

Operational Plan 2011-2015

DFID Ethiopia

April 2011

Contents:		
	Introduction	1
Section 1:	Context	2
Section 2:	Vision	3
Section 3:	Results	4-5
Section 4:	Delivery and Resources	6-10
Section 5:	Delivering Value for Money	11
Section 6:	Monitoring and Evaluation	12
Section 7:	Transparency	13

Introduction

The UK Government is determined to help reduce the inequalities of opportunity we see around the world today. We believe that promoting global prosperity is both a moral duty and in the UK's national interest. Aid is only ever a means to an end, never an end in itself. It is wealth creation and sustainable growth that will help people to lift themselves out of poverty.

In May 2010, the International Development Secretary, Andrew Mitchell, commissioned the Bilateral Aid Review (BAR) to take a comprehensive and ambitious look at the countries in which the Department for International Development (DFID) works through our direct country and regional programmes. The review focussed on the best ways for the UK to tackle extreme poverty, ensuring that we make the greatest impact with every pound we spend. In parallel, through the Multilateral Aid Review (MAR), DFID assessed how effective the international organisations we fund are at tackling poverty.

On the 1st March 2011, the key outcomes of the reviews were announced, including the results that UK aid will deliver for the world's poorest people over the next four years. The Bilateral Aid Review has refocused the aid programme in fewer countries so that we can target our support where it will make the biggest difference and where the need is greatest. The Multilateral Aid Review findings enable us to put more money behind effective international organisations which are critical to delivering the UK's development priorities. In addition the independent Humanitarian Emergency Response Review looked at how the UK can build on its strengths in responding impartially to humanitarian needs and help ensure future disaster responses can be better prepared and coordinated.

DFID is committed to being a global leader on transparency. In the current financial climate, we have a particular duty to show that we are achieving value for every pound of UK taxpayers' money that we spend on development. Results, transparency and accountability are our watchwords and guide everything we do. DFID regards transparency as fundamental to improving its accountability to UK citizens and to improving accountability to citizens in the countries in which it works. Transparency will also help us achieve more value for money in the programmes we deliver and will improve the effectiveness of aid in reducing poverty.

The UK Aid Transparency Guarantee commits DFID to making our aid fully transparent to citizens in both the UK and developing countries. As part of this commitment we are publishing Operational Plans for country programmes. The Operational Plans set out the vision, priorities and results that will be delivered in each of our country programmes.

We will concentrate our efforts on supporting achievement of the Millennium Development Goals (MDG), creating wealth in poor countries, improving their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.

1) Context

Ethiopia matters to the UK for a range of development, foreign policy and security priorities. It is populous, poor, vulnerable but comparatively stable in the Horn of Africa. From a low base, Ethiopia's growth and expansion of basic services in recent years have been among the most impressive in Africa. The UK Government has an opportunity to make our support more transformational and accelerate Ethiopia's graduation from aid dependency. The Government of Ethiopia (GoE) is capable and committed to growth and development, and is a proven partner in making rapid progress towards the Millennium Development Goals (MDGs). But its approach to political governance presents both substantive challenges to sustainable development and reputational risks to partners.

Ethiopia lies at the heart of an unstable region that has experienced almost continuous conflict and environmental shocks in recent decades. Ethiopia and its neighbours – including Somalia, Sudan and Eritrea – languish at the bottom of the Human Development Index. Poverty and instability in the Horn of Africa are among the drivers of migration to Europe, and also contribute to an environment in which fundamentalism and radicalisation can prosper. **UK interests** in the region include progress towards the MDGs, resolving conflict, bolstering stability, accelerating sustainable growth and development, mitigating the impact of climate change, tackling migration, and countering terrorism. A stable, secure and prosperous Ethiopia is critical to UK interests.

Ethiopia has come a long way in a short time, and has achieved stability through decentralised regional government. But Ethiopia has yet to successfully manage its democratic transition. The Ethiopian People's Revolutionary Democratic Front (EPRDF) took power in 1991 and have held it since then. They have made progress towards a functioning democracy and respect for human rights, but there is still a long way to go. Ethiopia has a capable government that is demonstrably committed to addressing poverty, with an impressive record of pro-poor spending, sound financial management and relatively little corruption. Prime Minister Meles and others in GoE play a role on global issues, including climate change, reform of the international financial architecture, and global health.

