



Department
for International
Development

Operational Plan 2011-2016

MENAD Regional

Updated December 2014

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Introduction

In 2013 the UK became the first G7 country to meet the United Nations target of spending 0.7% of gross national income on international development. The Department for International Development (DFID) uses that investment to help countries to lift themselves out of poverty and leave poverty behind. Operational plans set out to the public how we plan to deliver results across policy areas and for every country we work in. These plans clearly explain why, and how, DFID is targeting its resources and what we expect to achieve; covering the period up until March 2016.

DFID is focused on spending in the right ways, on the right things, in the right places. The portfolio of our projects is already shifting to deliver a more coherent, focused and ambitious approach to economic development. We are helping to build strong and investable business environments in developing countries and improving access to finance for entrepreneurs.

Improving the prospects for girls and women in developing countries is a priority. Investing in girls and women is the smart thing to do, as well as the right thing to do. By unleashing their potential, we see returns for girls and women themselves, their families and communities, and for their economies and countries. No country can successfully develop if it leaves half its population behind.

Life-saving humanitarian assistance remains one of DFID's most fundamental responsibilities. When disaster strikes or conflict erupts we are first on the ground to support the most vulnerable people. We are also increasing our efforts to help those countries that are at higher risk of natural disasters to become more resilient in the first place.

DFID continues to drive value for money in everything we do on behalf of the British taxpayer. We have improved our procurement and programme management, increased our internal audit oversight and we are ensuring that staff have the skills to deliver the Department's priorities.

On the international stage we are working hard to agree a new set of global development goals to replace the Millennium Development Goals when they expire next year. We are determined to secure a clear and inspiring set of goals for the post 2015 development framework that leave no one behind.

Increasingly we will take new and innovative approaches and we will work with new partners. This will include businesses who are increasingly major development players. During Secretary of State's time as co-chair of the Global Partnership for Effective Development Cooperation, DFID played a key role in encouraging different development actors to work together and use internationally agreed principles for aid and development effectiveness.

As our operational plans set out, our approach to international development is ambitious and innovative. We are determined to ensure that every pound DFID spends has the biggest possible impact on the ground. Ultimately by investing in developing countries, we can end aid dependency for good and build a better, more prosperous world for us all.

Context

The Middle East and North Africa (MENA) region has experienced unprecedented change since the start of the Arab Spring in 2010.

The region is now encountering a series of conflicts and crises with humanitarian challenges which require immediate support. The war in Syria has killed over 191,000 people, with many more injured, 3.2 million displaced to neighbouring countries and an additional 10.8 million in need of humanitarian assistance in Syria. The worsening conflict in Syria combined with political exclusion in Iraq provided fertile ground for the expansion of Islamic State of Iraq and the Levant (ISIL) in the region. This has led to 1.8 million people internally displaced within Iraq and created urgent humanitarian needs, while also being a major security threat to neighbouring countries and the UK. Jordan and Lebanon face a protracted refugee presence, and in Yemen 14.7 million people are in need of humanitarian assistance. Summer 2014 saw increased violence in Libya and the violence in Gaza resulted in an unprecedented loss of human life, displacement and destruction of homes.

Several countries in MENA are at severe risk of instability and in danger of moving into deeper crisis. Yemen continues to suffer from chronic instability and poverty: the recent negotiation of a Peace Agreement provides a way forward, but the political transition process remains fragile. Libya faces the challenges of addressing the current political vacuum in which extremist groups can operate, re-integrating militias into society and ensuring that human rights and the rule of law are respected. Increasing unrest across the Palestinian Territories is taking place against a backdrop of a weakening economy and peace talks that are deadlocked. Jordan and Lebanon face increasing strains on their economic, social and political fabric. Refugees, weapons and fighters flow across the region. While MENA countries are highly interconnected particularly at the social and relationship level, there is little formal regional integration to help address economic, institutional and security issues.

