



Department
for International
Development

Operational Plan 2012-2015

DFID MENAD REGIONAL TEAM

Updated June 2013

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Introduction

The UK Government is determined to help end extreme poverty around the world. We believe that international development is not just the right thing to do, but the smart thing to do. Britain has never stood on the sidelines, and it is in all our interests for countries around the world to be stable and secure, to have educated and healthy populations and to have growing economies. DFID aims to end aid dependency through jobs – building the economies of developing countries so that they can stand on their own feet.

No country can develop with only half of the population involved, that is why DFID is scaling up its support for women and girls across all of our country programmes, including an increased emphasis on girls education and preventing violence against women and girls.

We are also focussing on what works, investing in research and taking advantage of new technology to ensure that UK development support has the greatest impact.

DFID is committed to being a global leader on transparency, and in 2012 was ranked the top aid organisation in the world for transparency. Transparency is fundamental to improving accountability both to UK citizens and to citizens in the countries where we work. Transparency also helps us achieve greater value for money and improves the effectiveness of aid. As part of our commitment to transparency we publish Operational Plans for each area of our work setting out what we will achieve and how we will achieve it. In June 2013 DFID launched a new online tool, Development Tracker, to provide an easy way to access information and data about DFID programmes.

With less than 1000 days to go, we will continue to focus our efforts on delivering the Millennium Development Goals, creating wealth in poor countries, strengthening 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

With a large and growing population of 385 million (WDI 2010) people, the Middle East and North Africa (MENA) is a diverse region of 19 countries. Although most states are middle or upper income, Gulf countries with huge oil and gas reserves, sit next to poorer countries like Yemen.

The Arab Spring, starting in December 2010, marked a historic turning point for the region. Whilst the context and impact was distinct in each country, the drivers were common. The Arab Spring was driven by people power, fuelled by calls for economic and social justice, alongside civil and political liberties. People were frustrated by entrenched corruption, elite capture, restricted economic and political participation, and failing public services. Twelve months later the governments of Egypt, Tunisia and Libya had fallen, Syria was in violent turmoil, and in Yemen, President Saleh had ceded power after 33 years in office. The monarchies of Jordan and Morocco have started to introduce measures of democratic reform, Egypt and Tunisia have held elections to newly reformed Parliaments, and Gulf countries have begun to provide some economic and political concessions.

Despite strong economic growth of almost 5% GDP a year over the last decade, (IFC 2011), this did not generate the quantity and quality of jobs needed to respond to a growing population, and many of the benefits of this growth were captured by a privileged few. This led to rising unemployment, particularly amongst women (over 30% across the region) and young people (averaging 25%) and a high dependence on the informal sector for jobs (IFC 2011). Added to this, poor and middle class households have remained vulnerable to economic shocks such as rising food and commodity prices. The 2009 Arab Human Development Report emphasised the challenges of weak constitutions, legal restrictions on political party formation, state-sponsored repression and limitations on civil society's operations.

Concerns are now growing as to whether the momentum for change can be sustained. The Arab Spring has hit economic growth hard, investment has weakened, foreign direct investment inflows and tourism receipts have plummeted, and hopes of rapid job creation have been dashed while insecurity rises. The World Development Report 2011 emphasised that transitions take 15-30 years, but in the meantime, constitutional disputes and popular protests have marked the transitions in Egypt, Jordan and Tunisia which need immediate confidence building measures including economic stabilisation and early political reform. Countries will need longer term policy changes to deliver growth and social justice. Libya requires continued support to build a stable, open and democratic government, contributing to wider regional stability and security. In Syria, long-term humanitarian support is essential to meet the needs of those affected by the violence.

Power structures in the region are shifting. The Arab League has asserted itself under Saudi and Qatari leadership, and Iran and Turkey are playing increasingly prominent roles in the political arena. Gulf donors are emerging as major international aid players. Saudi Arabia, UAE and Qatar have all made significant financial contributions to stabilising the economies of Egypt and Jordan. New opportunities are emerging for closer working between traditional and Gulf donors.