Ethiopia has made **impressive progress towards the MDGs**. In the last five years, with substantial support from the UK and others, Ethiopia has: halved the incidence of malaria; deployed 32,000 more health extension workers; doubled the immunisation rate; rolled out an innovative social safety net to protect almost 8 million of the most vulnerable people; and put 4 million more children in primary school. **Strong macroeconomic leadership** has helped Ethiopia achieve annual growth of over 7 per cent for the last decade. GoE's new Growth and Transformation Plan (GTP) targets a doubling of the economy and achievement of the MDGs by 2015, and a greater (if still limited) role for the private sector and accelerated industrialisation. The GTP provides a platform to align UK support with GoE's ambitions, make it more transformational, and accelerate Ethiopia's graduation from aid dependency.

Despite recent progress, **Ethiopia remains one of the world's poorest countries**, with more than 30 million people living in extreme poverty. It is comparatively under-aided, receiving around half the African average per capita aid. Strong progress towards some of the MDGs is from a very low base, and will be difficult to maintain as the needs of harder to reach populations are prioritised. Population momentum will see the 80 million population double by around 2030, accompanied by rapid urban growth. Ethnic nationalism and underdevelopment fuel instability and insurgency in parts of the Ethiopian periphery, threatening the delivery of Ethiopia's development objectives. External shocks, including climate change and fluctuating commodity prices, threaten growth. Ethiopia was badly affected by the oil and food price shocks in 2008, and will find it difficult to avoid price rises as global prices rise again in early 2011.

Ethiopia can absorb more aid and use it well. DFID is a leader within the development community, championing results, aid effectiveness and transparency. DFID works closely with UK Government partners in pursuit of shared objectives for a stable, secure and prosperous Ethiopia.

2) Vision

DFID's vision is to protect the most vulnerable Ethiopians, consolidate development gains, help achieve the MDGs, and seize the opportunity to make our support more transformational, accelerating Ethiopia's graduation from aid dependency.

We will: (i) **protect the most vulnerable**: by building the resilience of the very poorest by reducing food insecurity and improving livelihoods and security in fragile and/or conflict-affected areas; (ii) **consolidate recent gains and help achieve the MDGs**: by continuing to support, extend and improve proven programmes to expand access to quality basic services; and (iii) **make the impact of the UK's support more transformational** by complementing existing programmes by:

- putting girls and women front and centre of all we do. Across the programme we will work to build assets, create economic opportunities and promote voice and political empowerment of women. We will also support specific initiatives to reduce violence against girls and women, and stop early marriage;
- working to ensure that over time the humanitarian effort responds exclusively to crises, and that reliance on expensive humanitarian assistance for chronic, predictable need is replaced by a cost-effective, sustainable and comprehensive national system of social protection;
- addressing geographical inequality that is cause and consequence of fragility and conflict, by providing significant resources to conflict prone regions of the periphery for basic services, peace-building and to develop capable, responsive and accountable authorities at the local and regional level;
- investing to accelerate growth, trade and investment. GoE's new five year Growth and Transformation Plan reinforces its commitment to investment in human capital, infrastructure and energy, while signalling a move to support the manufacturing sector and improve access to credit. We will work with GoE to accelerate growth and facilitate a stronger role for private sector development and greater liberalisation of the economy;
- increasing resilience to changing weather patterns and leveraging the financial and low-carbon growth opportunities presented by climate change. We will help to build tools and skills across GoE, the private sector and civil society to adapt to future climate change, and benefit from opportunities for low carbon growth. New climate programming will help leverage the benefits of international finance and link research to climate smart decisions for industry and investment;
- empowering citizens and building domestic accountability. We will work with federal, regional and local government and civil society to increase the accountability of public services, and we will ensure that the work on building better state institutions and reform of the security sector focus on communities, women and girls; and
- innovating to leverage faster progress, for example by piloting results-based aid in education.