There are also longer term development challenges which must be addressed to support a more prosperous, inclusive and stable region. Regional economic growth dropped from an average of 5.6% in 2000-2008 to 2.4% in 2013 and the average fiscal deficit for oil-importing countries is nearly 10% of GDP. Though the MENA region is home to 5.5% of the world's population, it represents 48% of its energy subsidies. Subsidies are expensive, crowd-out spending on health and education and tend to further exacerbate inequality. Unemployment in MENA is amongst the highest in the world, with youth unemployment particularly severe. The populations of some countries in the region face high levels of poverty – in Yemen for example 10% of the population live on less than \$1.25 a day and 37% on less than \$2 a day. World Bank Worldwide Governance Indicators show MENA countries, particularly Libya, Syria and Iraq near the bottom of the rankings for voice and accountability, political stability and absence of violence, and many countries in the region have poor track records on women's rights. In Yemen for example, women and girls suffer severe discrimination and violence, including high rates of early marriage and female genital mutilation. The regional average of women's labour force participation is 25.2% as compared to 65% on average for low income countries, with even lower rates in Egypt and Jordan. Additionally, the region remains vulnerable to natural disasters, and suffers from the environmental challenges of water scarcity, land degradation and desertification.

Vision

The UK government's long-term vision for MENA is a prosperous, stable region based on open, democratic societies with greater social, economic and political participation of its people. In support of this goal over the short to medium term, DFID is working to promote regional stability in line with the UK government's Building Stability Overseas Strategy. We will achieve this by focusing our resources on three objectives:

1. Responding to and helping countries manage current conflict and crises, including through delivering humanitarian support and building resilience;
2. Tackling the drivers and causes of instability to prevent fragile countries tipping further into crisis and violence;
3. Supporting political and economic reform and longer term development objectives.

DFID's approach to delivering these priorities in the Middle East and North Africa is covered in more detail in a series of Operational Plans. There are separate Operational Plans for Yemen, the Occupied Palestinian Territories, as well as Syria, Jordan and Lebanon. These are the countries which are currently the highest priorities for DFID.

This **Regional Operational Plan** captures regional programming as well as those countries where DFID has a lighter footprint. In Libya and Egypt, DFID will work with partners across government to support delivery of UK objectives through the cross-government Conflict Stability and Security Fund.

Two teams will support MENAD to deliver our objectives. The Strategy and Policy team will provide regional analysis, and will ensure that evidence and lessons learned are incorporated into programming. The Results and Resources team will coordinate across teams, building capability in monitoring and evaluation, financial management, human resources and risk management.

There are two main operational elements of this plan:

1. Regional humanitarian programming. DFID will respond flexibly to the changing humanitarian needs across the region, as we have in response to crises in Syria and Iraq. Small programmes to support Syrian refugees in Iraq and Turkey are supported by much larger multi-country humanitarian programmes which span the range of countries from Syria and Iraq to Turkey, Jordan and Lebanon. Annex A provides more detail of DFID support specifically to internally displaced people in Iraq.
2. Regional economic development programming. DFID will complete the work we began in 2011 under the Arab Partnership to promote economic development and reform in the region. This includes DFID's substantial £32 million contribution to the Transition Fund (under the Deauville Partnership) which provides grant financing to countries in the region to implement priority reforms, and the new Arab Women's Enterprise Fund which supports women's employment and entrepreneurship. We will also undertake work to address the climate and environment challenges faced by the region.

What we will stop doing

DFID will complete the Arab Partnership programme during the Operational Plan period using existing committed funding, not new resources. DFID will no longer provide resources to the FCO to implement the Arab Partnership Participation Fund. Work to address the political and economic drivers of instability is best undertaken at country level and through the CSSF in future. DFID will not invest staff or programme resources in specific work on Morocco and Tunisia.

Alignment to DFID and wider UK government priorities

DFID's approach in MENA is aligned with the Building Stability Overseas Strategy, the Humanitarian Emergency Response Review and the UK government's Humanitarian Policy. Our work will be taken forward as part of the National Security Council strategies for countries in the region and we will play an active role in delivery of the UK Conflict Security and Stability Fund (CSSF). We will work closely with our partners in the region, including the Gulf states, other donors and international institutions. DFID's regional programmes are well aligned to DFID priorities of leading in emergencies, changing the lives of girls and women, and ending aid dependency through jobs.