But long running Middle East issues have not gone away. The Middle East Peace Plan remains a critical point of tension; sectarian struggles have escalated; minority groups remain marginalised; and peace is still a long way off. The region remains vulnerable to natural disasters including earthquakes and suffers from environmental challenges of water scarcity, land degradation and desertification. These could all affect growth prospects and potentially exacerbate local conflicts.

The fundamental challenge for the international community will be to support transition countries **to create the building blocks of democratic and prosperous societies** and to help countries affected by the Syria crisis to avoid deterioration into conflict and collapse.

The DFID programme will be a major component of a broader-based effort by the UK Government to mobilise developmental, diplomatic, and security efforts. There are separate plans covering DFID's bilateral programmes in Occupied Palestinian Territories and in Yemen.



2) Vision

Overview

The UK Government's long-term vision for MENA is a region based on open, democratic societies, with greater social, economic and political participation of its people. This will require a major rethink of the role of the state and of citizens, and changes to policies and institutions, so that expectations for security, jobs and services are met, and integration achieved with the regional and global economy. These changes will take time and may be accompanied by rising tensions and insecurity. DFID will work through our membership of the G8 (particularly in the UK's Presidency year of 2013), the European Union, and other international financial institutions, providing technical support to stimulate further investment and help them to make an effective response to the Arab Spring, which secures long term economic, political and social change in the region. To achieve this the UK committed £110 million to the DFID/Foreign and Commonwealth Office (FCO) Arab Partnership (AP), launched in 2011. This comprises a £70 million DFID-led Arab Partnership Economic Facility (APEF), primarily leveraging funding and technical assistance through multilaterals, and a £40 million FCO-led Arab Partnership Participation Fund (APPF) focusing on accountability and governance. The APEF is initially focussing on Egypt, Tunisia, Libya, Jordan and Morocco and will support wealth creation, ensuring it is both inclusive and sustainable. APEF will partner with international and regional institutions, largely using multi-donor trust funds, and national governments, the private sector, and civil society organisations to support trade and investment, enterprise growth, job creation, economic governance and vocational skills development. Currently the DFID Syria programme is focussed on a major humanitarian response and supporting cross-Whitehall non-humanitarian efforts. If the situation changes dramatically, further conflict reduction, stabilisation, and economic support may be needed.

MENAD Regional team will use the FCO/DFID/MOD Conflict Pool (CP) to help deliver this vision through supporting conflict prevention, reconciliation and building effective and accountable security and justice institutions and to deliver National Security Council priorities. MENAD will strengthen the partnership with the Gulf States and regional institutions, recognising their key role in providing development and humanitarian support across the world. In particular MENAD will work with them to improve development effectiveness and to help countries in the region respond and build resilience to chronic and rapid-onset conflict, economic shocks and natural disasters.

Through our broader humanitarian response work, we may also assign financial and personnel resources to respond to other crises.

Alignment to DFID and wider HMG priorities

The UK aid programme in MENA will help deliver the UK Building Stability Overseas Strategy (BSOS), the UK Humanitarian Policy and the Whitehall Gulf Initiative and will contribute to the UK Government's "Emerging Powers Initiative". The programme will contribute to ensuring that tri-departmental Conflict Pool resources are fully aligned with Strategic Defence and Security Review priorities and provide value for money. DFID will contribute £20 million to the FCO-led Arab Partnership Participation Fund, and is working closely with the FCO to ensure this Fund delivers results and value for money. DFID's MENA programme will also support the UK National Action Plan on Women, Peace and Security, which includes specific MENA actions. We will continue to ensure our approach is guided by conflict and political analysis including through close working with FCO in London and in the region, and through drawing on analysis from national and international researchers.

What we will stop doing

DFID closed its Iraq bilateral programme in March 2012. The MENAD Regional Team in London will manage and monitor remaining projects. All MENA countries, except Yemen, are middle or high income and do not need substantial grant resources. We will, therefore, not establish any new bilateral programmes but will place Arab Partnership Advisers in UK Embassies in the region, and fund specific technical advice and knowledge sharing to help countries maintain a positive growth trajectory and to prevent economic collapse.