Alignment with DFID and wider UK Government priorities

The programme is fully aligned with DFID's Structural Reform Plan priorities and will deliver a significant share of DFID's contribution to the MDGs globally. Wider UK Government policy prioritises Ethiopia's stability, economic development and regional/global influence, and its willingness to work together to tackle climate change, security and address regional issues. All of these are explicitly or implicitly addressed by this plan, and integrated working across DFID and other UK Government Departments will be essential to delivering the results expected.

What we will stop doing

DFID will scale down and exit support for infrastructure and HIV/AIDS, where other donors are meeting Ethiopia's needs. We have ruled out investment in the multi-donor Agricultural Growth Programme in favour of broader support for growth and more direct support for the private sector.

3) Results

Headline results			
Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
Wealth Creation	Number of formal sector jobs created by government economic reforms (C)	0 (2011)	150,000 of which 112,500 for women and girls (by 2015*)
Climate Change**	Number of poor people better able to cope with climate shocks (C)	0 (2011)	1.5 million (in 2015)
Governance and Security	Number of women with improved access to security and justice (A)	2.23 million (2011)	3.37 million (in 2015) (51% increase)
Education	Number of children supported by DFID in primary education (A)	1.42 million of whom almost half are girls (2010)	1.94 million of whom almost half will be girls (37% more girls and boys supported in 2015 compared to baseline)
Health	Number of births delivered with the help of nurses, midwives or doctors through DFID funding (A)	35,000 (2010)	500,000 (births safely delivered between 2011-15)
Water and Sanitation	Number of people with sustainable access to clean drinking water sources through DFID support (A)	800,000 (2010)	1.4 million more people with access (by 2015)
Poverty, Hunger and Vulnerability	Number of people achieving food sufficiency (A)	0 (2010)	495,000 of which half will be women (by 2014)
Humanitarian	Prevalence of acute malnutrition among children under five in five selected hotspot sites (C)	12% nationally (September 2010)	Average of 2% reduction in both boys and girls (by 2015)

Note: (A) indicates results which are attributed directly to DFID funding; (C) indicates overall results to which DFID funding contributes; * 'by 2015' refers to the cumulative total of beneficiaries achieved by 2015; 'in 2015' refers to the snapshot of beneficiaries in the year 2015; + the baseline for the 5 hotspots will be finalised by end 2011 and will replace this national baseline.

**DFID climate change programming is subject to the strategy and allocations of the UK's cross-Government International Climate Fund (ICF). ICF priorities are to be agreed by summer 2011

3) Results (continued)

Evidence supporting results

Proposed results reflect the ambition of the the Government of Ethiopia's (GoE) Growth and Transformation Plan to 2015, the level of need, and Ethiopia's recent track record of delivering progress on a large scale. Evidence of what works – particularly for service delivery and social protection – is strongly grounded in international and locally generated analyses and evaluation. Analysis of conflict and governance in Ethiopia is extensive. Proposed new programme areas build on international and local data, to provide credible estimates of results expected in the next four years. But high quality data and evidence is not routine in many sectors, and we rely on a mix of national, international, and project level data sources to generate evidence of results. GoE has strong ownership of overall development strategies, and is keen to learn from best practice and base policy on robust evidence.

Planned work on governance, peace and security in the Developing Regional States of Ethiopia is based on national data of exclusion and inequality in development indicators, supported by a platform of extensive background research and evidence of service delivery in conflict-prone areas, a pilot project on education, and the role of youth in peace-building. The programme will draw on internationally recognised and conflict-sensitive measures to monitor results in service delivery, security sector reform and on violence against women.

Expected results in MDG pillars reflect our ambition to work to scale, based on strong evidence of performance from sector information systems and numerous evaluations. New programme approaches, such as Results-based Aid, will incorporate evaluation from the outset.

VfM rationale

In Ethiopia DFID can deliver results in most areas more cheaply than in many other Sub-Saharan African countries. This is because our programmes are largely delivered through the Government's decentralised and robust systems which utilise low cost techniques (such as community health workers) and minimise leakage (Ethiopia is third after South Africa and Mauritius on public expenditure accountability scores in Africa). Perception surveys, the posting of financial and budget information, and audit controls ensure that funds flow to the service delivery units and give us confidence that they are used for the intended purpose.

