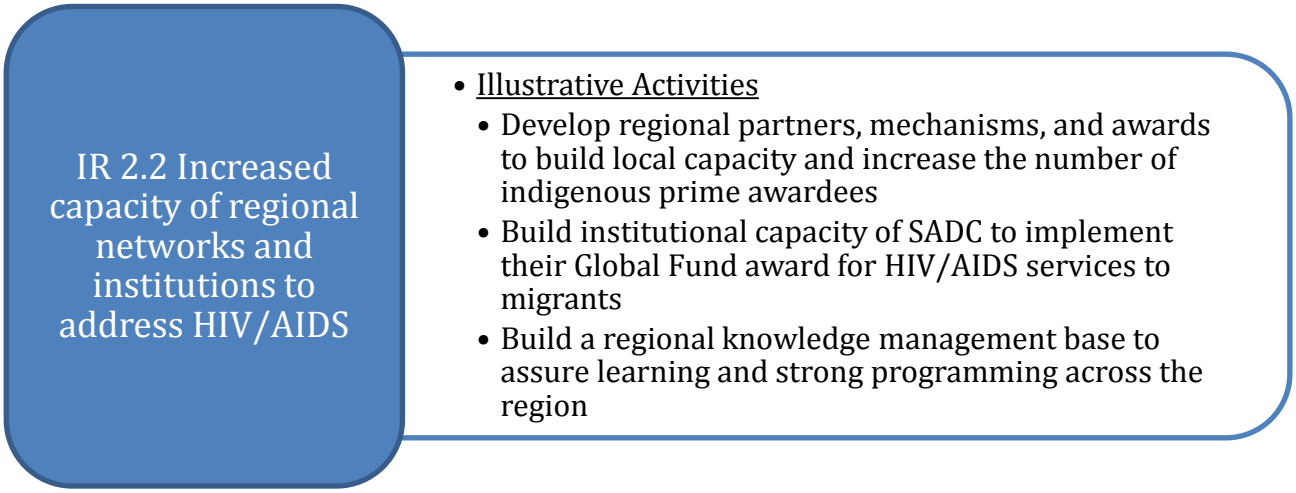
Also contributing to capacity building is the need to build and disseminate a quality information base to assure learning and strong programming across the region. There is a need for programs to understand and use standardized, regionally comparable data (epidemiological, monitoring, evaluation, surveillance, etc.) for programming and a need to strengthen communication across the region as a whole. RHAP has a comparative advantage in supporting information exchange, dissemination of lessons learned, inter- and cross-agency collaboration, and related facets of communication due to its regional viewpoint. This proactive pursuit of improved communication should go far to contribute to a more rapid and coordinated scale-up regionally. In addition a rich exchange of information will strengthen programs and capacity of local partners and bilateral missions.

Development Hypothesis
The three IRs to mitigate the spread and impact of HIV/AIDS in non-presence countries, strengthen regional networks and institutions to address HIV/AIDS, and improve HIV/AIDS mitigation services for migrant populations will ensure a reduced impact of HIV/AIDS by limiting the spread of HIV/AIDS, including among mobile or migrant populations throughout the Southern Africa region. This will promote a more integrated regional response to address the HIV/AIDS epidemic and lead to an improved quality of life for Southern Africans.



IR 2.1: Mitigate the spread and impact of HIV/AIDS in non-presence countries
The PEPFAR-specific work conducted by USAID in Botswana, Lesotho, and Swaziland directly links to the development goal of reducing the impact of HIV/AIDS on the region. These three USAID non-presence countries have some of the world's highest HIV/AIDS infection rates and consequently receive significant funding for HIV/AIDS prevention, care, and treatment. While these countries have previously hosted full USAID missions, USG policy moved the full mission to one of remote management of a limited in-country staff of personal service contractors and Foreign Service nationals. Significant levels of strategic planning are done at a country level and are represented through the five-year partnership frameworks between the USG and host country. These partnership frameworks closely examine the relationship between USG actors in country, the priorities of the host government, and the role of other donors in country. For more specific information on these programs, please refer to the country specific partnership framework and biyearly country operation plans. As discussed under SpO4, the Regional Mission provides oversight support and technical assistance to NPCs.

IR 2.2: Increased capacity of regional networks and institutions to address HIV/AIDS



USAID/Southern Africa will strengthen the ability of regional networks and institutions to manage regional HIV/AIDS programming. This work includes strengthening regional capacity of institutions, including professional associations, training institutions, youth-serving organizations, faith-based networks, palliative care associations, as well as institutions that facilitate regional policy decision making and it recognizes the importance of considering women's and gender-concerned networks of people living with HIV. Capacity building will be accomplished though the development of regional partners, mechanisms, and awards that not only build local capacity but also increase the number of indigenous prime awardees. This IR is aligned with President Obama's Global Health Initiative (GHI), which recognizes the importance of increased and integrated investments in HIV/AIDS, and strengthening health systems to save lives and achieve sustainable outcomes.

An example of such a program is RHAP's new Building Local Capacity (BLC) program that will build the institutional capacity of SADC, in collaboration with other development partners in the region (UNAIDS, SIDA, DfID). It will strengthen regional collaboration and coordination between SADC Member States on policy and implementation of the HIV/AIDS response, and specifically build the institutional capacity of SADC to implement its Global Fund award. The Global Fund award seeks to promote collaboration between member states to provide HIV-services to mobile and migrant populations, and also supports the actual delivery of such services in a limited number of locations. BLC will also strengthen the institutional capacity of regional HIV/AIDS networks and organizations through building their technical ability to deliver quality high quality services. This work will include building the capacity of regional trade and transportation groups and other regional institutions working to build the capacity of country-specific organizations in migration- and HIV-related issues. Ultimately, BLC will promote indigenization and sustainability by ensuring that these organizations are able to directly access USG and Global Fund funding in the future. As another example of support to local organizations,

RHAP will award an agreement to an indigenous regional organization (East Central and Southern Africa Health Community) to build the capacity of several SADC member states in human capacity development, and to increase their ability to train, recruit, and retain high quality health-care workers.

USAID/Southern Africa will also improve regional capacity by strengthening regional information exchange and dissemination of lessons learned. By building a regional knowledge management base, RHAP will assure learning and strong programming across the region. This knowledge management work will require collaboration with other partners to provide standardized, regionally comparable data (epidemiological, monitoring, evaluation, surveillance, etc.) for programming. Complementing the work of bilateral missions, USAID/Southern Africa is uniquely poised to develop a regional platform on issues impacting Southern Africa and proactively communicate about, and advocate for, these issues. This communication includes addressing opportunities in the region to develop and strengthen linkages with other regional partners and programs, optimizing collaboration with other USG agencies (i.e. CDC, Department of Defense, Peace Corps), and identifying programmatic synergies.

IR 2.3: Improved HIV/AIDS mitigation services for migrant populations

IR 2.3 Improved HIV/AIDS mitigation services for migrant populations

- Illustrative Activities
  - Build the capacity of regional organizations to deliver HIV/AIDS services to migrant populations
  - Pilot untested service delivery interventions for migrant populations

RHAP's direct service delivery activities will include pilot projects to establish proof-of-concept for untested interventions, before eventually transitioning them to bilateral missions. An example is addressing the need for reaching tuberculosis/HIV infected miners returning home to countries bordering South Africa with proper and timely treatment. While the number of miners discharged and repatriated due to health reasons is relatively small, the lack of proper treatment in their home communities and their unwillingness or inability to complete the treatment, has resulted in a high prevalence of multiple-drug resistant tuberculosis in countries such as Lesotho. If these pilot interventions show evidence of success, they can then be scaled up by other countries in the region.

Target Groups: Migrant and highly mobile groups such as truck drivers, sex workers, traders, farm workers, miners, domestics workers, economic refugees. Initial work with focus on migrants whose home base are the NPCs will potentially grow to overlap with the trade corridors where SATH is working.

How this differs from the 2004-2010 Strategy:

- RHAP has placed a strategic emphasis on making awards to indigenous organizations, including a milestone requirement that capacity building awards "graduate" a certain number of new partners.
- In recognizing the limitations of SADC as an organization and yet its crucial role in the region, USAID/Southern Africa has looked for opportunities to provide institutional capacity support to the organization. Through its work with the SADC HIV/AIDS Unit, USAID/Southern Africa will have an opportunity to directly supporting the institutional capacity of SADC.
- RHAP recognizes that the comparative advantage of a regional mission is not in service delivery at a local level. Through this new strategy, RHAP will move away from broad service delivery programs, with only a targeted emphasis on service delivery to mobile populations and migrant workers that focuses on entire corridors.

