

Joint Strategic Framework South Africa

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Abbreviations

CSO	Civil Society Organisation
HE(I)	Higher Education (Institutions)
IA	Institutional Actor
ITM	Institute for Tropical Medicine
JCA	Joint Context Analysis
JSF	Joint Strategic Framework
NGA	Non-governmental Actor
RKVI	Rode Kruis Vlaanderen Internationaal

SALGA	South African Local Government Association
SARCS	South African Red cross Society
SDG	Sustainable Development Goals
SOPH	School of Public Health
TB	Tuberculosis
TVET	Technical and Vocational Education and Training
VLIR-UOS	Vlaamse Interuniversitaire Raad - Universitaire Ontwikkelingssamenwerking
VVOB	Vlaamse Vereniging voor Ontwikkelingssamenwerking en Technische Bijstand
VVSG	Vereniging Voor Steden en Gemeenten
WASH	Water & Sanitation and Hygiene

1. Introduction

This Joint Strategic Framework (JSF) draws from the Joint Context Analysis (JCA) of South Africa which was approved by the Belgian Minister of Development Cooperation, Mr. De Croo, in December 2015. All elements mentioned hereafter are elements that have been elaborated in the JCA. Some will not be repeated in this document: detailed context analysis, analysis of relevant actors and potential partners, analysis of context related risks, analysis of gender and environment, and the way the JSF was developed (and the role of local actors in this process). Others have already been addressed in the JCA to some extent, but will be further developed in this document: (a) joint strategic goals, the way the different actors want to contribute to those goals and their development relevance; (b) synergy and complementarity between organisations.

In total 8 organisations have participated in this Joint Strategic Framework (see annex 1 for a list of participants). In order to arrive at this JSF, the participants followed the methodology that was developed by the sector, and that was presented on February 8, 2016 in the form of a manual. Many e-mails, conversations, exchanges with partners and a meeting (15 March 2016) preceded the finalisations of the JSF South Africa. The participating actors also carry out actions in Belgium, therefore their partners and South actions have an impact on their North actions; they fuel and legitimize what is done in Belgium.

The JCA South Africa already referred to the JCA Decent work, given the importance of this topic for this country. South Africa is included in the list of countries in which Joint Strategic Goals on Decent Work are developed. Engagements on complementarity and synergy between the participants of the JSF Decent Work and those involved in the JSF South Africa are included in Chapter 4 of both this JSF and the JSF Decent Work. In this sense, the JSF South Africa and JSF Decent Work are complementary and should be read together. Together they constitute one overall strategic framework for South Africa.

It is important to notice that this JSF was developed on a moment that there was no legal framework for the JSF's, not at the launch of the process (8 February 2016) nor at its finalisation (20 April 2016).

2. Joint strategic goals

The Joint Context Analysis of South Africa included 8 sectors of intervention: health, education, entrepreneurship, environment, agriculture, culture, local government, water and sanitation. With a significant number of partners who withdrew from the current Joint Strategic Framework exercise, the remaining

partners reduced the number of sectors to a minimum. We were inspired by the United Nations' Sustainable Development Goals (SDGs). As a result, for the 2017-2021 period, the organisations involved in this JSF with South Africa intend to align their strategies to the following joint strategic goals:

2.1 Joint Strategic Goal 1:

Contribute to ensure healthy lives and promote well-being for all at all ages through the strengthening of the health system and by developing innovative models for health care (cfr SDG3 & 6)

2.1.1 Contribution of CSO's/IA's to the Joint Strategic Goal

The CSO/IA contribute to this goal, first, through carrying out or strengthening the capacity of its partners for service delivery, research, capacity strengthening and advanced education, policy advice and advocacy. Second, the CSO/IA aim at sustaining the resilience of communities to deal with the quadruple burden of disease in South Africa that includes HIV and tuberculosis, infectious diseases, non-communicable diseases and violence/accidents.