With low wage rates and low corruption, **Ethiopia offers good value for money** for investments in labour-intensive services such as health, education and social protection. The 2009 DFID Education Portfolio review reported that, at £20 per child per year, it costs around half the amount to educate a child in Ethiopia compared with Nigeria, and a quarter of the cost in Pakistan and Yemen. The Protection of Basic Services programme in Ethiopia was assessed to yield an impressive rate of return of around 32%. The Productive Safety Net programme (PSNP) that provides predictable cash or food transfers to almost eight million people, costs 8p to deliver £1 of benefits, compared with a best practice benchmark of 10p. PSNP costs around half of the amount required to provide assistance to these families via an emergency humanitarian programme making the programme £250 million cheaper to deliver. DFID Ethiopia, with the Office of DFID's Chief Economist, commissioned innovative work on value for money and adolescent girls. This review of available evidence endorsed a focus on reproductive health (delaying the age of first pregnancy) and completion of secondary education for girls, both of which will be addressed by activities in this plan.

Over the next decade, **the cost of delivering services is likely to rise in Ethiopia** as a developing private sector leverages up the wages for skilled workers, as the services expand into less densely populated or peripheral areas where the unit cost of delivery will be more expensive, and as the standard of services rise (particularly in health and education). We will work hard with our partners to mitigate any future risks that could undermine this position.

4) Delivery and Resources

Delivery channels

The UK is well placed to support plans for growth and transformation in Ethiopia through constructive, mature dialogue and relationships, and high quality, predictable programming. **We will use a combination of aid instruments and a mix of channels** to maximise impact and value for money, including sector budget support, multi-donor programmes and some bilateral projects (particularly for more innovative and higher risk interventions).

Progress towards the MDGs will largely be delivered through support to proven, nationwide government-led programmes. The impact of these programmes will be maximised through complementary efforts (through both the Government and civil society organisations) to increase decentralised ability to deliver services and improve accountability for their delivery and quality. We will innovate to increase the impact of these basic services, piloting results-based aid in education and supporting efforts to improve service quality. In the fragile and conflict-affected peripheral regions of Ethiopia, we will enhance development progress through conflict-sensitive peace-building activities and provision of basic services, tailored to the distinct needs of each region.

In newer areas of focus, such as wealth creation and climate change, we will develop innovative, impact-focussed partnerships with the private sector and Non-Governmental Organisations (NGOs), to complement our ongoing dialogue and work with the Government. Wealth creation programmes will be designed to enhance the growth-focus of all relevant programmes, including through better education and health outcomes, investing in agricultural skills and know how, and in rural infrastructure. National support will help government institutions to deliver better services for the public and improve the investment climate.

DFID will help to build Ethiopia's institutional capacity to respond to climate change, including support to civil society and the private sector. The Strategic Climate Institutions Programme will support Ethiopia's climate negotiators, help the country attract climate finance and develop a coherent strategic response to climate change. It will also establish a Climate Innovation Centre to support low carbon technology enterprises. **DFID will mainstream considerations of climate change into our core investments in food security, peace-building, basic services and wealth creation.**

We will establish **Girl Hub Ethiopia**, a demand-led resource to build the evidence, measure the impact and advise on best practice and policy for girls. The Girl Hub will be a catalytic facility, focused on convening new partnerships and building capacity with and for girls – providing better opportunities and skills. While working to reduce underlying food insecurity and vulnerability, **we will maintain our position as a leading advocate on humanitarian issues** and respond to unpredictable crises through proven multi-donor channels that provide flexible, coordinated and rapid funding for humanitarian responses.