3) Results

Headline results

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
Wealth Creation	Number of enterprises receiving business advice under DFID funded programmes (cumulative)	2011 125 enterprises	By 2014/15 1,200 enterprises
Wealth Creation	Number of loans disbursed as a result of DFID support (cumulative): - SME loans - Micro loans - Micro loans to women	2011 SME loans – 0 Micro loans – 0 Micro loans to women – 0	By 2014/15 SME – 2,800 Micro loans – 50,000 Of which to women – 18,000
Wealth Creation	Estimated number of jobs directly or indirectly created as a result of DFID support (cumulative)	2011 5,819 jobs	By 2014/15 39,000 jobs
Wealth Creation	Number of people trained in skills (in order to enhance their employment prospects)	2011 0	By 2014/15 40,000
Global Partnerships	Percentage of new projects by World Bank and African Development Bank, to Egypt, Tunisia, Jordan, Morocco and Libya, which are focused on promoting economic and social inclusion	2010 WB – 48% AfDB – 25%	By 2014/15 WB - 60% AfDB - 35%
Global Partnerships	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)	2012 n/a Fund is being established	By 2014/15 65%

NOTE: The MENAD team works closely with Whitehall partners on the Conflict Pool and the Arab Partnership Participation Fund. The results of this activity are not included as funding is not part of the core MENAD Regional Programme. These programmes provide essential support on governance and political participation which will complement the APEF and support economic transition across the region. The results of humanitarian programmes, including Syria, are not included in the expected results, rather the results will be reported retrospectively. All results are disaggregated by sex where appropriate.



3) Results (continued)

Evidence supporting results

There is a range of supporting evidence for this operational plan on which our core assumptions and theory of change are based. 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. The AP/CP 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. Overall we consider the quality of national data is mixed. There is a range, from countries with high quality data such as Egypt and Palestine having high statistical capacity indicator scores, 89 and 84 respectively, and Libya and Yemen with scores of 36 and 43 respectively (World Bank Statistics Capacity Indicator 2011, 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 OECD/World Economic Forum 2011 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. It notes, “particularly needed are measures to support a vibrant, competitive and entrepreneurial private sector. Corruption, lack of transparency in government decision making, market distortion, and weak global and regional integration hinder competition and reduce efficiency.”

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. In addition this Plan includes specific programmes to “improve policy making and debate” and within this area we will be supporting regional and country research including, the Egyptian Network for Integrated Development. 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.

In order to determine our expected levels of results we have worked closely with programme partners. In the Wealth Creation pillar the quality of the evidence used is good.

Value for Money (VfM) Rationale

There is a compelling argument for making targeted interventions now, with the objective of preventing state failure. A key element of DFID’s contribution to the 2010 UK Strategic Defence and Security Review is to emphasise the importance of integrating the risks of further instability and upstream conflict prevention as opposed to focussing solely on response. The costs of intervention after a state fails are likely to be higher than the costs of preventing that failure. This principle has guided the development of the programme which is focusing on inclusive and sustainable wealth creation.

To ensure Value for Money we will look to work primarily through the International Financial Institutions (IFIs), which offer an opportunity to work strategically across the region, particularly in countries where DFID has no country office.



4) Delivery and Resources

Context

The MENAD Regional Team has staff in London and overseas. The team includes Governance, Conflict, Humanitarian, Economics, Private Sector, Social Development, Anti-Corruption, Evaluation and Statistics Advisers as well as policy and programme management staff. We have seconded a staff member to the Islamic Development Bank to work on aid effectiveness, a DFID representative to the Gulf States based in Abu Dhabi, and Arab Partnership Advisers in each of the UK Embassies in Egypt, Tunisia, Libya and Jordan to deliver programmes and engage in a reform dialogue with governments and donors. DFID has also seconded a National Expert to the EC's European Neighbourhood Policy and Programmes team. We have temporary humanitarian staff in Beirut, Amman, Ankara and Southern Turkey managing the response to the Syria crisis and a permanent DFID Humanitarian Adviser in Amman.