Contribution of every CSO(s) and/or IA(s) per organisation ...	
Institute of Tropical Medicine (ITM)	In order to contribute to better health in South Africa, the ITM will develop with its partners a programme to optimise their capacity for research, advanced training, policy advice and advocacy in public and animal health. The ITM works with the School of Public Health (SOPH), University of the Western Cape based on the SOPH's strategic plan. Its focus is mainly on (1) public health pharmacy, (2) HIV/Aids and (3) health policy and systems. At the Department of Veterinary Tropical Diseases of the Faculty of Veterinary Science, University of Pretoria, ITM supports the research and teaching capacity (incl. the joint Master of Science in Tropical Animal Health).
Rode Kruis Vlaanderen – Internationaal (RKVI)	Wherever an emergency situation arises, the RKVI can offer assistance immediately through their established links with local Red Cross associations. RKVI also works with these local societies on a long-term basis, primarily in the fields of first aid, water & sanitation and hygiene (WASH). For their activities in South Africa, RKVI works with South African Red cross Society (SARCS) and its local offices and targets the most vulnerable people. SARCS has gone through a considerable reform, following an institutional crisis in 2013, and is re-establishing its operations in many parts of the country. RKVI explores the possibilities for collaboration intending the reinforcement of SARCS, aiming better service delivery on First aid and /or water programmes to the South African population.

Contribution of CSO(s) and/or IA(s) per strategy. Actors will contribute to the Joint Strategic goal 1 by ...	CSO/IA

1A	...strengthening the capacity for research, teaching, policy advice and advocacy of the partners in the field on human and animal health	ITM
1B	...strengthening the networks of local partners, within South Africa, the African region and beyond with specific attention for gender, human rights and environment	ITM
1C	...cooperating with local societies in the fields of first aid, water & sanitation and hygiene to improve service delivery in these fields	RKVI

2.1.2 Development Relevance

In South Africa, strong academic and intellectual resources, substantial government funding to research and development, private sector investments, and an active civil society provide a strong potential to tackle the quadruple burden of HIV and tuberculosis, infectious diseases, non-communicable diseases and violence/accidents (JCA, Ch. 5.3.3, p.36-37). Health policies are shifting to strengthening the overall health system through, for instance, instituting a comprehensive health insurance policy and reinforcing the management and service delivery at district-level (see JCA, Ch. 3.5.1, p.34-35), while it remains important to ensure access to quality health care for the most vulnerable, including free HIV/AIDS and TB care. The South African partners play an important role in this process by carrying out critical research, providing high quality tertiary education, supporting policy formulation, and engaging with civil society (JCA, Ch. 6.1, p.57-58). They expressed specific needs this programme will address.

2.2 Joint Strategic Goal 2:

Ensure inclusive and equitable quality education, improve access to knowledge, improve research and stimulate innovation in order to contribute to development (cfr SDG4 & 9)

2.2.1 Contribution of CSO's/IA's to the Joint Strategic Goal

Contribution of every CSO(s) and/or IA(s) per organisation ...	
VVOB	VVOB has the ambition to continue working in South Africa, in basic education more specifically. The VVOB programme will ensure that all male and female learners have equal access to inclusive and equitable quality education.
VLIR-UOS	VLIR-UOS has the ambition to continue working in South Africa's higher education sector, more specifically in the areas of health, food security, environment, social sciences institutional strengthening and ICT. Thus, it will give priority to HEI in a rural setting and less on infrastructural initiatives.

Contribution of CSO(s) and/or IA(s) per strategy.		CSO/IA
2A	...improving the quality and provision of primary and higher education through capacity building and partnerships in a gender sensitive and environmentally sustainable way with an optimal use of digital tools	VLIR-UOS ¹ VVOB
2B	...improving research practices of higher education institutions through capacity building and partnerships in a gender sensitive and environmentally sustainable way with an optimal use of digital tools	VLIR-UOS VVOB
2C	...promoting extension and outreach of scientific research results	VLIR-UOS
2D	...strengthening individual capacities through relative gender-balanced scholarship attribution.	VLIR-UOS
2E	...motivating research and higher education actors to promote a gender equal and environmentally sustainable approach (e.g. in the design of interventions) with specific attention to human rights	VLIR-UOS
2F	...ensuring school Leaders and teachers in primary schools have the competences to improve the quality of inclusive teaching and learning for all children in particular those experiencing barriers to learning	VVOB

2.2.2 Development Relevance

A critical mass of human resources with the necessary skills and knowledge to contribute to and actively engage in developing an inclusive economy will be the necessary driver of socio-economic change in South Africa.. However, the long-term systemic failure in all levels of education for the majority of South African citizens has resulted in a society that continues to experience exclusion from participation in economic opportunities. South Africa is today regarded as one of the most unequal societies globally, The education system is faced by multiple challenges such as poor teaching practices, strong inequity, violence, high dropout rates, high teenage pregnancy rates, and poor learning outcomes in mathematics and reading (even when compared only to other African countries). The National Development Plan (2030) therefore proposes urgent action to improve the quality of the education system (cfr. JCA, pg. 17). Education White Paper 6 (Department of Education, 2001:10) outlines new policies for a single, undivided education system for all learners, including those with disabilities. This White Paper was designed to transform the educational system to an integrated system for all learners; using a flexible curriculum, suitable to the needs and abilities of learners; developing district-based support teams to provide support for teachers; and strengthening the skills of teachers to cope with more diverse classes. Strengthening higher education in order for higher education institutes to become drivers of change is particularly relevant in South Africa. Strengthening research capacity (and thereby the development of