Development Objective 3: Improved Rule of Law and respect for Human Rights

Development Rationale

In Southern Africa, people with access to resources and those without are likely to experience "justice" in different ways. In many countries, especially those with high levels of corruption, the elite manipulate the law in their favor. In several countries in the region, there is an egregious lack of respect for human rights. Countries with serious human rights issues include Angola, DRC, Swaziland, Mozambique, and Zimbabwe, places where conflict and/or state oppression are characteristic of chronically unresponsive governments. Basic socio-economic rights (right to food, water and shelter) remain unrealized while broader lack of respect for human/political rights issues is evidenced through negative attitudes and violence towards people of certain ethnic groups (xenophobia), women, people in same sex relationships and people living with HIV/AIDS.

In terms of women's rights, Southern Africa has a long way to go to in terms of recognizing and respecting women as equal members of society. In Swaziland, for example, women did not have constitutionally recognized rights until 2006 and are still treated with widespread disregard. In South Africa, extremely high rates of gender based violence continue to plague social relations.[31] Even though many countries have signed the SADC Protocol on Gender and Development which states that countries must have a certain percentage of women in all decision-making positions in the public and private sectors by 2015, progress remains slow towards high-level gender participation in government and no country in the region is doing enough to protect women's rights on the ground. The South African Government is currently engaging with other countries in SADC on issues of gender justice. They are working with a regional network of governments on capacity building measures regarding gender based violence, inheritance issues and full recognition of women's rights in the constitution. These measures are important for furthering women's rights. Increasing the number of women in decision making positions might lead to greater support for women's rights, however, given that Southern Africa is composed of one party dominant states, greater political participation of women is sometimes cosmetic since the primary goal is to

entrench the ruling party. Examples include Swaziland where King Mswati III claimed to be adhering to the SADC Gender Protocol by handpicking a large percentage of women to sit in parliament who support traditional Swazi policies that hinder progress on women's issues.

In a limited resource environment, USAID/Southern Africa proposes a regional ROL/HR program that will promote ROL/HR issues by supporting regional judicial reform when and where possible, strengthening networks of legal and justice system actors to advance a more progressive ROL/HR culture in Southern Africa, and providing support to regional civil society organizations that advocate for and address human rights issues, particularly women's rights. On the supply side, the ROL/HR program will work through regional ROL organizations to encourage greater judicial independence and transparency in judicial decisions. On the demand side, the program will support regional legal and human rights organizations to engage in advocacy and strategic litigation on human rights issues.

In a 2008 regional democracy and governance (DG) assessment USAID commissioned, executive dominance was cited as the most serious impediment to the forward momentum towards open democratic societies. A lack of independence of judiciaries was cited as a key constraint to democratic consolidation in the region. With respect to ROL, there are significant weakness in the enforcement of protocols and pronouncements of SADC.

In April 2009, USAID's Office of Sustainable Development in the Africa Bureau commissioned an African Regional Rule of Law Status Review.[32] Overall, it highlights numerous challenges to the promotion of ROL/HR in Southern Africa. Throughout the region it finds that constitutional provisions designed to introduce checks on the powers of governmental branches have often been ignored or amended. In the case of Malawi, for example, a constitutional provision allowing citizen recall of elected members of parliament was removed by unanimous vote. In virtually every country examined in the review, the judiciary is the most neglected and the most under-funded of the three branches of government. In particular, public defender programs are extremely limited, as in the case of Botswana where state-supported indigent defense is limited to serious crimes or only murder cases. Furthermore, the study finds that clinical legal education programs which attempt to expand the coverage of the formal system to indigent populations are not widespread. One exception, it notes, is in South Africa at the University of Cape Town, where over 21 legal clinics associated with university training programs operate.

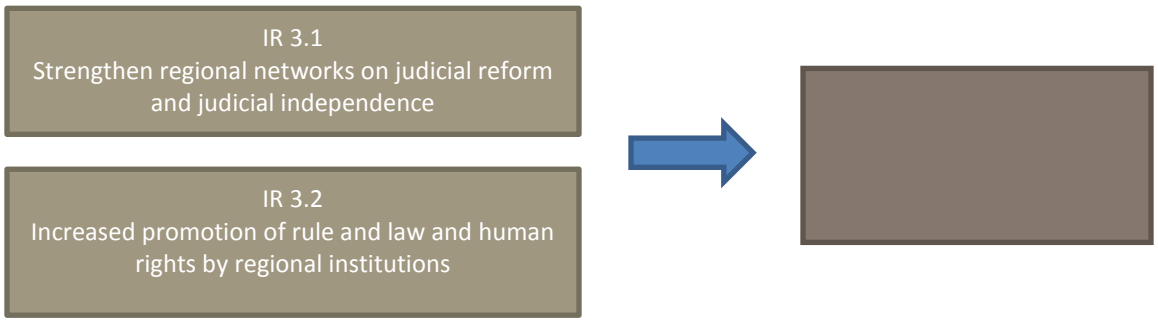
The review notes the growth of civil society across the region, and its ability to successfully advocate for strengthening ROL/HR. Some of the institutions cited included the International Commission of Jurists (ICJ) – a civil society organization focusing primarily on the independence and accountability of judges and lawyers as well as judicial reform- and the Southern African Judges Commission (SAJC) – an association of Chief Justices of the Southern African region established to facilitate closer cooperation and liaison among judges.

Finally, the review touches upon the current debate in the region on government and legal systems' roles in response to protecting the rights of those affected by HIV/AIDS, with particular focus on the vulnerable position of women with respect to their rights to own or inherit property.

After both the regional DG assessment and the regional ROL status review highlighted ROL/HR as a key area for potential programming, the USAID/Southern Africa DG Unit consulted widely with bilateral DG officers and missions in the region regarding regional priorities. From these in-depth discussions, a new regional ROL/HR program emerged based on the following premises:

- Several countries in the region cannot work on ROL/HR issues due to non-conducive bilateral political environments. A regional program that contemplates implementation through reputable, regional legal organizations such as SALC, the SADC Lawyers' Association, ICJ, and the Southern Africa Judges Forum can engage on ROL/HR issues in a less threatening and regionally coordinated manner. Bilateral missions that find it difficult to work on these issues concur with this approach including Zambia, Namibia, and Zimbabwe.
- Non-presence countries will also be the beneficiaries of this regional program since politically sensitive issues in those countries around ROL/HR issues can be addressed through a regional approach.
- The regional ROL program would also provide a mechanism for bilateral missions to engage on ROL/HR issues pertaining to their particular country.
- The regional ROL/HR program has the ability to provide regional peer pressure and provides domestic-level actors with the support and encouragement they need to pursue domestic judicial issues. The regional ROL/HR program will support peer networks and access to best practices from like-minded ROL/HR actors.
- Several donors are funding increased political participation of women in SADC including the European Union.

Development Hypothesis



USAID/Southern Africa seeks to encourage judicial reform and judicial independence by working through regional judicial forums. We will build on the important work that the South African Government is undertaking to reform its own judiciary and support this as a best practice in the region. Our programs will also increase the promotion of ROL/HR through regional civil society institutions who will engage in advocacy campaigns,

information sharing on key legal and human rights issues, reporting on human rights abuses and strategic litigation.

By partnering with regional institutions, USAID will support the development of relevant policy, legal, and legislative reforms to strengthen the legal infrastructure, provide platforms for debate around legal and democratic culture, and, in doing so, educate citizens on basic ROL/HR issues. Greater awareness of ROL/HR issues in Southern Africa can create stronger solidarity among progressive ROL actors and HR civil society organizations to work together in achieving more responsive governments. If regional networks focused on judicial reform and independence are strengthened while improved rule of law and increased respect for human rights are promoted by and through regional institutions, then rule of law and human rights issues will have greater social and political space in which to be addressed and resolved. Supporting the adherence to rule of law principles will improve the quality of life of Southern Africans by supporting a more transparent environment for conducting business and defending adequate checks and balances against executive dominance.

Geographic Focus*:* Initial human rights programs will target key states in the region where rule of law and human rights are at greatest risk. These include Swaziland, Lesotho, Malawi, Zambia and potentially the DRC and Zimbabwe (in a limited funding scenario).

IR 3.1: Strengthen regional networks on judicial reform and judicial independence

IR 3.1 ***Strengthen regional networks on judicial reform and judicial independence***

- Illustrative Activities
  - Training SADC judicial actors on judicial independence
  - Targeted research on Courts of Appeals processes in Lesotho, Swaziland, Botswana, and Namibia to highlight areas for improved judicial independence
  - Supporting regional judicial forums on judicial reform

Given the current situation with the SADC Tribunal, the ability of judges to decide on cases free from political interference is under attack in Southern Africa. While some courageous judges in the SADC Tribunal and throughout the region have demonstrated their commitment to the principles and practices of judicial independence, these judges need a regular, structured opportunity to discuss their experiences with like-minded peers from around the region.

The International Commission of Jurists convenes eminent judicial actors from the South African judiciary (former Chief Justice Pius Langa, etc.) to advise judicial actors on specific

issues affecting the independence of the judiciary.