We will work with the following partners and mechanisms:

- **UK Government Departments:** we will work closely with other parts of the UK government in response to the Arab Spring and wider regional issues. This includes work with the FCO and HMT to set the strategic direction and priorities for our programming, and to ensure DFID's views are represented in high-level international fora such as the G8 Deauville Partnership, EU Neighbourhood Instrument and our engagement with Gulf States. We will also work closely with the FCO, MOD and Cabinet Office on conflict and stability issues including through the Conflict Pool and BSOS board.
- **Aid Coordination:** we will continue to influence, promote coordination and galvanise wider donor support for the region particularly through international processes. We work with Arab Donors as part of the UK Government's Gulf Initiative to increase UK co-operation with Gulf States. In this regard, we will focus on aid effectiveness, monitoring and evaluation and improving the response to humanitarian and fragile/conflict affected situations.
- **International Financial Institutions** – we have prioritised support to the IFIs as they have a critical role to play in supporting economic transition in the MENA region in terms of knowledge, expertise and financial resources. We will encourage the IFIs to take on board lessons of the past adjusting and designing programmes to respond to the region's current and emerging challenges, taking full account of the Multilateral Aid Review findings.
- **United Nations** -we will work with UN agencies as coordinators of international assistance, policy makers and programme implementers including for delivering and coordinating humanitarian assistance, and achieving our political, security and development objectives. We will take full account of the Multilateral Aid Review when deciding 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 between domestic and international business.
- **Civil Society** – we will support civil society organisations, including emerging organisations to pilot innovative approaches to social and economic problems and to assist them to engage in policy debate with politicians, government ministries, the media and donors. We will use opportunities to work with civil society in Syria.
- **Researchers and Think-Tanks** – we will support academia and think tanks to undertake regional analysis and research on political and economic transformation in order to build a stronger evidence base that supports decision making by donors, regional governments and other decision makers.

Intervention Choice

- Under the joint DFID/FCO AP we will fund and manage the Arab Partnership Economic Facility (APEF) to provide £70 million of assistance to support economic transition in Egypt, Tunisia, Morocco, Jordan and Libya. We will prioritise support to IFIs in the form of multi-donor trust funds and regional programmes, and provide flexible funding for country-level interventions, for specific reform challenges and for working with a civil society and private sector partners.
- We are implementing a Memorandum of Understanding with the United Arab Emirates and developing another with the Organisation of Islamic Cooperation which will specify areas for joint working.
- We will take forward MENA's contribution to the UK Government's response to the Humanitarian and Emergency Response Review, the UK Humanitarian Policy, the UK Building Stability Overseas Strategy and the UK Government's Protection of Civilians in Armed Conflict Strategy.



4) Delivery and Resources (continued)

Planned Programme Expenditure

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL 2011-15	
	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	2,700	0	6,445	0	17,150	0	24,511	0	17,713	0	65,819	0
Climate Change	0	0	0	0	0	0	0	0	0	0	0	0
Governance and Security	1,119	0	209	0	0	0	0	0	0	0	209	0
Humanitarian	9,579	0	8,057	0	79,624	0	60,000	0	0	0	147,681	0
Other MDG's	0	0	0	0	0	0	0	0	0	0	0	0
Global Partnerships	0	0	600	0	4,350	0	3,150	0	300	0	8,400	0
TOTAL	13,398	0	15,311	0	101,124	0	87,661	0	18,013	0	235,507	0
Additional Expenditure	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
Arab Partnership Participation Fund - PES transfer to the FCO	0	0	0	0	8,000	0	8,000	0	4,000	0	0	20,000
Arab Partnership Advisers in Tunis, Amman and Cairo - PES transfer to the FCO	0	0	0	0	597	0	597	0	597	0	0	1,791
TOTAL	0	0	0	0	8,597	0	8,597	0	4,597	0	0	21,791

Figure for 2010/11 and 2011/12 are actual outturn; 2012/13 are provisional outturn; 2013/14 and 2014/15 are planned budgets
Resources to the humanitarian pillar are provisional and may change as the situation in Syria develops



4) Delivery and Resources (continued)

Planned Operating costs

	2010/11 £'000	2011/12 £'000	2012/13 £'000	2013/14 £'000	2014/15 £'000	Total 2011-15 £000
Frontline staff costs - pay	0	286	947	1389	1273	3895
Frontline staff costs - nonpay	0	907	371	344	354	1976
Administrative costs - pay	662	1176	857	860	763	3656
Administrative costs - nonpay	101	286	117	284	63	750
TOTAL	763	2,655	2,292	2,877	2,453	10,277

NOTE: These figures include operational costs for MENAD Regional Team (including Libya), Syria, and the Iraq Inquiry.