Partnerships

As the third largest donor (after the World Bank and US) to Ethiopia, and with strong human resources, we have the capacity and responsibility to consolidate our position as an innovative thought leader within the development community. **DFID will champion results, transparency, independent scrutiny and a focus on girls**, as part of wider leadership on aid effectiveness. We will explore ways to work with new and emerging donors while taking a more systematic approach to measuring the performance and value for money of the partners we work with and through, particularly DFID's Multilateral Agencies, in tune with the results of the Multilateral Aid Review. DFID Ethiopia will continue to support the successful development of the Delivering As One UN initiative, and to further improve the effectiveness of the World Bank and the EU. Our support for civil society will be scaled up through multi-donor programming as well as targeted programmes that monitor and support their role in development processes, and the impact of new legislation governing their work and partnerships on the ground. We will continue to consult widely on our plans, as we move from planning to implementation.

4) Delivery and Resources (continued)

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL	
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000
Wealth Creation	4,700		7,600		7,800		11,000		21,000		47,400	0
Climate Change	200		4,000		12,000		12,000		13,000		41,000	0
Governance and Security	14,500		26,400		28,300		31,200		31,300		117,200	0
Education	75,800		64,000		74,500	2,000	91,500	3,000	105,300	3,000	335,300	8,000
Reproductive, Maternal and Newborn Health			46,300		50,200		61,800		66,700		225,000	0
Malaria			24,900		26,800		33,200		35,800		120,700	0
HIV/Aids											0	0
Other Health	39,000		13,400		12,700	1,500	15,600	2,200	17,000	2,200	58,700	5,900
Water and Sanitation	5,600	19,000	4,400	22,000	4,200	5,000	5,200	5,300	6,500	7,200	20,300	39,500
Poverty, Hunger and Vulnerability	76,000	4,000	25,723	31,277	29,536	30,464	20,675	37,325	31,000	32,000	106,934	131,066
Humanitarian			20,000		15,000		15,000		18,000		68,000	0
Other MDG's	1,700										0	0
Global Partnerships											0	0
TOTAL	217,500	23,000	236,723	53,277	261,036	38,964	297,175	47,825	345,600	44,400	1,140,534	184,466

4) Delivery and Resources (continued)

Operating Costs

	2010/11	2011/12	2012/13	2013/14	2014/15	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	1,008	1,333	1,577	1,725	1,725	6,360
Frontline staff costs - Non Pay	1,379	1,253	1,988	2,087	2,191	7,519
Administrative Costs - Pay	418	375	380	314	330	1,399
Administrative Costs - Non Pay	721	696	604	506	490	2,296
Total	3,526	3,657	4,549	4,632	4,736	17,574

4) Delivery and Resources (continued)

Efficiency savings

Delivering Programme Efficiencies		
Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation	(i) Graduate support for HIV/AIDs [£1m reallocated in 2010/11] (ii) Exit from the infrastructure sector [total contribution £44,000 in 2010/11] (iii) Complete co-leadership of Development Assistance Group (DAG) [costed at £52,000 in 2010/11]	(i) n/a (ii) £60,000 in 2011/12 (iii) £21,000 in 2011/12
Further examples of Programme efficiency		

Administrative Cost Savings Initiative	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in Consultancy Payments		20		2		2		
Reduction in Travel		13		3		3		
Reduction in Training		20		2		2		
Reduction in Estates & Property Costs								
Reduction in costs as a result of Office Restructuring			32	48	63	94		
Other Reductions		15						
Total	0	68	32	55	63	101	0	0

5) Delivering Value for Money (VfM)

Delivery of results in Ethiopia offers excellent value for money. DFID can deliver results in most areas more cheaply in Ethiopia than in many other Sub-Saharan African countries. This is because DFID programmes are largely delivered through GoE's decentralised and robust systems which utilise low cost techniques (such as community health workers) and minimise leakage. With low wage rates and comparatively low corruption, **Ethiopia offers good value for money** for investments in labour-intensive services such as health, education and social protection. We will work hard with our partners to mitigate any future risks that could undermine this position.

DFID Ethiopia has started to more fully integrate value for money analysis in to the design, implementation and review of all programmes. In human development and social protection, we have constructed comparable unit cost data and drawn on extensive evaluations. We are learning from international best practice to introduce VfM in new governance, climate change and wealth creation programmes at the design stage. We will improve staff skills for VfM appraisal and monitoring, by convening a VfM Taskforce to finalise a strategy and identify the tools and procedures to embed VfM throughout programme cycle management. DFID Ethiopia will combine work on VfM, results and evaluation to further improve the effectiveness of our programme.