The International Commission of Jurists is often called upon to advise judiciaries around the region on constitutional judicial matters. Their expertise and relationships can be an effective tool in pushing for regional standards on judicial independence. This organization will work with the following associations to address judicial reform:

1. The Southern Africa Judges Commission whose mission is to facilitate closer cooperation and liaison among judges, in particular, the Chief Justices in the region.
2. International Association of Women Judges which seeks to build a true "jurisprudence of equality" with programs underway in four Southern African nations.
3. The South African judiciary.

USAID programs will specifically target judicial actors in the region who are active in several countries. One judge for example is the Chief Justice in Swaziland, the President of the Court of Appeals in Lesotho (equal to the highest court in Lesotho) and a senior member of the High Court in Botswana. This program will seek to indigenize the high courts by providing training and other technical assistance to the development of a judiciary composed of nationals. This intervention will seek to strengthen the separation of powers in a region in which human rights and rule of law are under threat. Programs will provide an opportunity for dialogue among progressive judges that will help strengthen the resolve of individual judges and create a platform for ongoing exchanges among judges on how to defend judicial independence.

IR 3.2: Increased promotion of rule and law and human rights by regional networks and institutions

IR 3.2 Increased promotion of rule of law and human rights by regional networks and institutions

- Illustrative Activities
  - Support to regional legal organizations to engage in strategic litigation on human rights issues- particularly women's rights
  - Training regional legal actors on human rights litigation
  - Online publishing of judgments in Southern Africa.
  - Documentation of human rights abuses in the region related to strategic litigation.
  - Support the development of a Center of Human Rights at the Law School in Swaziland.

The 1992 SADC Treaty establishing SADC as the modern regional body made it clear that human rights were part of the regional integration agenda.[33] SADC established a regional

Tribunal in 2005, with its main objective as ensuring that member States are adhering to the provisions of the Treaty and other subsidiary instruments, and to uphold the main pillars of the Treaty. Article 17 (2) of the SADC Treaty ensures the independence of the Tribunal from member states and external actors.

Over the past five years, the SADC Tribunal has dealt with many challenges in maintaining its impartiality. The bulk of cases the SADC Tribunal has received are against the Republic of Zimbabwe's (GOZ) land reform program. The initial case in 2007, *Mike Campbell vs. the Government of Zimbabwe* argued that the GOZ action of forcibly evicting Mike Campbell from his farm was discriminatory and violated principles of international law. In cases that followed, 77 other farmers forcibly evicted from their land joined the argument against the GOZ. Despite pressure from the GOZ, the Tribunal consistently asserted its independence in dealing with these politically sensitive cases, and ruled in favor of the farmers.

Despite its consistent rulings against the GOZ's land reform program, the Tribunal lacks clear methods of enforcement. If the Tribunal is of the view that one party does not intend to comply with its decision, it reports the matter to the SADC Summit for 'appropriate action.'[34] Following the initial ruling in favor of *Mike Campbell vs. GOZ* (2007), two subsequent cases were filed by Mike Campbell against the GOZ for breach of judgment. Ultimately, in 2009 the GOZ argued that they were not bound by the *Campbell* decision in particular and by the SADC Tribunal in general.[35]

Decisions by Zimbabwe not to respect the Tribunal's findings on cases of farm seizures suggest a severe deterioration in governments' attitudes toward the rule of law. Indeed, in August 2010, at Zimbabwe's insistence, the SADC Secretariat has suspended the Tribunal and its mandate is currently under review. The suspension or curtailment of the SADC Tribunal would have devastating consequences to rule of law and human rights in Southern Africa. With no regional entity empowered to settle high-level legal disputes against or among nations or to uphold SADC Treaties, autocratic regimes would be left to settle these issues independently and, as precedence in Zimbabwe shows, would judge in favor of their own financial and political interests.

The SADC Tribunal argued that the principles of the SADC Treaty are its pillars and that destroying such pillars is tantamount to destroying the entire Treaty in itself. During this critical crossroads of the future of rule of law in Southern Africa, USAID/Southern Africa strongly recognizes the crucial role the SADC Tribunal plays in the region, and will support regional legal organizations including ICJ and SALC to conduct advocacy around the suspension and disbandment of the Tribunal. These advocacy campaigns will highlight the lack of respect for the SADC Treaty and other SADC pillars– in particular those relating to human rights.

An organized and engaged civil society that promotes the ROL/HR can mobilize demands for effective government action and ultimately force a response. Regional legal organizations and civil society groups play important roles in promoting ROL/HR by scrutinizing courts, collecting and sharing information, and conducting analyses. By

sharing information, expertise, and experiences, these organizations are also lobbying for the adoption of regional legal standards, and the creation of bodies to enforce or uphold those standards. The regional ROL/HR program will partner with many different NGOs based in South Africa that are imparting their knowledge and expertise throughout the region in order to reach the Mission's objectives. These will include:

1. Southern Africa Litigation Center: provides technical assistance to lawyers and law societies on legal cases around the region. Legal Resource Center: trains lawyers on human rights, land, inheritance, natural resource management and the interface of traditional law from around the region to engage in strategic litigation.
2. SAFLII: works through structures created in South Africa to document legal decisions and to use this structure to publish judgments and legal decisions from other countries to assist justice system actors in citing precedent.
3. Women in Law in Southern Africa- a chapter present in every country that focuses on women's rights issues. WLSA will be engaged when working on strategic litigation.
4. Law Societies in countries in Southern Africa such as the Federation of Women Lawyers in Lesotho who will assist or lead strategic litigation.

USAID/Southern Africa programs in this area will be implemented by regional civil society organizations, such as the ICJ and the Legal Resources Center (LRC). USAID will support LRC to establish a "Human Rights Institute", which will second human rights lawyers from around Southern Africa to participate in short courses focusing on key legal precedent regarding land rights, inheritance rights, natural resource management, gender based violence, human rights and women's rights drawing from international standards.

USAID will also work through ICJ to assist regional legal organizations such as the SADC Lawyers' Association on improving their strategic planning, with an emphasis on engaging more effectively with regional justice system actors on rule of law and human rights issues.

As many judicial bodies and legal actors in Southern Africa are not adequately trained in human rights law, civil society organizations share the duty to defend human rights and the rule of law. Civil society organizations and human rights defenders are the eyes and ears on the ground to report on the local human rights situation, and as such should be strengthened and supported to undertake credible and timely investigations, documentation, and reporting. USAID/Southern Africa will work with regional organizations such as ICJ and SALC to improve the ability of human rights defenders to report and share information and recommendations to associated legal teams and international partners, and also to the local authorities responsible for providing redress. USAID/Southern Africa will also support strategic research on larger human rights issues facing the region, including a review of the atmosphere of anti-impunity and women's rights in Swaziland.

Use of legal precedent is a strategic way to successfully litigate sensitive human rights abuse cases. In order to build legal precedent in the region, civil society must be empowered to offer legal assistance in strategic human rights cases, such as the Treatment Action Campaign (TAC). USAID/Southern Africa will provide technical assistance to civil society organizations such as SALC to enable them to take on cases of alleged human rights violations and/or protections issues. At present, SALC is supporting several strategic cases throughout the region: a case that challenges the abuse of the Suppression of Terrorism Act to harass and intimidate human rights defenders in Swaziland; a case dealing with mandatory sentencing (the death penalty) for a suspect accused of aggravated robbery in Zambia; and in Namibia a case surrounding several women who were forcibly sterilized after hospital staff determined they were HIV positive.

Treatment Action Campaign (TAC)
Strategic Litigation against AIDS Denialism

The TAC was launched in South Africa on December 10, 1998, International Human Rights Day. Zackie Achmat, whom The New Yorker calls "the most important dissident in the country since Nelson Mandela", joined with a group of ten other activists to found the group after anti-apartheid gay rights activist Simon Nkoli died from AIDS even as highly active antiretroviral therapy was available to wealthy South Africans. Shortly thereafter, prompted by the murder of HIV-positive activist Gugu Dlamini, HIV-positive and HIV-negative members of the new group began wearing the group's now-famous T-shirts with the words "HIV Positive" printed boldly in front, a strategy inspired by the apocryphal story of the Danish king wearing the yellow star marking Jews under Nazi occupation. Achmat also became famous for his pledge to not take antiretroviral medicines until all South Africans could obtain them. Following their legal victories, and facing continuing refusal by the government to make antiretrovirals available, TAC began a campaign for universal access to AIDS treatment through the public health system. Antiretroviral access is now official policy in most countries in Southern Africa.

Much of the litigation that occurs in the region remains in hard copy and thus is not easily assessable to those in the legal profession or the broader public. This weakens the ability of lawyers to access litigation and legal precedent which could have a crucial impact on the outcome of their cases and also sheds publicizes judge's reasoning to keep rulings more transparent. USAID/Southern Africa will support organizations throughout the region that makes legal information widely available. As an example, the Southern African Legal Information Institute (SAFLII) has sought to make legal materials from some Southern and Eastern African countries available online for free. Support for this program will strengthen linkages between legal organizations through knowledge sharing and networking, and will assist in the collection and distribution of precedent setting, strategic litigation in human rights abuse cases across the region.