Results 2011/12-2015/16

Headline results (those with a * directly attributable to DFID. In all other cases, DFID is contributing to the results)

Pillar	Indicator	Baseline	Progress towards results	Expected Results (including year)
Wealth Creation	Estimated number of jobs directly or indirectly created as a result of DFID support (cumulative)*	5,819 (2011)	Overachieving 39,065 Target met	Original target of 39,000 by 2014-15.
	Number of loans disbursed to SME's as a result of DFID support (cumulative) *	0 (2011)	Slightly off track 1,990	Original target of 2,800 by 2014-15.
	Number of Micro loans disbursed as a result of DFID support (cumulative)*	0 (2011)	Overachieving 181,286* (of which women 90,441) Target met	Original target of 50,000 (of which women 18,000) by 2014-15.
	Number of enterprises receiving business advice under DFID funded programmes (cumulative)*	125 (2011)	Overachieving 3,062 Target met	Original target of 1,200 by 2015.
	Number people trained in skills (cumulative)*	0 (2011)	Off Track 14,071	Original target of 40,000 by 2014-15. Forecasted results 20,000 by 2015-16.
Global Partnerships	% of ongoing Deauville Transition Fund projects are judged 'Satisfactory or Moderately Satisfactory' in terms of both progress towards objectives and implementation progress	0 (2011)	Overachieving Progress towards objectives: 94% Implementation progress: 94%	Target of 80% by 2014-15.
Humanitarian	Food: Number of monthly rations provided*	2013 200,000	Not applicable for humanitarian programmes	
	Health: Number of medical consultations for emergency trauma and primary healthcare cases*	2013 33,900	Not applicable for humanitarian programmes	
	Shelter and Relief: Number of individuals benefiting from the distribution of relief packages*	2013 4,400	Not applicable for humanitarian programmes	
	Protection: Number of children supported by psycho-social interventions*	2013 4,200	Not applicable for humanitarian programmes	

The non humanitarian results for the MENAD regional programmes are largely based on annual reporting, with projects reporting at different times of the year. The majority of results reported here are earlier than September 2014, the date used to prepare this Operational Plan.

Evidence supporting results

DFID's focus on economic development in the aftermath of the Arab Spring was based on a mixed range of evidence. An evaluation of the Arab Partnership Economic Facility is due in Autumn 2014 and will consider how successful the Partnership has been and what lessons can be learnt. We have drawn upon a range of official economic and social data sources (surveys, administrative data, economic data etc) in examining past progress and establishing baselines. Programmes are based on country strategies which draw on a range of data sources and use basic political economy analysis to inform the strategy setting for each country.

Our assessment of humanitarian needs is based on the Syria Refugee Regional Response Plan (3RP). There is a strong evidence base for the interventions themselves which are primarily standard humanitarian programmes delivering food, shelter, water and sanitation as well as medical interventions. Humanitarian programmes without a strong existing evidence base will be designed to ensure that they contribute to building an evidence base for future interventions.

Overall we consider the quality of national data is mixed. There is a range, from countries with high quality data such as Egypt and the OPTs having high statistical capacity indicator scores, 90 and 83 respectively, and Libya and Yemen with scores of 28 and 52 respectively (World Bank Statistical Capacity Indicator 2013, score out of 100). There appears to be a lack of sub-national data in many countries, which hampers policy making at this level.

There is a considerable evidence base for the importance of private sector development for growth and poverty reduction. For example, the Organisation for Economic Co-operation and Development (OECD)/World Economic Forum 2013 Arab Competitiveness Report provides a wide range of data to support this pillar. It outlines the key socio-economic challenges, in particular the need to create more and better employment opportunities for the 2.8 million young people entering the labour markets every year.

DFID has supported a regional research institute, the Carnegie Endowment for International Peace, Beirut Centre to provide analysis of development and security challenges and realistic policy alternatives. The design of new programmes will include a strong focus on evaluation to ensure the evidence base is built up on what works and what does not work.

Understanding the causes of radicalisation and building up the evidence for what interventions work well is a key part of DFID's engagement in MENA over the next three years. Evidence supporting work on countering violent extremism is limited. We will be working to understand much better the evidence base for linkages between economic development and stability, and between countering violent extremism (CVE) and economic development and looking to build up our evidence base from our programmes.