We will finalise and implement a VfM Strategy centred around Economy, Efficiency and Effectiveness. In doing so, we will:

- Make VfM a key consideration in project design and appraisal, and use this process to both undertake cost benefit/effectiveness analysis and to develop a series of VfM metrics for all interventions that cover the results chain and explicitly address the economy, efficiency and effectiveness elements of VfM
- Ensure that project monitoring and evaluation systems (including log frames) are designed to capture and report on this information
- Routinely monitor VfM metrics during programme reviews
- Proactively manage the fiduciary risks associated with growing programme and administrative expenditure, and
- Take a more commercial approach to the management of both our administration and programme resources

In order to do this DFID Ethiopia will:

- Embed VfM in project cycle management and address VfM challenges, such as how to construct a comprehensive measure for new programme areas
- Improve staff skills through on the job, online and workshop training in VfM analysis, economic appraisal, financial management and evaluation
- Develop indicators and unit cost measures for hard-to-measure areas such as governance and climate change
- Provide incentives for staff to take forward VfM, by incorporating measures into staff performance frameworks
- Enhance collaboration with stakeholders through an annual VfM stakeholders' consultation to share experiences and learn from the work of our partners
- Support VfM measurement and implementation within partner organisations such as the World Bank, the EU and other large bilateral organisations
- Work with GoE to monitor and analyse the factors that currently drive Ethiopia's strong VfM performance such as sound financial management and the use of cost effective solutions such as the focus on primary and preventative health care
- Harness Corporate and Divisional financial improvement strategies and tools to ensure we have the correct systems, procedures and practice in place to drive continued improvement in financial management. DFID Ethiopia has upgraded the Finance Manager post to improve forecasting, financial management and scrutiny for the expanded portfolio

6) Monitoring and Evaluation

Monitoring

How – each programme will have a results chain and framework to track programme progress. Many of the nationwide programmes will use routine national data, complemented by survey data (e.g. Demographic and Health Survey (DHS), Welfare Monitoring Survey) and independent verification of data where possible (e.g. for results based aid). Tools such as the Woreda Benchmarking Survey (a district level community perception survey) will be used to track beneficiary satisfaction. DFID will use results from longitudinal studies which provide information on the impact of development from a community perspective and help inform context-specific governance and security indicators. DFID will provide support to the multi-donor Monitoring and Evaluation (M&E) pooled fund, through the Central Statistical Agency (CSA) to improve sex and age disaggregation of data and improve monitoring of impact on girls.

Who – Monitoring of results and oversight of the results framework will be led by the Corporate Effectiveness Team (CET), to include a Results Adviser. Programme monitoring, evaluation and review will be the responsibility of individual teams, with oversight from the CET. Results monitoring will be a priority for learning and development, and will be embedded as a core responsibility across all members of the programme team.

When – Monitoring of programme results through programme cycle management and regular reviews. The DFIDE results framework will be reviewed every 6 months by CET and the Programme teams, to take stock of progress and identify areas where greater effort is needed.

Evaluation

DFID Ethiopia is committed to improve evidence and accountability through evaluation. We will pilot the 'Embedding Evaluation' initiative, to increase evaluation coverage, quality and ability to manage evaluations. An Evaluation Strategy will map out evaluations based on selection criteria (quality of existing evidence, strategic importance, thematic area, evidence gap, under-represented in evaluation terms). We will aim for 50-75% programme evaluation coverage by end of 2015, including approximately one-quarter coverage by rigorous impact evaluation. Evaluation will be built into new programmes in wealth creation and climate change, investing in the establishment or improving of baselines, data collection and analysis. Some of the innovative evaluation work should feature in the Independent Commission on Aid Impact (ICAI) workplan. Evaluation skills will be contracted from local partners from academia and international institutes, and drawing on regional and international experts for additional evaluation capacity. We will build skills and capacity across our teams on evaluation design and management, and will support an evaluation shared post (regional), a new Results Adviser, and attain accreditation to the Evaluation Specialism for all team leaders and Deputy Programme Managers by the end of 2014/15. We will work with the DFID Evaluation Department on strategy monitoring and use the existing independent quality assurance panel to review evaluation designs and products. Support through the M&E Pooled Fund will include skills development in evaluation for national partners at programme level and in the CSA. Evaluations currently underway: Health Extension Programme (flagship programme of health sector); General Education Quality Improvement Programme; Productive Safety Nets Programme undertakes evaluations every two years to examine the impact on beneficiaries. Planned evaluations: Results Based Aid pilot; work to end child marriage; planned service delivery work under the Peace and Development Programme; adolescent reproductive health.