Cross-Sectoral Linkages

Successes in USAID/Southern Africa's ROL/HR work can be leveraged to improve outcomes in other USAID/Southern Africa target sectors:

HIV/AIDS: Rule of law and human rights abuses, in particular relating to gender inequality, gender-based violence, and discrimination of vulnerable populations such as migrants are key factors that have been noted to be contributing to the spread of the HIV/AIDS epidemic in Southern Africa. An atmosphere of rule of law is critical in providing confidence that governments will enforce regulations and adjudicate disputes relating to health care service provision and resource management. USAID/Southern Africa's ROL/HR work will provide training and technical assistance to judicial actors in the region that will encourage them to develop into impartial and independent judiciaries that are able to hold governments accountable. The program will also provide technical assistance to civil society organizations that will help the sector better serve a watchdog and advocate role in pursuit of protection of human rights, equality of health service provision, as well as enabling participation in government health policy reform. These activities serve as a direct link to USAID's programming on migrant populations and to the broader goal of reducing the impact of HIV/AIDS in the region.

Food Security and Climate Change: A prominent input into food security is rule of law as pertains to land policy. Many individuals lack legal rights to land, making the future of food production for themselves and their families unpredictable. Lack of land tenure, circuitous government mechanisms to secure land rights in desirable locations, and improving the enforcement of contracts are key issues that prohibit food security in Southern Africa. The regional Rule of Law and Human Rights Program can address these issues by supporting regional organizations to engage in strategic litigation on land tenure and land rights issues that support the SADC Protocol on Climate Change and transboundary water management.

How this differs from 2004-2010 Strategy:

- From 2002-2010 USAID/Southern Africa's regional democracy and governance portfolio concentrated on Political Competition and Consensus Building activities. Through a nine-year partnership with the Southern African Development Community – Parliamentary Forum (SADC-PF), USAID supported the development of SADC-PF norms and standards on elections and sponsored 200 regional parliamentarians to observe over 11 national and parliamentary elections in SADC. At the program's inception, many countries in the region were emerging from decades of internal conflict and/or state sponsored oppression, elections were peace-building mechanisms. With the exception of Angola, DRC, Swaziland and Zimbabwe, many governments in the region now hold regular elections, allow international observer missions to monitor their elections and have electoral legislation. While regular elections are far from sufficient to demonstrate a commitment to democratic governance, after this sustained intervention, USAID/Southern Africa has decided to fund programs in the ROL/HR sector to increase pressure on governments to adopt internal structures that will protect the basic tenets of democracy entrenched in constitutional law.
- Given that expected funding for democracy and governance programming is expected to be limited (around $2.5 million a year), USAID/Southern Africa made a concerted effort to invest in the DG sector in a manner that would also support the

other development objectives of the Mission. While the development goal of improved rule of law and respect for human rights is not in and of itself a cross cutting goal, the work in the ROL/HR sectors will have significant cross cutting impacts.

Special Objective 4: Effectively Support USAID Missions and Programs

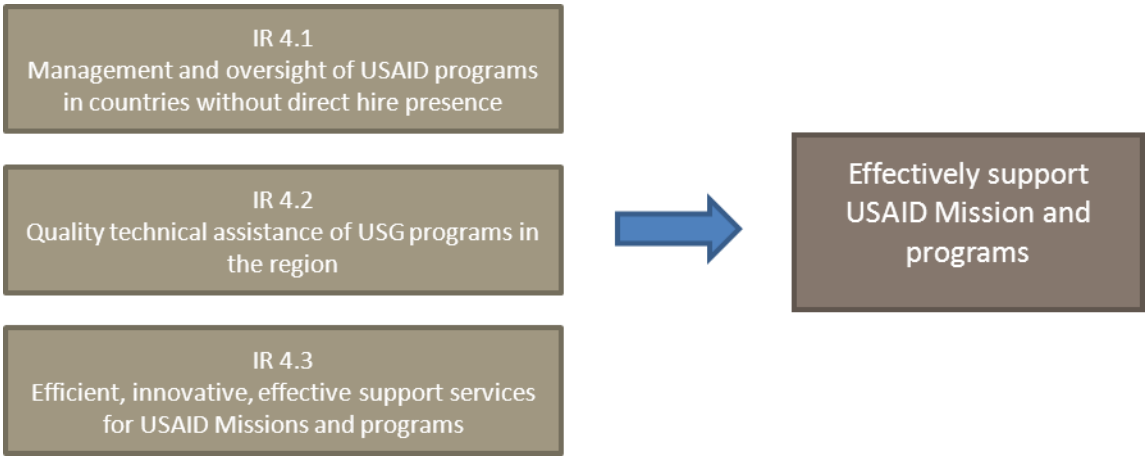
This special objective covers the work that we provide to USAID missions and programs through various forms of assistance ranging from management oversight of non-presence programs, legal, executive office, financial management, and contractual support, and a variety of technical assistance in program design and implementation. USAID/Southern Africa is able to provide economies of scale in providing technical and support assistance to other missions and programs in the region. Given current budget scenarios it is probably not realistic to assume that each mission can have a full cadre of development staff needed to achieve the goals of that mission. In addition, some positions do not make sense to have at each mission such as an initial environmental examination (IEE) expert, climate change advisor, or Development Credit Authority (DCA) expertise. Support and technical services will have to be provided from a regional platform for practical and cost saving purposes. For example, currently Angola and Namibia share an Executive Office (EXO) staff member who is based out of Pretoria.

The current and projected needs of the bilateral presence and non-presence missions in the region are outlined in the following table:

Country	Benefit from Regional Programs	Non-Presence Country	Regional Services				Technical Assistance
			Legal	Financial	Acquisition and Assistance	Executive Office	
Angola	✓			✓	✓	✓	IEE DCA Env.
Botswana	✓	✓	✓	✓	✓	✓	IEE DG
Lesotho	✓	✓	✓	✓	✓	✓	IEE DG DCA
Madagascar/ Comoros			✓	✓	✓	✓	IEE Env.
Malawi	✓		✓		✓		IEE Env.
Mauritius/ Seychelles	✓		USAID/Southern Africa based programs				
Mozambique	✓			✓			IEE DCA Env.
Namibia	✓		✓	✓	✓	✓	IEE

							DG Env.
South Africa	As USAID/Southern Africa Bilateral						
Swaziland	✓	✓	✓	✓	✓	✓	IEE DG
Zambia	✓		✓				IEE DCA Env.
Zimbabwe			✓	✓	✓		IEE

Development Hypothesis



IR 4.1Management and oversight of USAID program in countries without direct hire personnel

The USAID-managed PEPFAR programs in Botswana, Swaziland, and Lesotho require significant virtual and presence support from the USAID/Southern Africa. These programs require the same level of management, financial, and programmatic oversight as our other regional programs- ranging from assistance in producing activity approval documents, conducting IEEs, making payments, or awarding contracts. This requires additional staff to manage the additional almost $80 million in funding coming through non-presence mechanisms. Although much of the work can be done virtually, there are still costs associated with travel to provide support, oversight, and training of non-presence country staff. With limited (non-USDH) presence in these countries, there are significant challenges, both in the interagency (given CDC's in-country presence) and with other donors and partners who do not know the appropriate level of representation.

USAID/Southern Africa has taken some steps to mitigate these challenges and over the course of this strategy will continue to further define the authorities provided to USAID PEPFAR Country Directors (Personal Service Contractors (PSC) working for USAID) in each of the respective countries.

IR 4.2 Quality technical assistance of USG programs in the region

Southern Africa has commonly had a base of regional technical experts upon whom the bilateral missions can rely for sound technical advice and assistance with program design and management. There are different modalities to providing technical assistance in the region, with some work being virtual as part of an extended team that provides expert advice from afar and other work being done in country through Temporary Duty (TDY) assignments. In addition to the cost savings of providing expertise from a regional base, staff develop an expertise in the region, have more in-depth and ongoing understanding of programs in other countries, and can provide more topical advice than other mechanisms for technical assistance. Regional experts also facilitate knowledge management in the region by having a regional perspective on best practices and lessons learned. Located in a regional transportation hub, USAID/Southern Africa is also well placed to fill a convoking role on topics of regional importance, such as Feed the Future.

As a prime example of technical assistance provided by USAID/Southern Africa, the Regional HIV/AIDS Program was designed with a significant technical assistance role as bilateral missions throughout the region were faced with huge increases in PEPFAR funding and a lag in hiring staff to manage those funds. RHAP is now targeting their assistance based on feedback from bilateral missions providing country support for three critical areas of focus: Prevention, Human Capacity Development/Health System Strengthening, and Vulnerable Children. The regional program also shares best practices to improve the quality of USG programming across the region by utilizing best in class knowledge management systems, strengthening access/use of information, and facilitating communication and coordination. Lastly, RHAP is poised to identify opportunities to leverage outside resources to address unmet needs.