Budgets cover Regional Team percentage of shared advisor salaries, plus their mobile phone and training costs. The Regional Team will only cover non-country programme travel. Due to current pay freeze, no salary increase has been factored in.

Figures for 2010/11 and 2011/12 are actual outturn; 2012/13 are provisional outturn; 2013/14 and 2014/15 are planned budgets.



4) Delivery and Resources (cont.)

Planned Efficiency savings

Delivering Programme Efficiencies*		
Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation	N/A*	0
Further examples of Programme efficiency	N/A*	0

Administrative Cost Savings Initiative	2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in costs as a result of Office Restructu	0	0	0	0	0	0
Other Reductions	0	0	0	0	0	0
Total	0	0	0	0	0	0

* FOOTNOTE: The Arab Spring has led to dramatic changes across the region with a significant increase in workload for the MENAD Regional Team. The overall budget and size of the team has increased to deal with these new demands and will make efficiency savings by:

- Merging the Libya team with the wider MENAD regional team to save overhead costs;
- Closing or redesigning poor performing programmes;
- Paying close attention to administrative overheads and the ratio of administration costs to programme spend for all programmes;
- Continuing to drive down costs of travel, training and consultancies.



5) Delivering Value for Money

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. The Multilateral Aid Review (MAR) identifies areas where each IFI needs to improve its VfM. These areas will provide the basis for our institutional engagement with each IFI.

Key Action Points

- VfM strategy agreed by end of April 2013.
- Ensure financial allocations are based on MAR recommendations and performance leads to better VfM in IFI operations.
- Ensure VfM is embedded in our work with the FCO on the Arab Partnership.
- Embed early analysis of VfM in the formal programme approval and appraisal processes.
- 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 at least two VfM success criteria in their 2013/14 performance management forms.
- Evaluation of Syria Humanitarian support in 2013 to include assessment of delivering VfM.

Key Challenges

- Embedding VfM at key steps in our project cycle management processes and that appropriate tools are used.
- Ensuring all MENAD staff make VfM considerations a priority in programme management.
- Ensuring staff have time to manage a large number of small projects provides VfM.
- Monitoring and ensuring VfM through our implementing partners' systems, particularly making sure that the benefits are captured and estimated in monetary terms in
in
a cost effective way.
- Comparing the administrative costs of our partners order to identify best practice and to demonstrate how to gain greater VfM.
- Overcoming the scarcity of good quality data and evidence to assess VfM.



6) 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. 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 Strategy 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. More detailed monitoring and evaluation strategies for the Arab Partnership Programme and for the Syria Programme have also been developed.

As the Arab Partnership Economic Fund is a new modality operating in a high risk context, a high level of evaluation will be desirable. 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 will be commissioned in 2014. We will strive to ensure that lessons from these evaluation studies feed into DFID's broader knowledge base. We will also work with the FCO on the evaluation of the Arab Partnership Participation Facility to ensure we can learn lessons across both funds.

In 2013 MENAD will undertake a Strategic Climate Programme Review of the whole regional programme to ensure climate issues are being addressed.

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. A good start has already been made on this, as DFID has been supporting the Islamic Development Bank (through our Secondee) and several Gulf Donors (especially UAE) to improve their understanding of the importance of independent evaluation. Under this Operational Plan we will seek opportunities to work together on joint evaluations.



7) Transparency

Publication of information

Transparency is one of the top priorities for the UK Government. 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 we will provide opportunities for those directly affected by our projects to provide feedback.

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 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 in English and Arabic on the DFID website.
- We will seek to publish summaries of all large scale new interventions in Arabic.

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 , for example in Egypt.
- 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 Revenue Watch 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.



8) UK Human Rights Assessment

The UK recognises that the realisation of all human rights underpins sustainable development. Through its development programmes, DFID aims to support civil society and governments to build open economies and open societies in which citizens have freedom, dignity, choice and control over their lives, and institutions are accountable, inclusive and responsive.