¹ VLIR-UOS supports partnerships between universities and university colleges, in Belgium and in the South, looking for innovative responses to global and local challenges. The main beneficiaries their activities are Higher Education Institutions, academics and students.

new knowledge) has the potential to contribute directly to the development objectives of South-Africa (cfr JCA p18). The development priorities of the post school sector, including higher (tertiary) education, are encapsulated in the White Paper for Post School Education and Training, which aims to align the post-school education and training system with South Africa’s overall development agenda, linking it to various development strategies such as the New Growth Path, the Industrial Policy Action Plan 2, the Human Resource Development Strategy for South Africa 2010-2030, and South Africa’s Ten-Year Innovation Plan. More generally, the link between support to higher education and development has been illustrated before (cfr. JCA, pg. 37-43, 58, 80). It contributes to the development of a stock of labour with the necessary skills (relevant to different sectors) and spelled out in the Staffing South Africa’s Universities Framework (SSAUF) and more particularly in the New Generation of Academics Programme (nGAP).

2.3 Joint Strategic Goal 3:

Contribute to a more inclusive², sustainable livelihood of agricultural smallholders and small-scale entrepreneurs by creating a prosperous sector climate, respecting the environment. (cfr SDG2, 8 & 10)

2.3.1 Contribution of CSO’s/IA’s to the Joint Strategic Goal

Contribution of every CSO(s) and/or IA(s) per organisation ...	
Trias	Trias has as its focus, the strengthening of membership-based organisations and through increased capacity-building and support, to facilitate development through people working together. The vision of Trias is facilitate family farmers and small scale entrepreneurs organising themselves worldwide, and through these organisations to improve livelihood security in a sustainable way, to undertake collective action and relate with others. Trias believes that strong, sustainable membership based organisations are a basic condition to achieve this. The capacity building of member based organisations focuses on programmes within 4 domains: inclusivity of women, youth and other vulnerable groups, internal organisational development, integrated service delivery for increased market access and dialogue, networking and exchange with other actors.

Contribution of CSO(s) and/or IA(s) per strategy. Actors will contribute to the Joint Strategic goal by ...		CSO/IA
3A	Contribute to strengthening the business and institutional environment (regulatory and policy) for small scale enterprises and emerging entrepreneurs of South African small-scaled entrepreneurs.	Trias
		Trias

² Considering gender, age, ethnicity, physical & mental condition

3C	Create an enabling environment regarding access to finance for entrepreneurs and share opportunities for access to financial resources.	Trias
		Trias
3E	Promote new approaches to ensure sustainable and climate-smart (agricultural) production, processing and marketing practices	Trias
3F	Strengthen entrepreneurs organisations (through local chambers of business) and contribute to improved organization of interlinked, more inclusive and entrepreneurial organisations that support effectively issues facing small-scaled entrepreneurs deal at local, regional and national level.	Trias

2.3.2 Development Relevance

In 2011, the National Strategy for Sustainable Development and Action Plan (or NSSD) was approved, a proactive strategy that regards sustainable development as a long-term commitment, which combines environmental protection, social equity and economic efficiency with the vision and values of the country. There were five strategic objectives identified:

- Enhancing systems for integrated planning and implementation
- Sustaining the ecosystems and using natural resources efficiently
- Towards a green economy
- Building sustainable communities
- Responding effectively to climate change.

The promotion of job creation through entrepreneurship and agricultural development is central to the government's plans to address poverty and reduce unemployment by 2030. Entrepreneurship has been integrated in national strategic plans, but despite the growth in the rate of start-ups over the past decade around two-thirds of all early-stage entrepreneurs fail in their first year of operation and the sector remains relatively underdeveloped. The government aims to develop the agricultural sector by increasing investment in new agricultural technologies, research and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture. In order to achieve environmental sustainability and resilience by 2030, the government puts in place a regulatory framework for land use, to ensure the conservation and restoration of protected areas.

South Africa's commitment to a long-term sustainable development trajectory that is economically, socially and environmentally sustainable requires scientific, technological and innovation capabilities, supported by strategic public investments and strategic partnerships.