The needs of USAID missions are not always consistent, and therefore some level of flexibility needs to be built into the system of support. For example, in 2004 when the previous USAID/Southern Africa strategy was drafted, there was no way of anticipating the Feed the Future Initiative would require staffing in the areas of agriculture and nutrition. Through engagement with the bilateral missions on their needs for technical assistance, they have indicated that the highest priorities for current technical assistance are for environment/climate change, democracy and governance, and Feed the Future areas, as well as regional coordination on specific issues such as rule of law and trade. Given the low levels of funding USAID/Southern Africa is expected to receive in the agriculture sector, the Mission will not likely have funding for technical assistance in this area.

Given the chronic staffing shortages, travel needs, and gaps in filling positions due to language training, many bilateral missions have requested staff to help temporarily fill vacant positions. As one Mission Director stated "if there is surge capacity we could benefit from any and all sectors." Provision of surge support to the region requires some level of additional staff in order to not negatively impact the regional programs that require staff management. Given the large cadre of mid- and junior-level staff from the Development Leadership Initiative (commonly referred to as DLIs) based out of USAID/Southern Africa,

there is the potential for increased technical surge capacity and assistance from new officers, but this may not be appropriate in all circumstances.

IR 4.3 Efficient, innovative, effective support services for USAID Mission and programs

An unwavering need of bilateral missions is the core support services needed to conduct business, including regional legal advice, financial management services, acquisition and assistance expertise, and executive office support. In addition, the Regional Mission provides advice on environmental compliance and Monitoring and Evaluation (M&E) policies. The Regional Program and Project Development Office offers assistance to the NPCs in the development of Operational Plans, Performance Plans and Reports, and Mission Strategic Resource Plans as needed. USAID/Southern Africa has not been involved in providing project development advice outside of the technical assistance support, but this was highlighted as an area of need by bilateral missions. The surge capacity issues previously mentioned are of critical importance in support services. Bilateral missions indicated a strong preference for surge staffing in the areas of financial management, executive office, acquisition and assistance, and program development staff. M&E was another area of significant need from bilateral missions.

In support of USAID Forward's talent management goals, USAID/Southern Africa is a training hub for the region. Not only does it serve as a central location to host trainings offered by Washington, but the Mission serves as a hub for DLI placement and offers rotations to DLIs from throughout the region to rotate through offices that are not present at their posts.

While the M&E policies will be spelled out in more detail in the subsequent Monitoring and Evaluation section of this strategy, USAID/Southern Africa will provide a mechanism available to all client missions to hire local firms for contracting evaluations. Linked to the new Evaluation Policy that will require significant levels of effort and funding for evaluations, this mechanism and advice from the Monitoring and Evaluation Specialist at post will foster an ease of doing M&E business throughout the region. The Mission will consider other areas of need from bilateral missions in providing contacting mechanisms to achieve critical program and strategic design work. One example would be a roster of South African firms that can provide gender analysis throughout the region.

How this differs from the 2004-2010 strategy:

- RHAP has narrowed the HIV/AIDS program technical support areas to prevention, human capacity development/health system strengthening, and vulnerable children, as these are the areas with the greatest need for regional technical assistance and regional programming. This is based on consultations with missions in the region.
- The Mission has added the technical assistance of a Development Credit Authority Advisor to the list of services provided to the region.
- Consistent with USAID Forward, USAID/Southern Africa is placing a greater emphasis on M&E services to the region.

USAID Forward

USAID Forward Principle	USAID/Southern Africa's Approach
Implementation and Procurement Reform	USAID/Southern Africa has made a significant shift to focus more resources on direct partnerships with local civil society groups and this trend is expected to continue through the work of the Local Capacity Development team at post. South Africa, in particular, has a number of universities, civil society organizations, and research institutions that are already delivering support and promoting leadership in the region. These organizations will be utilized in accomplishing all three development objectives. ECSA is negotiating new Assistance Agreement w/USAID/SA for regional health care advice. It is an intergovernmental organization/public entity that will serve as a local implementer for RHAP. Fixed price contracts will be used for evaluations.
Talent Management	USAID/Southern Africa is a regional hub for DLI training, provides rotational opportunities for DLIs in the region, and will host over 20 DLIs this year.
Monitoring and Evaluation (M&E)	M&E technical support will be provided regionally as needed. The Mission has created an implementation plan for the new USAID Evaluation policy that includes that development of a local indefinite quantity contract (IQC) for evaluations.
Rebuilding Policy Capacity	The feedback loop related to monitoring and evaluation will be explicit in program design. Additionally, the Mission will establish policy-driven partnerships with donors, think tanks and others important stakeholders with South African institutions.
Budget management	As reflected in this strategy, linkages between budget and expected outcomes will be explicit.
Innovation	Specific research in the agriculture and climate change areas will be evaluated for significant and proven cost savings or cost effectiveness gains, compared to standard development practices.
Science and Technology	South Africa's analytical capacity will be particularly relevant, as SADC member-states have endorsed their leadership in a regional science and technology agenda, with a particular focus on climate change. Activities that promote increased South-South exchanges

	and leveraging South African local expertise are a critical aspect of DO1 to increase sustainable economic growth, most particularly in the areas of agriculture and climate change. The HIV/AIDS and ROL/HR program strongly encourages the use of technology in reaching its objectives, particularly as they relate to knowledge management. For example, the SAFLII initiative to build an online portal of litigation in the region represents one way in which technology is being used to enhance information sharing, advocacy, and networking among legal actors in Southern Africa.

Monitoring and Evaluation

M&E will be conducted throughout the life cycle of the development objectives. In line with the new evaluation policy and project design best practices, continuing streams of M&E data and feedback will add value at every stage of implementation, from design through close-out. Performance monitoring, evaluations, and special studies will be conducted at the DO, IR, and program levels to complement routine performance monitoring efforts with more rigorous, in-depth analysis on topics of special interest. Where necessary, interagency and regional evaluations will be considered where USAID collaborates with other donors. Inclusion of SADC and other key regional stakeholders in the definition of these analyses will be essential for regional learning.

USAID/Southern Africa will conduct baseline studies for DO and IR level indicators to measure the initial conditions being addressed. These baselines and appropriate targets will be reflected in the Mission and DO-level Performance Management Plans (PMPs) developed after approval of this strategy. Baseline studies, indicators and targets will be sex-disaggregated, where possible, and efforts will be made to include measuring gender-specific changes. The process of developing PMPs will include a review of initial targets set with the recognition that many outcomes are long-term, complex, and not quickly achieved.

The challenges of measuring regional programs that are policy, research, and capacity based add additional complexity to this task. While policy and research can have significant long term daily impacts on individuals, they can be hard to quantify in the short term. Reporting on the years of research conducted by Norman Borlaug was not nearly as sexy as tallying the millions of lives his research saved. Policy and research improvements on a regional level tend to have challenges of attribution in terms of long-term quantitative impacts. USAID/Southern Africa will mitigate these challenges to the extent possible, but will also have to consider short-term outcome measures as evidence-based proxies for impact.

USAID/Southern Africa has developed an implementation plan for the new USAID Evaluation Policy that will directly impact the manner in which this strategy will be measured. Of key note, the Mission has already begun the process of establishing an IQC of local firms to conduct evaluations. This new mechanism is in keeping with the Mission's theme of utilizing and supporting the already strong local organizations and will be available to other bilateral missions.

The following tables list planned evaluations, assessments and program monitoring for the Dos with illustrative examples for performance indicators, baselines and targets:

Goal: A more integrated region for an improved quality of life for Southern Africans					
Evaluation Subject	Timing	Key Research Questions	Performance Indicator	Baseline	Target
Regional poverty	At the end of RDCS	Impact on poverty reduction	% Change in poverty rate across the region	Increase in regional poverty rate over last 10 years	Limit increase
Regional prevalence of HIV/AIDS	At the end of RDCS	Impact on HIV/AIDS prevalence	% Change in HIV/AIDS prevalence across the region	Increase of 31% of PLWHA from previous decade	Limit increase

DO1: Increased sustainable Economic growth in targeted areas					
Evaluation Subject	Timing	Key Research Questions	Performance Indicator	Baseline	Target
DO Level					
Economic growth in targeted areas	Throughout the RDCS	Changes in economic growth sustained	USD value of international exports or intra-regional trade		
IR Level					
1.1 Agriculture Productivity	Regional coverage with data for target regions. Midpoint of RCDS Regional survey every year	Impact on poverty reduction and inclusion Dimensions of Agricultural production	Number of people trained in the areas of agricultural productivity and food security	0	1500
1.2 Agricultural Trade in the region and beyond	Regional survey every year	Dimension of Agricultural trade	Percent change in the value and volume of intra-regional Trade in targeted	12%*	15%