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. The UN reports gross breaches of human rights in Syria. Libya continues to be unstable. Sexual violence has occurred during the conflicts in both countries. Human rights organisations report deterioration of security in Egypt and Libya, particularly for women (AI, HRW, Saferworld). Elections and constitutional drafting processes in Egypt, Libya and Tunisia have led to new political orders but these have not been complemented by improvements in civil rights. 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), Syria for 38 years and Algeria for 19 years (Amnesty, 2011). This has meant that some security forces have become accustomed to operating with extensive powers to 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 2012). 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). The UK Government will provide support that enables women to contribute to economic, political and social life. 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.
- *Displaced People:* The Syria crisis has generated 1.2 million refugees (registered or in the process of doing so) plus more than 2.5 million people displaced within Syria. (UN, as of March 2013). This is in addition to Palestinian and Iraqi refugees in the region many of whom have been displaced over more than a generation. We provide humanitarian support where required.
- *Young People:* The Arab Partnership work will help 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 Berbers in Tunisia, Bedouin communities who have been denied land access or citizenship rights (Egypt), Shiite minorities who face discrimination (Egypt) and Christian and Jewish communities (Iraq, Tunisia, Syria and Egypt). 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 and Conflict Pool 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. Developing joint human rights assessments where required.



Annex A: Revisions to Operational Plan 2012/13

Context

Changes reflect MENAD's continued support to Libya and dramatically increased response to the Syria crisis.

Results

Includes a new target on skills training for beneficiaries in the region.

Organisational design and programme spend:

These slides reflect our scale up in staffing to Arab Partnership countries and to respond to the Syria crisis. They also reflect the increase in planned programme spend on Syria for 2013/14 of £60m.

Monitoring & evaluation:

Reflects more detailed monitoring and evaluation strategies for the Arab Partnership Programme and for the Syria Programme.

Human Rights

This slide reflects the deteriorating human rights conditions in the MENA region.



Annex B: Results Progress

Progress towards headline results

Pillar	Indicator	Baseline	Progress towards results	Expected Results
Wealth Creation	Number of enterprises receiving business advice under DFID funded programmes (cumulative)	2011 125 enterprises	PROGRESS: SLIGHTLY OFF TRACK Milestone (2012/13): 330 Actual (2012/13): 255 reported to date and some additional reports expected	By 2014/15 1,200 enterprises
Wealth Creation	Number of loans disbursed as a result of DFID support (cumulative): - SME loans - Micro loans - Micro loans to women	2011 SME loans – 0 Micro loans – 0 Micro loans to women – 0	PROGRESS: OFF TRACK Milestone (2012/13) – 3000 microloans, 183 SME loans. Actual (2012/13): 0 microloans, 318 SME loans. Results cover first three months of a project.	By 2014/15 SME – 2,800 Micro loans – 50,000 Of which to women – 18,000
Wealth Creation	Estimated number of jobs directly or indirectly created as a result of DFID support (cumulative)	2011 5,819 jobs	PROGRESS: OVERACHIEVING Milestone (2012/13): 3,000 Actual (2012/13): 20,000	By 2014/15 39,000 jobs
Wealth Creation	Number of people trained in skills (in order to enhance their employment prospects)	2011 0	NO ANNUAL MILESTONE Actual (2012/13): 716	By 2014/15 40,000
Global Partnerships	Percentage of new projects by World Bank and African Development Bank, to Egypt, Tunisia, Jordan, Morocco and Libya, which are focused on promoting economic and social inclusion	2010 WB – 48% AfDB – 25%	NO ANNUAL MILESTONE Actual (2012/13): - World Bank 40% - AfDB 33%	By 2014/15 WB - 60% AfDB - 35%
Global Partnerships	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)	2012 n/a Fund is being established	NO ANNUAL MILESTONE Actual: Less than 1%. Fund is operational as of Dec 2012, 13 projects worth \$48milion have been approved to date.	By 2014/15 65%
Humanitarian	Number of people provided with humanitarian assistance		Actual (2012/13): 140,000 people provided with support for more than 6 months	No target