Delivery and Resources

We will work with the following partners and mechanisms:

- **UK government Departments:** we will work closely with partners across government in response to regional stability issues. This includes work with the Foreign and Commonwealth Office (FCO), Ministry of Defence (MOD) and Cabinet Office on the new Conflict Stability and Security Fund and with FCO and the Treasury to ensure DFID's views are represented in high-level international fora such as the Deauville Partnership.
- **Aid Coordination fora and Gulf partnerships:** we will continue to promote coordination and galvanise wider donor support for the region particularly through international processes. In particular we will work with Gulf donors to influence their development agendas in the region.
- **International Financial Institutions (IFIs)** – we will continue to work with the IFIs who have the knowledge, expertise and financial resources critical to supporting economic development and stability in MENA.
- **United Nations (UN)** – we will work with UN agencies to deliver and coordinate humanitarian assistance, and achieve our political, security and development objectives. The Multilateral Aid Review will guide decisions about which UN agencies to work with.
- **Private Sector** – where appropriate, we will work directly with international and domestic businesses to support innovation, job creation, vocational training, and supply chain linkages.
- **Civil Society** – we will support civil society organisations, including emerging organisations to pilot innovative approaches to social and economic problems that drive instability.
- **Researchers and think tanks** – we will support academia and think tanks to undertake regional analysis and research in order to build a stronger evidence base that supports decision making by donors, regional governments and others.

Maximising the impact of our people

To ensure we can continue to operate effectively as a team it is critical that MENAD Regional Team staff are appropriately trained in personal security and safety, which we will continue to prioritise. The team will also continue to focus on improving financial and programme management capability amongst staff through regular participation in relevant induction/other forms of training courses and by establishing clear Senior Responsible Owners, a role designed to promote better programme delivery and accountability, for every Regional Team programme.

Planned Programme Spend

From 14/15 onwards spend in Syria has been taken out of this plan. From 15/16, spend on Jordan and Lebanon-specific programmes will also be removed. This will be covered in the operational plans on Syria, Jordan and Lebanon. Regional humanitarian spend, other regional spend and DFID managed CSSF funding are included here.

Pillar/Strategic	2011/12		2012/13		2013/14		2014/15		2015/16 (provisional*)
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total Resource and Capital £000
Climate Change	300	0	300	0	200	0	0	0	
Conflict Pool			975		2,243		13,100		
Education	832	0	137	0	758	0	204	0	
Global Partnerships	652	0	1,834	0	2,637	0	6,590	0	
Governance and Security	3,615	0	9,268	0	29,636	0	7,850	0	
Humanitarian**	7,843	0	304	0	700	0	0	0	
Multiple Pillars	0	0	0	0	0	0	17,190	0	
Poverty, Hunger and Vulnerability	0	0	3,000	0	6,600	0	0	0	
Water and Sanitation	0	0	0	0	83	0	0	0	
Wealth Creation	6,774	0	6,728	0	5,084	0	8,466	0	
Total	20,016	0	22,546	0	47,941	0	53,400	0	54,000

* Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements.

** Spending figures prior to 2015/16 do not include humanitarian spending in Turkey, Iraq and Egypt which is included in the Syria Operational Plan

2015/16 planned programme spend for Jordan and Lebanon have been drawn from both MENA Regional and Syria Crisis Unit allocations for 2015/16, which leaves the latter teams with reduced spending plans when compared to 2014/15. However this is a structural change only and there is no net increase on the agreed resource allocations.

Planned Operating Costs

	2011/12	2012/13	2013/14	2014/15	2015/16 (provisional*)
	£'000	£'000	£'000	£'000	£'000
Frontline Delivery Costs – Pay	573	865	1,908	1,679	
Frontline Delivery Costs – Non Pay	502	302	539	888	
Administrative costs - Pay	1,309	1,132	889	688	
Administrative costs – Non Pay	651	388	534	321	
Grand Total	3,035	2,687	3,870	3,576	3,575

* Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements.