* 2008 Data, source April 2011 World Bank Policy Research Working Paper

			agricultural commodities		
1.3 Integration of climate change into policy and decision making	Data for targeted areas. Midpoint of the RCDC	Testing development hypothesis and best approaches	Number of people trained in climate adaptation strategies		780
1.4 Management of transboundary natural resources	Targeted areas. Mid-point of the RCDS	Testing development hypothesis and best approaches	Number of hectares under improved natural resource management as a result of USG assistance	0.05	4.320

DO2: Reduced impact of HIV/AIDS on the region					
Evaluation Subject	Timing	Key Research Questions	Performance Indicator	Baseline	Target
DO Level					
Impact of HIV/AIDS on the region	Throughout the RDCS	Impact of HIV/AIDS on the region	Life expectancy in the 10 countries in the region	50 years (FY09)	58 years (FY15)
IR Level					
2.1 Spread of and impact of HIV/AIDS in non-presence countries	Regional coverage with data for target countries.	Impact on HIV prevention in non-presence countries Dimensions of prevention strategies	Number of organizations provided with technical assistance for HIV-related institutional capacity building	30 (FY10)	50 (FY15)
2.2 Regional networks and institutions to address HIV/AIDS	USG target areas. Every year	TA provided and utility	Number of activities focusing on regional dissemination of best practices and lessons	8 (FY10)	40 (FY15)

			learned		
2.3 HIV/AIDS mitigation services for migrant populations	Regional coverage with data for target countries	Prevalence and of regional migration	Number of migrants who received Testing and Counseling (T&C) services for HIV and received their test results	tbd	8,000 (FY15)

DO 3: Improved Rule of Law and respect for human rights					
Evaluation Subject	Timing	Key Research Questions	Performance Indicator	Baseline	Target
DO Level					
Rule of law and respect for human rights	Throughout the RDCS	Impact of program on Human Rights protection in the region Impact of interventions regarding judicial independence	Increase in number of human rights cases heard resulting in legal precedent Increase in judiciaries engaged in reform processes	Survey of current HR cases regionally Survey of current judicial structures regionally	25 3 – this is a highly political issue
IR Level					
3.1 Judicial reform and judicial independence within regional networks	Midpoint of the RDCS	Impact of interventions on reforms and independency of judiciary. Measurements of judicial reform and judicial independence gleaned from examining judgments.	Number of strategic plans for justice sector reform adopted with USG assistance Number of justice sector personnel that received USG training OR	3 countries 100 judges from around SADC via ICJ forums	Project has not provided data yet- in FY 2012

			Number of judges trained with USG assistance Number of laws, regulations and procedures related to judicial independence supported with USG assistance	3 countries	
3.2 Rule of law and human rights evaluations	Throughout the RDCS	Public perceptions on rule of law and human rights. Human rights issues increasing or decreasing. Strategic litigation on HR issues achieved.	Number of legal institutions and associations supported by USG Number of Human Rights NGOs receiving USG support Number of public advocacy campaigns on human rights supported by USG Number of legal aid groups and law clinics assisted by	10 legal orgs 10 HR orgs 20 5 legal aid orgs	Project has not provided data yet- in FY 2012

Annexes

Annex 1: Summary of Priorities of SADC Member States USG Chief of Mission and USAID Mission Directors

Country	USG Chief of Mission	USAID Mission Director
Angola	• Economic Diversification • Increased Partnerships with South Africa • Increased Capacity	• Trade
Botswana	• Economic Diversification • Energy • Agriculture • Security	Non-presence Country
DRC	• Transportation • Energy • Food Security	Supported by East Africa
Lesotho	• Economic Diversification • Trade • Feed the Future	Non-presence Country
Madagascar	Don't see themselves as part of Africa	Supported by East Africa programmatically
Malawi	• Power • Transportation • Food Security	• Increased trade • Improved food security • Climate change
Mauritius/ Seychelles	• Food Security • Global Climate Change • Clean Energy • Foreign Direct Investment	Only receives a very small amount of funding
Mozambique	• Infrastructure • Food Security • Transport Corridors • Energy	• Increased trade, particularly if it included tourism
Namibia	• Economic Integration • Energy	• Climate change
South Africa	• Role of South Africa in the region • Economic Integration	Integrated with USAID/Southern Africa
Swaziland	• Economic Integration	Non-presence Country
Tanzania	• Food Security • Economic Integration • Energy • Infrastructure • Land and water issues	Supported by East Africa
Zambia	• Economic Integration (tourism of particular interest)	• Improved food security • Health

	• Food Security • Global Health (being less stove piped) • Global Climate Change	• Climate change • Sharing of best practices between local institutions
Zimbabwe	• Security	• Improved food security • Health

Annex 2: Other Actors and Aid Effectiveness

Other Actors

Several other USG agencies and departments are working on regional development challenges. USAID/Southern Africa coordinates closely to ensure that there is no overlap of work and more specifically to leverage the funding of each agency to maximize the USG investment on a regional scale. Additionally, SADC has a framework for regional donor coordination through which USAID/Southern Africa organizes its donor coordination work.

U.S. Department of Agriculture (USDA):
The USDA provides critical advisory and capacity building services to regional counterparts under a USDA PASA, working as part of and funded by the USAID/Southern Africa regional program, on Sanitary and Phytosanitary Standards (SPS) and aflatoxin controls, in synergy with the agricultural standard harmonization work implemented by the SATH. In addition, USAID's efforts to partner with South African and regional agribusiness depend heavily on guidance and industry contacts that have long been fostered by USDA staff. A number of new Global Development Alliances/Public Private Partnership efforts to be launched with South African agribusiness will be guided by this close working relationship. USDA will help with candidate selection and possible utilization of the Cochrane and Borlaug programs to support FTF-related training activities. USAID/Southern Africa will also leverage tailored technical assistance and training programs in climate change science, rangeland and fire management, and protected area management that is provided through USDA's Forest Service.

Department of State (DOS):
The Public Diplomacy Sections of U.S. Embassies in the region will elaborate key messages on the main themes and objectives of this strategy. The U.S. Embassy in Gaborone, given their regional diplomatic role, will play a lead role in preparing and disseminating messaging to other Embassies, drawing heavily from SATH's communication strategy. U.S. Ambassadors in the region, as part of their diplomatic outreach campaign to inform and lobby for the changes that host governments and SADC need to make to achieve the results sought by this strategy, will highlight key messages for the use as appropriate. An example of key messages is to communicate the benefits of biotechnology and science-based biosafety regulations in addressing food security. Other examples of key messages are advocacy by top U.S. diplomats for the reforms needed to increase regional trade, and providing advice on, and encouragement for, the adoption of key reforms needed to boost food security. In the case of climate change, DOS leadership within the United Nations Framework Convention for Climate Change and decisions about capacity building resources for North-South exchange will be critical for rapid advancement in the region. Leadership in other multi-lateral conventions, including the Convention on International Trade in Endangered Species, will also create a positive enabling environment for the transboundary management of these resources.

USAID's Office of Disaster Assistance (OFDA) and Food for Peace (FFP):
The work of the regional offices of the OFDA and FFP are particularly relevant to the development objective of increased sustainable economic growth. Given that the SADC Region experiences periodic droughts and other natural disasters that require humanitarian assistance, the work of these offices is important and relevant to this regional strategy. Natural disasters, preparedness for those disasters, and capacity building to predict and understand are included in regional OFDA funding, particularly as it relates to extreme weather events that are likely to be exacerbated by climate change. Given all the work OFDA has been doing in the region for some years to lift people out of chronic food insecurity conditions, there will be a need to coordinate OFDA's work, as appropriate, with the implementation of this strategy. OFDA has also contributed significant resources to Disaster Risk Reduction activities that, inter alia, aim to reduce the vulnerability of households and communities and increase their resiliency against the occurrence of poor harvests. OFDA has placed a special emphasis on supporting conservation agriculture activities that increase significantly crop yields and take into account anticipated climate changes. The lessons learned by OFDA over many years of work in this area are relevant to this strategy.

Collaboration with FFP's emergency and non-emergency food security programs in the region is also envisioned, particularly as related to food security and nutrition. In FY 2010, FFP had non-emergency food security development programs in six countries in the region: DRC, Madagascar, Mozambique, Malawi, Tanzania, and Zambia at a total value of $81.3 million. Of particular interest to the Southern Africa regional strategy is the work FFP is supporting in the areas of maternal and child health and nutrition under its five-year Multi-Year Assistance Programs, which support the food security and health objectives of the strategy. All these FFP programs will be taken into account when trying to capture all of USAID's efforts to improve food security in the region.

Also closely aligned with the work of OFDA and FFP is the work of the USAID-funded Famine Early Warning System Network (FEWSNET), which has a regional representative, based in Pretoria, and country representatives in Malawi, Mozambique, Tanzania, Zambia and Zimbabwe. The work of this long-standing network is invaluable to following food security conditions and prospects in the region. Its ongoing work with monitoring agro-climatic conditions, market prices, and livelihood situations of vulnerable households will be a value source of information as this strategy is implemented. USAID/Southern Africa also sees an increased role for FEWSNET in the future of keeping USAID missions informed of climate change forecasts, country nutritional levels, and to make increasingly efforts to provide essential agricultural information to farmers.