Building capacity of partners

DFID will work to improve the functioning and quality of national data systems. This will include support to the Central Statistical Agency, to improve the quality and relevance of national poverty data by supporting data collection to lower geographical levels, and increase national capacity for analysis and other research evidence. We will also work with GoE on sector specific M&E such as supporting Ministry of Education evaluation of the General Education Quality Improvement Programme. (GEQIP). The Protection of Basic Services programme has a dedicated M&E component which targets data quality and strengthening systems across a range of sectors. Plans are in place to improve management information systems in our priority service delivery sectors including support to nutrition surveillance through UNICEF and with UN Women to identify gaps in existing systems for the generation and use of data split by gender.

7) Transparency

Transparency is one of the top priorities for the UK Government and is fundamental to improving accountability to UK citizens and to citizens in countries where we work. **As part of the UK Aid Transparency Guarantee**, DFID will publish detailed information about new projects and policies in a way that is comprehensive, accessible, comparable, accurate and timely, including translation into local languages. We expect that greater transparency will deliver more value for money in the programmes and improve the effectiveness of aid in reducing poverty.

DFID Ethiopia will act to meet its commitments under the UK Aid Transparency Guarantee, by:

- **publishing on the DFID website** detailed information of all expenditure over £500 (from April), ensuring information is comprehensive, accessible, of high quality and in plain English. A small number of exclusions will apply based primarily on key principles of Freedom of Information Act. We will contribute on an annual basis, to the Aid Management Platform, a joint project of the European Union and Government of Ethiopia (GoE) which is an on-line facility to inform the public, civil society and development partners in Ethiopia about the type and volume of development aid each bilateral and multilateral donor provides in Ethiopia. **DFID Ethiopia will meet the standards set out in the International Aid Transparency Initiative (IATI)** and will work closely with our programme partners to improve their transparency. This will require, over time, any civil society organisation that is in direct receipt of DFID funds to adhere to similar standards of transparency and accountability. DFID will also work to encourage other bilateral and multilateral organisations to adhere to similar standards of transparency.
- **promoting transparency and accessibility to information in Ethiopia** by translating key documents of the programmes the UK supports into local languages. DFID will continue to support GoE through the accountability component of the Protection to Basic Services Programme, to post timely budget information on service delivery units at district level, promoting greater transparency on budget information, and enabling citizens to better engage with their local government. Through the introduction of the client card, we will strengthen accountability for cash transfers, providing clients with an increased sense of certainty over their entitlements, and better evidence for appeals. Through our programmes and dialogue with the Government of Ethiopia, we will encourage transparency to Ethiopian citizens about their budgets and the aid received, in line with the IATI.
- **providing opportunities for feedback** from beneficiaries and those affected by DFID programmes. We will improve monitoring and joint reviews in our largest programmes to ensure feedback is collected during field visits. Improving evaluation across our programme will help us to derive evidence and feedback and increase opportunities to discuss programme results and recommendations with beneficiaries. We will update DFID Ethiopia's Country Brief and website every quarter.
- **improving quality assurance** across DFID Ethiopia's programme and resource management. With an increasing budget to deliver aid in Ethiopia, DFID will improve systems to respond to increased scrutiny from taxpayers, Parliament, and the public, i.e. the Corporate Effectiveness Team will check and ensure that all programme documents are clear, factual, and in plain English. In addition, DFID will ensure all transactions are accurate and of high quality, and that those with delegated authority to assess and approve expenditure, are fully competent to take on this responsibility.