These figures represent total operating costs for delivery of the MENAD Regional, Lebanon and Jordan Operational Plans.

Delivering Value for Money

Maximising the impact of every pound that we spend in the MENA region on poor people's lives.

The MENAD Regional team is dedicated to delivering Value for Money (VfM) in all aspects of its work. We will maximise the impact of our programming while minimising the financial cost to the UK taxpayer. Key to this will be ensuring that our implementing partners, including Civil Society Organisations and International Financial Institutions (IFIs), provide VfM in their operations. We will be ensuring that the team manages fewer, larger projects in future, minimising the administrative burden on programme and advisory staff of managing a large number of small projects.

Key Action Points

- Ensure staff resources are moved to areas of highest priority.
- Embed early analysis of VfM in the formal programme approval and appraisal processes, as well as in procurement.
- Monitor value for money in ongoing project management and annual reviews.
- Ensure all travel and job-related training are assessed based on their contribution to achieving DFID's business objectives.
- Ensure every member of staff has VfM success criteria in their 15/16 performance management forms.

Key Challenges

- Embedding VfM at key steps in our project cycle management processes and that appropriate tools are used.
- Monitoring and ensuring VfM through our implementing partners' systems, particularly making sure that the benefits are captured and estimated in monetary terms in a cost effective way.
- Comparing the administrative costs of our partners in order to identify best practice and to demonstrate how to achieve greater VfM.
- Overcoming the scarcity of good quality data and evidence to assess VfM.

Monitoring and Evaluation

Monitoring

MENAD Regional Team will carry out on-going monitoring to assess progress against this Operational Plan and the Results Framework. Due to the nature of the environment in which we work, it is also important that we focus on monitoring and managing risks, as well as results, and we take appropriate action to review results anticipated as the context evolves.

How: We will make sure all of our programmes have a monitoring framework, which will track progress in delivering outputs. For all programmes scoring consecutive Bs or a C in their annual review, or which cause concern for other reasons, will have a detailed Performance Improvement Plan. At Operational Plan level we will maintain risk frameworks as well as results frameworks, and monitor both together.

Who: DFID staff will assess performance in relation to the overall Operational Plan and make sure that all programmes deliver the information required for monitoring the indicators in the results framework. We will work closely with partners, who will be responsible for the actual monitoring of progress in programmes.

When: Each programme will develop its own reporting timetable but at a minimum each programme will be monitored annually. Risks will be monitored quarterly and progress towards Operational Plan objectives will be reviewed every six months and recommendations will be made to the team leader where performance needs to improve.

What: Monitoring information will be used to influence the future direction of the programme and to reconsider approaches where necessary. At an Operational Plan level, the information will be used to determine areas of strong and weaker progress, so that remedial action can be taken where progress is slow.

Evaluation

The MENAD Monitoring and Evaluation Strategy¹ is the framework for our approach to evaluation during implementation of this Operational Plan. It sets out guidance for which programmes to evaluate, and how to plan, manage and communicate findings from evaluations.

As the Arab Partnership Economic Fund (APEF) was a new modality operating in a high risk context, a high level of evaluation is required. For all programmes with budget £5 million and over, an independent evaluation will be considered at the programme design stage. Where possible DFID will look to conduct these jointly with partners. In addition an independent strategic review of the whole APEF portfolio has been commissioned and is due to report in the Autumn of 2014. We will strive to ensure that lessons from these evaluation studies feed into DFID's broader knowledge base.

Building capacity of partners

DFID works with a range of partners in the MENA region, some of which are non-traditional partners for DFID and it is an important part of the work of MENAD to engage them on the importance of solid monitoring and evaluation in joint programmes, and the importance of building a solid evidence base for working in the region. For example we worked with the European Bank for Reconstruction and Development to help them develop an overarching results framework for their trust fund.

¹ This strategy is kept under reviewed to ensure it is still appropriate for MENAD's rapidly evolving environment.