Environmental and development organisations have established desks committed to support for sustainable development initiatives. Although well intentioned, the majority of these programmes have thus far only had a limited impact on community, climate and biodiversity. (cfr. JCA, Ch3, p.19)

A peaceful and just society can only be sustained if its ecological and socio-economic base is sound. This requires greater grassroots participation in striving for a democratic government and justice in access to land and other (natural) resources. Ecologically sound practices and projects can only succeed where the people concerned retain control of those things that affect their lives. (cfr. JCA, Ch 5, p.46)

2.4 Joint Strategic Goal 4:

Contribute to good local governance and decentralisation processes to enhance local sustainable development (cfr SDG11, 16 & 17)

2.4.1 Contribution of CSO's/IA's to the Joint Strategic Goal

Contribution of every CSO(s) and/or IA(s) per organisation ...	
VVSG	VVSG is the Organisation of Flemish Cities and Municipalities and supports Flemish municipalities in their development support. VVSG's aim is to enhance good local governance in Flanders and in the global South. VVSG International offers trainings to civil servants, municipal councillors and others working on development aid. The organisation also publishes information and ideas in this field and supports town twinning between Flemish municipalities and municipalities in the global South. The main beneficiaries for VVSG are local decision makers and civil servants, who, through enhancing their local governance mechanisms, develop sustainably the lives of the inhabitants of local municipalities.
Trias	Development is for Trias a matter of people working together. In the long term, Trias wants to see family farmers and small scale entrepreneurs that organise themselves worldwide, and through these organisations improve their livelihood security in a sustainable way, undertake collective action and relate with others. Trias is convinced that strong membership organisations are a basic condition to achieve this. The central strategic objective of Trias is capacity building of member based organisations in the South, more precisely on 4 domains: inclusivity of women, youth and other vulnerable groups, internal organisational development, integrated service delivery for increased market access and dialogue, networking and exchange with other actors.

Contribution of CSO(s) and/or IA(s) per strategy. Actors will contribute to the Joint Strategic goal by ...		CSO/IA
4A	Strengthen institutional and organisational capacities of actors of good local governance (local governments, civil society organisations, member based organisations, SALGA) to work on democratic, transparent and inclusive policy making processes and deliver effective and efficient services adapted to the local needs and context in a gender sensitive and environmentally sustainable way. Trias has revised its model of engaging with partners to work with emerging community-based business structures at community	VVSG / Trias

	level. By building a robust township economy and informal economic sectors by strengthening the sustainability of Black-owned small business, Trias believes that this cohort of business owners, will then, through their local business chambers, lobby and advocate for improved responses from local governance structures in response to their developing needs for support. So, the focus is now changed from a top-down focus on strengthening national structures to building a robust, democratic and empowered community of business owners and entrepreneurs, from grassroots level. Through its partners, the membership-based business structures, Trias is strengthening the capacity and “voice” of small scale business in the country.	
4B	Support SALGA and local governments to enhance effective decentralisation processes, including political, administrative and financial aspects.	VVSG
4C	Strengthen capacities of local government and civil society organisations to implement policies aiming at tackling global challenges at local level (such as climate change, sustainable agriculture & economic production, food sovereignty, waste management, environmental degradation, migration, etc.) through partnerships of local governments, SALGA, member based organisations and others (taking into account gender, environment and digital inclusion)	VVSG

2.4.2 Development Relevance

Good local governance means that local policies, decision making processes and implementation modalities are democratically, transparent and inclusively developed and executed, by state and non-state actors.

Generally, local government in South Africa is considered relatively weak, with uneven capacity and varied performance at local government level. However, the South African constitution does provide adequate ways for CSOs to interact with local authorities and policy processes. These include formal corporatist structures such as the National Economic Development and Labour Council (NEDLAC), ward committees at local government level, commenting and testifying on proposed policy and legislation through the green and white paper process, and participating in government consultations (JCA, p.34).

Also (public) service delivery needs to be developed and adapted to the local needs. Both local government and CSOs are important to be involved in the set up and delivery of a range of (public) services for citizens and specific groups (e.g. providing social housing; managing water supply & sanitation services; offering support to local economic entrepreneurship & youth employment; etc.) (JCA, p.30-31). It calls for support to government and civil society organizations so that both can work together as effective partners. This means empowering local government and civil society organizations to make civil society’s voice heard, to be able to develop policies in a democratic, transparent and inclusive way, to deliver effective and efficient services and to make those who govern accountable.