Office of the Global AIDS Coordinator (OGAC) and CDC:
USAID/Southern Africa collaborates with OGAC and CDC in the fulfillment of its regional HIV/AIDS objectives. In particular, USAID works with the OGAC-based SAPI to coordinate and manage regional programming. At the non-presence country level, CDC, and DOD are key components of PEPFAR programs and contribute to key decision making.

International Donor Partners:
SADC determined its collaboration with donors (referred to as International Cooperating Partners - ICPs) with the main aim of forming a partnership to support the implementation of SADC's RISDP. The EC office in Gaborone plays a lead role in representing ICPs by working with the SADC's Secretariat's Unit for Policy and Strategic Planning. There is also a core group, composed by key regional ICPs that have a presence in Gaborone and Pretoria, South Africa, which meets as appropriate and needed with the SADC Secretariat. USAID is a core member of this overall ICP group that meets as needed.

Donor groups have been organized along thematic lines; therefore, for each key sector there is a lead ICP chairing in collaboration with the SADC Directorates as co-chair. These lead ICPs are responsible for calling regular meetings of all ICP working in the respective thematic areas. USAID participates in the below ICP working groups:

- Agriculture and Food Security led by DFID and FAO
- Energy led by Norway
- HIV/AIDS led by SIDA
- Institutional Strengthening and Capacity Development led by EC
- Natural Resources and Environment led by FAO
- Trade, Industry, Finance and Investment led by EC
- Transport led by DFID
- Water led by Germany

Donor coordination on a regional scale is complicated by geography and definition. Some of the donors with truly regional work are based in Botswana, while others are based in South Africa. Donors also define their regional work differently. Some donors consider non-presence bilateral work as regional work, while others consider regional work as only work that truly crosses borders. These differing approaches can complicate attempts to determining donor level of effort on a regional scale.

In terms of Rule of Law and Human rights, there are several areas where international donors are working in the region:

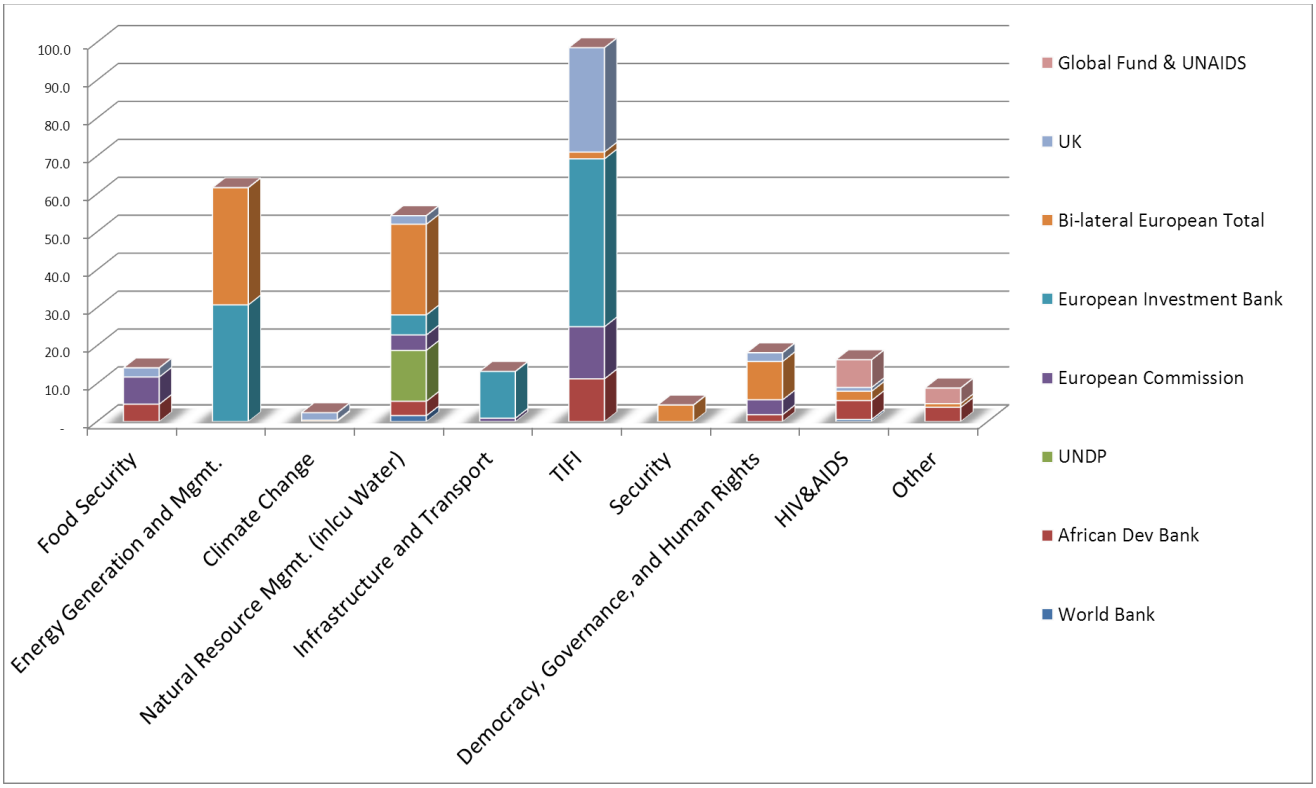
- GTZ and the Open Society Institute for Southern Africa funded the SADC Tribunal to develop their five year strategic plan. These are the only known donors for assisting the SADC Tribunal and this assistance has now ended.
- On regional Rule of Law and Human Rights funding, the Open Society Institute for Southern Africa provides legal and other types of assistance to help human rights defenders get to safe and secure environments and assistance in monitoring human rights issues.
- The Swedish International Development Agency based out of Lusaka works on democracy and governance issues in Southern Africa but they do not focus their interventions on rule of law and human rights issues.
- The Ford Foundation provides funding for rule of law efforts and is one of the primary donors to the International Commission of Jurists, the SADC Lawyers' Association and the Legal Resource Center. Ford Foundation grants are for core funding (operating expenses) with limited special project assistance.

- The Regional Rule of Law and Human Rights program is currently working with several regional organizations to implement programs through sub-granting agreements. Other donors' interventions are known since funding sources and project portfolios for implementers are discussed and must show complementarity in overall programming.

The following tables provide an overview of other donors' programs in the region.

Approximate annual program budgets (in millions of $US):

	WB	AfDB	UNDP	EC	EIB	Denmark	Germany	Netherlands	Norway	Sweden	UK	Global Fund	TOTAL
Food Security	-	4.6	-	7.2	-	-	-	-	-		2.4	-	14.2
Energy Generation and Mgmt.	-	-	-	-	30.8	-	-	-	30.9	-	-	-	61.7
Climate Change	-	-	-	-	-	-	1.2	-	-	-	2.0	-	3.2
Natural Resource Mgmt. (inlcu Water)	1.6	3.8	13.4	4.1	5.3	1.2	3.5	0.4	-	5.2	2.3	-	40.8
Infrastructure and Transport	-		-	0.9	12.3	-	-	-	-	-	-	-	13.2
TIFI	-	11.3	-	13.7	44.3	0.4	2.5	0.3	-	1.2	27.5	-	101.2
Security	-	-	-	-	-	2.7	1.6	-	-	-	-	-	4.3
Democracy, Governance, and Human Ri	-	-	-	3.9	-	1.6	2.8	-	-	0.9	2.3	-	11.5
HIV&AIDS	0.6	5.0	-	-	-	-	1.3	15.0	-	2.4	1.0	7.3	32.6
Other	-	3.8	-	-	-	-	-	-	-	1.0	-	4.1	8.9
TOTAL	2.2	28.5	13.4	29.8	92.7	5.9	12.9	15.7	30.9	10.7	37.5	11.4	291.6



AID Effectiveness

USAID/Southern Africa pursuit of aid effectiveness principles will be enhanced with this strategy. Other donors are quite active in the region in trying to adhere to Paris Declaration Principles and the follow-on Accra Agenda for Action to improve aid effectiveness.

Ownership: USAID firmly believes that regional bodies like the SADC Secretariat need to have the lead in coordinating donors and taking ownership of efforts to improve aid effectiveness and the entire regional development process. As our de facto "host government counterpart," USAID also believes that the work outlined in this strategy should be responsive to the expressed needs of SADC and other relevant regional entities for development assistance. On the other hand, SADC also needs to work more to play a leadership role in improving their institution.