Transparency

Publication of information

Transparency is one of the top priorities for the UK government. It helps people see where money is going and for what purpose. It helps improve value for money and makes governments everywhere more accountable to their citizens. DFID is a world leader in aid transparency and has an ambitious vision for both DFID and its partners. We will ensure that we play our part in continuing to work towards that vision – set out in a suite of commitments the Aid Transparency Guarantee (ATG), Aid Transparency Challenge (ATC) and DFID's Open Data Strategy.

Actions to ensure DFID meets its commitments in the UK Aid Transparency Guarantee

DFID MENAD aims to set an example in transparency and donor predictability within the region, whilst retaining the flexibility to respond to the dynamic environment in which we find ourselves. We are committed to being transparent about our work, except in circumstances where release of information could put DFID staff or others at risk.

- We will ensure that we continue to meet our commitments under the UK Aid Transparency Guarantee including publishing detailed information about DFID projects, including programme documents and all spend above £500.
- We will ensure that all information in the public domain is of high quality (comprehensive, accurate and timely) and accessible through the use of Plain English.
- We will publish all project performance reviews and evaluations on the DFID website.
- We will publish a summary of the Operational Plan on the DFID website.

Supporting transparency in our work

Uprisings across the Arab region have sought to put a stop to the abuse of power for the private gain of privileged minorities. There has been demand for greater accountability and transparency across the region. We will put this fundamental demand at the heart of our work. We will also seek to provide opportunities for those directly affected by our projects to provide feedback on them and we will respond to the findings, as appropriate.

Supporting transparency in others

- We will work with the multilateral and regional financial institutions in MENA to ensure they adhere to the standards of the International Aid Transparency Initiative.
- We will encourage the multilateral and regional financial institutions to:
 - Support country efforts to improve public financial management and make it more transparent.
 - Support demand-led, beneficiary monitoring by indigenous civil society groups to enable them to hold governments to account.
 - Incentivise countries to publish their budgets and improve access to information for the public.
- We will work closely with the FCO Arab Partnership Team to jointly address transparency and corruption issues through:
 - Support to regional work with organisations such as Transparency International, Open Budget Index and the Natural Resource Governance Institute.
 - Support to country governments and private sector to improve transparency measures through programmes such as the Extractive Industries Transparency Initiative (EITI) and to introduce measures to reduce the opportunity and incentives for corruption.

Annex A: Changes to Operational Plan

Page Number	Change made to operational Plan	Reason for change
Throughout	There are significant changes to this Operational Plan – it is substantially revised since last year and hence changes are not tracked. In particular, it no longer includes programmes or results for Jordan, Lebanon or Syria, which have separate Operational Plans. It includes an entirely new context and vision section. It includes provision for a new strategy unit, and also includes regional humanitarian programming.	Shift from one OP covering all of DFID's work in MENA to a number of separate operational plans. Changing context in the region, in particular, the increase in instability and conflict.
Table 1	Indicator removed: Percentage of new projects by World Bank and African Development Bank, to Egypt, Tunisia, Jordan and Morocco and Libya, which are focused on promoting economic and social inclusion	This has proved difficult to measure with an unclear methodology. Does not correspond to any logframe indicators.
Table 1	Indicator changed from: Proportion of funding allocated to Deauville Transition Fund Country Programmes which has been disbursed to approved projects (average across the six Deauville Transition countries – Egypt, Tunisia, Jordan, Morocco Yemen and Libya) Indicator changed to: 80% of ongoing Deauville Transition Fund projects are judged 'Satisfactory' or 'Moderately Satisfactory' in terms of both progress towards objectives and implementation progress	Disbursement data is a proxy for project quality and progress. As we now have robust project quality and progress indicators, these are being substituted, as an improved indicator of the impact of the Deauville Transition Fund. Disbursement data will be included in table form in the Op Plan notes.
Annex A	Addition of humanitarian programme in Iraq (2014/15)	DFID no longer has a bilateral development in Iraq. However, in response to immediate needs following the advance of ISIL in 2014, DFID provided £23 million of emergency humanitarian funding and support to UK government efforts to stabilise Iraq.

Annex B: Iraq

Context

In 2014, the conflict in neighbouring Syria and the exclusionary, low capacity Iraqi government provided fertile ground for the rise of ISIL in Iraq which led to massive population displacement and created urgent humanitarian needs, while also being a major security threat to neighbouring countries and to the UK and our partners.