Working together, not only with local government and civil society organizations, but as well with the South African Local Government Association (SALGA) (JCA p. 31) on themes such as local economic development (in the agricultural sector, in local entrepreneurship) or environmental issues, will provide the opportunity to promote and up-scale good practices from local level to provincial, national and international level.

3. Synergy and complementarity

We identify three levels of synergy and complementarity: Information level (sharing information, expertise); operational level (relates to efficiency, can entail shared offices, logistics, ICT systems or personnel, etc.) and strategic level (relates to effectiveness and impact, can be created by the implementation of a programme by two or more organisations; the complementarity of two programmes (1+1=3) or by the contributions of an organisation to another programme).

3.1 Information

Description	Between Belgian CSO's / IAs	Between Belgian actors (CSO's – IA's) and international actors	Between Belgian actors (CSO's – IA's) and Belgian bilateral actors
Exchange information about projects and programmes, and their progress. Such continuous learning process can make the NGA sector more efficient and effective, while remaining flexible and context-sensitive.	VLIR, Trias RKV ITM VVSG VVOB	VLIR, Trias RKV ITM VVSG VVOB	VLIR, Trias RKV ITM VVSG VVOB
Identify risks and issues encountered and share information on how to deal with them (e.g. import and clearance of goods, participating in donor funded consortia, interaction and collaboration with government authorities and line offices, etc.)	VLIR, Trias VVSG VVOB	VLIR, Trias VVSG VVOB	VLIR, Trias VVSG VVOB
A country forum consisting of Belgian IA's and CSO's active in South Africa is organised once a year	VLIR, Trias RKV ITM VVSG VVOB	VLIR, Trias RKV ITM VVSG VVOB	VLIR, Trias RKV ITM VVSG VVOB

3.2 Operational

<u>Description</u>	Between Belgian CSOs / IA's	Between Belgian actors (CSOs – IA's) and international actors	Between Belgian actors (CSOs – IA's) and Belgian bilateral actors
For organisations with representation in the country, logistical efficiency and information sharing will be improved (e.g. sharing office space).	x		VVOB
When projects are designed, Belgian CSO's and IA's will consider exchange about mutual support in proposal development, recruitment, purchase of equipment, implementation and monitoring and evaluation.	VLIR, Trias VVSG VVOB		
Developing and implementing joint projects and trainings (management, accounting and lobbying skills, transversal themes) will be considered.	VLIR, Trias ITM VVSG VVOB	VLIR, VVSG VVOB	VLIR, VVSG VVOB
Because South Africa is a vast country, options for geographical focus among Belgian NGAs will be aimed for.	VLIR, Trias VVSG VVOB		VLIR, Trias VVSG VVOB

3.3 Strategic

<u>Description</u>	Between Belgian CSOs / IA's	Between Belgian actors (CSOs – IA's) and international actors	Between Belgian actors (CSOs – IA's) and Belgian bilateral actors
All Belgian CSOs and IAs will allow to tap into each other's networks and seek opportunities for synergy and complementarity in the areas of capacity development, research, technology transfer and scholarship opportunities	VLIR, Trias ITM VVSG VVOB		VLIR, Trias VVSG VVOB
Interested (local) academic partners will have the possibility to be member of the evaluation board of local OSC's/IA's or the supervisory committees	VLIR, ITM		

of (co-financed) programmes of Belgian NGAs that are implemented by South African actors.			
Several Belgian NGAs have built a strong tradition of supporting research at South African Universities and Research Institutes. The resulting development-relevant research can be used by other Belgian NGAs to strengthen their interventions. The body of knowledge and expertise created at these institutions can also inform the design, M&E and implementations of programmes and projects.	VLIR, ITM VVOB		VLIR, ITM
Provision of scientifically substantiated information, advice and support for programmes of partners active in South Africa, specifically in the field of first aid, guideline development, blood supply, disaster preparedness, WASH and behavior change in order to assist the use of evidence-based methods.	VLIR RKV	RKV	RKV
Actors will seek opportunities for synergy and complementarity in the areas of capacity development, research, technology transfer and scholarship opportunities	VLIR, Trias ITM VVSG VVOB	VLIR, Trias ITM VVSG VVOB	VLIR, Trias ITM VVSG
NGAs will provide joint technical assistance and impact research for teacher development in inclusive education, professional learning communities, induction, and mathematics education	VLIR VVSG VVOB	VVOB	

Annex 1 – List participants JSF, September 2017

Organisation	Name	E-mail 1	E-mail 2
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