Alignment: In all sectors, USAID/Southern Africa is aligned with the priorities of SADC. SADC has a broad mandate and numerous priorities, most completely articulated in the RISDP. Priority intervention areas articulated in the RISDP that are of relevance to the Trade Hub are Trade and Economic Liberalization, Private Sector, Infrastructure Support for Regional Integration, and Information and Communications Technology. In following with the Paris Declaration on Aid Effectiveness, USAID/Southern Africa will align relevant activities to these SADC priorities and will work closely with SADC in their implementation. The SADC Directorates related to sustainable economic growth are Trade, Industry, Finance, and Investment; Infrastructure and Services; and Food, Agriculture, and Natural Resources.

All of USAID/Southern Africa's HIV/AIDS work in the region, including work in non-presence countries is aligned with SADC priorities. Annually, the funding is obligated through a Limited Scope Grant Agreement with SADC that demonstrates mutual commitment to shared goals. RHAP's support for SADC aims to enable SADC to meet its goal of "All member states demonstrate a 50% reduction in the rate of new infections to half the 2008 levels and mitigate concomitant impact by 2015".[36] SADC seeks to meet this goal through its strategic intervention areas of coordination, monitoring and evaluation, advocacy, and policy development. Institutional strengthening support provided by USAID/Southern Africa will strengthen SADC's ability to achieve desired outcomes in all four of these areas.

Harmonization: It is important that the Regional Mission participate in various meetings among donors, and between the donors and regional bodies and host governments to improve the coordination, alignment, and harmonization of foreign assistance provided to the region. In implementing the regional strategy, a whole of government approach will be used. This will ensure greater impact through leveraging the skills of the diverse agencies of the USG (described above).

Under trade, USAID/Southern Africa engages actively with—and in some cases supports—civil society and the private sector, including regional transport corridor management institutions and private sector associations, and works in partnership with multilateral institutions, including the World Trade Organization and World Customs Organization. The trade program is able to respond to requests from a variety of stakeholders. It therefore strives to ensure that its activities are complementary to those of its clients and support their larger goals.

To reduce duplication, achieve maximum impact and ensure region-led planning in the agriculture sector, the USG team will work closely with SADC, COMESA, regional farmer organizations, the private sector (especially the South African private sector), regional research institutions, regional civil society organizations, other donors and implementing partners to prioritize issues, strategize actions and implement activities. Program activities will prioritize the capacity building of African institutions, including government, civil society, and the private sector to promote local leadership and ownership in finding solutions to food insecurity and hunger, as wells as ensure interventions are sustainable to ensure the FTF has lasting impact over the long-term.

In the HIV/AIDS sector, USAID coordinates its institutional support for SADC with UNAIDS. USAID coordinates with other development partners to share information and avoid duplication in the SADC activities being supported. Through regional knowledge management programming, USAID/Southern Africa will ensure information sharing to avoid duplication of efforts.

There are not many donors involved at the regional level in ROL/HR efforts, but USAID/Southern Africa in continuing engagement with donors who many potentially becoming involved in the sector.

Results and Mutual Accountability: USAID/Southern Africa is implementing a robust monitoring and evaluation framework to ensure that results are measured and that all appropriate partners are held to the standards that they agree upon. For more information on this framework, see the Monitoring and Evaluation section above.

Annex 3: Analyses and Supporting Documents

- Regional Feed the Future Strategy (*pending approval from USAID/Washington*)

Required Analyses:

- *Gender Analysis*, Sharon Phillipps, Gender Advisor (AFR/DP) and Emily Rupp, Program Officer. April 2011.
- *Environment Analysis*, Camilien Saint-Cyr, Regional Environmental Advisor, USAID/Southern Africa, April 2011.

Additional Analyses:

- *Challenges for Youth in Southern Africa*, Conor Politz, Private Enterprise Officer, USAID/Southern Africa, November 2010.
- *SADC Strategy Brief*, Anya Wingert, Program Officer, USAID/Southern Africa, 2010.
- *Impediments to Economic Growth in the SADC Region*, Daniel Swift, Program Economist, USAID/Southern Africa, November 2010.
- *Civil Society in Southern Africa,* Jessica Coulibaly, Democracy and Governance Officer, USAID/Southern Africa, November 2010.
- Regional Migration Desk Review, Anya Wingert, Program Officer, USAID/Southern Africa, November 2010.
- *China's Role in Southern Africa*, Joseph Dever, Economic Growth Officer, USAID/Southern Africa, 2010

Attachments:

- Spreadsheet, "Summary of Operational Costs" (Related to Management Requirements section, Page 50)

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Afrobarometer Network, Working Paper No. 108 "The Quality of Democracy and Governance in Africa: New Results From Afrobarometer Round 4."

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Foster, Vivien and Cecilia Briceño-Garmendia. *Africa's Infrastructure: A Time for Transformation*. World Bank and Agence Francaise de Developpement, 2010.

Miller, Sutherland, Dennis Marotta, and M. Karna Cohen. *U.S. Agency for International Development Interaction with Africa's Regional Economic Communities*. 2010.

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Notes

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[1] Testimony of Johnnie Carson, Assistant Secretary of State, Bureau of African Affairs, Before the House Committee on Foreign Affairs Subcommittee on Africa and Global Health. March 24, 2010

[2] Hillary Clinton, U.S. Secretary of State. Remarks on United States Foreign Policy. Council on Foreign Relations, Washington, D.C. September 8, 2010.

[3] The SADC Common Agenda prioritizes: 1) "The promotion of sustainable and equitable economic growth and socio-economic development that will ensure poverty alleviation with the ultimate objective of its eradication" amongst its principles. Source- SADC website

[4] UNDP, 2009 Human Development Report. Of countries with Gini Coefficients, a measure of income inequality tracked by the UN and the CIA, these four countries (Botswana, Lesotho, Namibia, and South Africa) have the highest income inequality in the world.

[5] Southern Africa MDG Forum, Johannesburg South Africa, 2-4 July 2003.

[6] Swift, Daniel. Impediments to Economic Growth in the SADC Region (Desk review)

[7] IFPRI/ReSAKASS-SA. Average cereals yields in the region are 25 to 30% lower than in Asia and Latin America.

[8] 2009. DST. South African Risk and Vulnerability Atlas.

[9] See gender assessment, Annex 2.

[10] SADC Water Supply and Sanitation Situational Analysis Study 2002.

[11] MDG Monitor, available at http://www.mdgmonitor.org

[12] UNAIDS Report on the Global AIDS Epidemic, 2010. Available at http://www.unaids.org/
[13] Ibid.
[14] This alone isn't an indicator of stability as Tunisia and Egypt ranked 8 and 9 respectively. (Ibrahim Index of African Governance, October 2010.)
[15] Freedom in the World, 2011, Freedom House, January 13, 2011.
[16] Afrobarometer Network, Working Paper No. 108 "The Quality of Democracy and Governance in Africa: New Results From Afrobarometer Round 4."
[17] Southern Africa Litigation Centre, http://www.southernafricalitigationcentre.org/cases/item/Forced_Sterilization_in_Namibia
[18] UN World Population Prospects, 2008 revision, and UN World Urbanization Prospects, 2009.
[19] Bloom, et al 2007
[20] South African levels of unemployment official hover around 25%, unofficial levels are closer to 45%; given that South Africa is the beacon of economic opportunity in the region, with many Southern Africans migrating southward for jobs, other nations have higher levels.
[21] IOM. "Integrated Biological and Behavioral Surveillance Survey (IBBSS) in the Commercial Agricultural Sector in South Africa." 2010.
[22] IOM. "Regional Assessment of HIV Prevention Needs of Migrants in Southern Africa ." 2010.
[23] "Deadline Looms for Zimbabwe Migrants," Mail and Guardian, December 16, 2010.
[24] Miller, et al.
[25] See gender assessment, attached in Annex 2.
[26] African Development Bank. *Climate Change Conference: An Opportunity for Africa*. 2009. Available at www.afdb.org.
[27] Foster, Vivien and Cecilia Briceño-Garmendia. *Africa's Infrastructure: A Time for Transformation*. World Bank and Agence Francaise de Developpement, 2010.
[28] This includes protected areas of all kinds, ranging from private and co-managed areas, to national parks.
[29] United Nations Human Development Report 2010.
[30] Corridors of Hope was designed to target truck drivers and sex workers at border sites and along major regional transport corridors, with BCC interventions, products (male and female condoms) and services, including STI, VCT and where appropriate, treatment.
[31] Figure according to the South African Police Service (SAPS).
[32] USAID. Africa Regional Rule of Law Status Review. 2009.
[33] The SADC Treaty preamble states in part that *"MINDFUL of the need to involve the people of the Region centrally in the process of development and integration, particularly through the guarantee of democratic rights, observance of human fights and the rule of law…member states shall act in accordance with the principles of human rights, democracy and the rule of law."*
[34] SADC Tribunal Review: The SADC Tribunal Newsletter: February 2010. http://www.sadc-tribunal.org
[35] Ibid.
[36] SADC HIV and AIDS Strategic Framework and Business plan for the period 2010 to 2015.

Extended through: December 31, 2019