There are now an estimated 1.8 million people displaced internally within Iraq (UN OCHA September 2014) and the UN has declared the situation a level 3 humanitarian emergency. Communities have been trapped without access to basic services and there have been concerning reports of human rights abuses and violence against women.

Iraq is an oil-rich country, but faces serious security, political, economic and humanitarian challenges, not least the political exclusion of the Sunni population. Iraq's new government, headed by Prime Minister Haider al-Abadi, has a critical role to play in overcoming these challenges and the threat posed by ISIL.

Vision

The UK's long-term mission is to support the Iraqi people and government as they build a stable, prosperous and democratic nation. In the short term, the UK is also supporting international and local efforts to counter the threat posed by ISIL in Iraq and to provide a viable alternative to ISIL.

DFID is leading UK's work to alleviate the humanitarian suffering of those Iraqis targeted by ISIL terrorists. DFID is also supporting the UK government's efforts to promote an inclusive, sovereign and democratic Iraq.

To achieve this we will pursue humanitarian and stabilisation objectives:

- Providing £23 million of emergency humanitarian assistance in 2014/15 to meet the immediate needs of displaced people in Northern and Central Iraq, including life-saving supplies and support directed at the most vulnerable women and children;
- Supporting the humanitarian system in Iraq and the capacity of the UN and Iraqi authorities to deal with the longer-term needs of displaced populations;
- Supporting UK Government efforts to promote greater stability and security in Iraq, through our contributions to the Conflict Pool (in 2014/15) and the new Conflict, Stability and Security Fund (2015/16).

Our work in Iraq is an example of a MENAD regional crisis response to support stability, rather than a long-term development programme. The DFID office in Iraq closed in March 2012 when it completed its bilateral development programme. As Iraq is an upper middle income country, we do not plan to re-open this office. The British Embassy Baghdad will continue to lead the UK's work developing a stable, prosperous and democratic Iraq that supports UK interests in the region.

Alignment to DFID and wider UK Government priorities

DFID's role in the Iraq response will deliver DFID priorities in line with the Humanitarian Emergency Response Review and critically the Building Stability Overseas Strategy, as well as supporting HMG priorities to counter ISIL and build a stable Iraq.

Headline Results

DFID's provision of humanitarian assistance to Iraq is a new programme for 2014/15. We expect to report results against the following indicators:

Pillar	Indicator	Expected Results (end year included)
Humanitarian Assistance	Number of people reached with emergency food assistance through DFID support in Iraq.	New indicator – reporting due later in 2014/15
	Number of people provided with improved water and sanitation through DFID support in Iraq.	New indicator – reporting due later in 2014/15

Delivery and Resources

We will deliver our 2014/15 emergency humanitarian funding through:

- £4 million for the direct provision of humanitarian supplies;
- £17.5 million delivered through the UN, the International Committee of the Red Cross and NGO partners for basic life-saving assistance, including food, shelter, water, sanitation and medical care;
- £1.5 million to strengthen the overall humanitarian response, including support for the security of humanitarian workers and to the UN and Kurdish systems.

We will deliver our support to stability and security in Iraq through the Conflict Pool and the Conflict Security and Stability Fund (CSSF). Resources and delivery mechanisms for CSSF programmes will be agreed later this year.

DFID's work in Iraq is currently managed by a small London team and field advisors based in Erbil, Iraq. The London team is also drawing on specialist expertise from CHASE and MENAD's regional advisory team. Staffing levels will be reduced once there are no longer urgent needs for DFID involvement in Iraq.

Monitoring and Evaluation

DFID humanitarian advisors based in Northern Iraq will monitor the delivery of our humanitarian programme and we will also receive reporting from UN and NGO implementing partners. This includes focussing on ensuring our programme is conflict sensitive.

Monitoring and evaluation will be a key component of all programmes funded under the CSSF, adding to the UK's evidence base about how to prevent conflict and instability overseas.

Annex C: Human Rights Assessment

Human Rights Context

Security and protection of human rights are deteriorating across much of the region despite social justice being a rallying call of the Arab Spring. There are serious human rights violations inside Syria, amounting to war crimes and crimes against humanity. The regime has engaged in large-scale use of chemical weapons against civilians, the indiscriminate and disproportionate bombardment (by air and artillery) of densely-populated civilian areas and infrastructure (schools, hospitals), the use of siege and starvation tactics against civilians, hostage taking and the recruitment and use of children in hostilities. Islamist extremist groups operating in Syria and Iraq, such as the Islamic State of Iraq and the Levant (ISIL) and the Al Nusra Front, have carried out their own human rights abuses, such as: murder and massacres; sexual violence; enforced disappearances; and torture and executions in detention.

Progress in the rest of the region has been mixed. Human rights organisations report a deterioration of security in Egypt and Libya (Amnesty International, Human Rights Watch, Saferworld). Elections and constitutional drafting processes in Egypt, Libya and Tunisia have led to new political orders, but in Egypt restrictions on protest and participation have been introduced, whilst in Libya political life has fragmented into factions supported by militia. Syria aside, MENA performs well on Human Development indices but pockets of poverty persist in rural areas and city slums, often corresponding with communities for whom political and civil rights are denied.

- *Rule of Law:* A number of countries in the region kept emergency laws almost continuously in force, such as Egypt for 30 years (lifted in May 2012). This has meant that some security forces have become accustomed to operating with extensive powers of arrest and with limited measures of accountability. Constraints to freedom of expression have often curtailed civilian efforts to expose incidents of malpractice.
- *Women:* The Arab Region ranks lowest in the global gender gap report (World Economic Forum 2013). Women have low levels of participation in politics, economic and security decision making in MENA (Gender Equality and Development in the Middle East and North Africa Region, 2012). One exception is Tunisia, where 28% of MPs are women, more than in the UK (22%). The UN Commission of Inquiry on the conflict in Syria and others report that sexual violence has been systematically used by regime forces, most commonly in detention and during house raids, particularly for women, with a high incidence of sexual violence taking place during protests and conflicts (Amnesty International, HRW, Saferworld). Together with the FCO and MoD, DFID has developed a MENA component to the UK National Action Plan on UN Security Council Resolution 1325, which outlines the whole UK Government's approach. The UK Government also has a dedicated National Action Plan for Syria.
- *Displaced People:* The Syria crisis has displaced 3.2 million people to neighbouring countries and an additional 10.8 million people inside Syria are in need of humanitarian assistance (UNOCHA, September 2014). Syrian refugees are increasingly facing difficulties in entering Lebanon and Jordan. Syrian refugees are additional to Libyan, Palestinian and Iraqi refugees in the region. Since the beginning of the crisis the UK has been responding to the humanitarian needs of people inside Syria, as well as the humanitarian needs of people displaced to neighbouring countries, including Lebanon, Jordan, Iraq, Turkey and Egypt.
- *Young People:* The Arab Partnership has been working to strengthen young people's access to skills and jobs, for example through the Tunisia Young Entrepreneurs Programme.
- *Minority Groups:* Across the region minorities are often denied a say in the decisions that affect their lives, treated unfairly within the legal system or subjected to discrimination. Examples include Bedouin communities who have been denied land access or citizenship rights (Egypt). Far worse is the fate of members of minority communities, who have been systematically targeted for executions, in those parts of Syria and Iraq occupied by extremist groups. The UK government will protect the rights and opportunities of all communities, but will pay particular attention to those that face pervasive or increasing discrimination.

UK Approach and Focus

MENAD will advocate adherence to International Humanitarian and Human Rights Law, working in line with UK policies including the Building Stability Overseas Strategy and the UK Government Protection of Civilians in Armed Conflict Strategy. MENAD will also support international policy initiatives such as the UN Global Compact, which promotes good practice among businesses in relation to human rights, labour, environment and anti-corruption. MENAD will work closely with FCO primarily through the Arab Partnership, Conflict Pool and the Conflict, Security, and Stability Fund (CSSF) to ensure that our support strengthens respect for human rights by enabling the rule of law, strengthening the accountability of institutions and supporting citizens to monitor and report on rights issues.

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