Department
for International
Development

Operational Plan 2011-2016

Africa Regional Department

Updated December 2014

Contents

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

Sub Saharan Africa has 12% of the world's population but is home to just under a third of the world's poor. Its economy has a combined Gross National Income only 9% larger than the Netherlands. Africa needs economic growth to reduce poverty, but its economic and political geography presents some significant challenges that will not be overcome through working at country level alone.

Africa's economy and political geography is highly fragmented. Sub-Saharan Africa has 48 countries with the highest density of small countries in the developing world – more than 20 countries have a population of less than 5 million people. 30% of the population lives in landlocked countries. These landlocked countries are reliant on their neighbours for access to global and regional markets and growth opportunities. A fragmented geography means many countries have small markets which limits the benefits from competition and makes efficient infrastructure provision more difficult. It also limits individual countries' ability to invest in important areas such as research, responses to climate change, or expertise to reap the benefits from economies of scale such as in drug procurement. The costs and benefits of investments to enable access to markets and efficient power supply are not evenly distributed between countries. The fragmented nature of Africa's geography also means that many of Africa's natural resources such as water and forests, that are so important for the continent's development and poor people's livelihoods, are shared and can only be managed through trans-boundary co-operation.

Sub-Saharan Africa accounts for just 2% of world trade. Costly trade policies (African trade tariffs are amongst the highest in the world), poor power, road, rail and port infrastructure, inefficient border procedures and low labour and trucking productivity have discouraged trade, private investment and private sector growth. Trade between African countries remains very low at just 12% of the continent's exports and imports.

Weak governance, undiversified poorly managed natural resource economies and a high density of small countries makes Africa more vulnerable to conflict and to external shocks, such as commodity price volatility and climate variability and change. **Climate change** threatens African development as more frequent floods and drought could reduce agricultural yields and potentially change patterns of disease and drive humanitarian crises and conflict.

Africa has some of the **worst indicators for health, food security and education** which affect women and girls in particular. The maternal health Millennium Development Goal (MDG) is most off track in Africa and the region accounts for 88% of global malarial deaths. The burden of HIV and AIDs in southern Africa is exceptional with 40% of the global total population living with HIV/AIDS; young women have more than twice the infection rates in some areas relative to boys. 40% of pregnancies are unwanted and unsafe abortions contribute to 15% of maternal deaths in the region. **Humanitarian aid** will remain necessary to respond to needs arising from natural disasters, conflict and chronic food insecurity. The UN's humanitarian appeals for Africa have increased by 11.7% from 2013 to 2014 (an increase of £547 million). There are now an estimated 17 million people displaced from their homes in Africa due to these types of crises, around 34% of the world's total displaced population.

However, there is much to be optimistic about. Poverty rates are falling. 6 of the 10 of the world's fastest growing economies in the last ten years were in sub-Saharan Africa. Indeed Africa's recent growth overall is so solid that the region is just one of two where GDP rose during the recession of 2009. The key reasons behind Africa's growth surge include government moves to end armed conflict, improve macroeconomic conditions and adopt reforms to create a better business climate. Africa is also benefiting from soaring global demand for oil, gas, minerals and other commodities and has significant Chinese investment. Labour productivity is also improving after years of stagnation. Regional Economic Communities, customs unions and free trade zones are beginning to form and function across the continent. Looking further ahead, half of Africa's population will live in cities by 2050 with its labour force set to expand to over 1.1 billion people of working age by 2040, more than India or China.

Sub-Saharan Africa needs to integrate its economies and open up intra-regional trade and improve access to global markets, capitalizing on the efficiencies of regional planning, infrastructure and negotiating power. Given its regional challenges, Africa, more than other regions, needs a well-functioning political and economic architecture above the level of the country to address common risks (such as climate change), represent its interests in international negotiations, arbitrate disputes, and diffuse internal conflicts. **This regional integration is already starting in Africa and is led by Africans. It faces many difficulties but is likely to be**

the only way for many African countries to compete effectively and benefit from growth in the regional and global economies.

The Africa Regional programme is delivered against a backdrop of complex political contexts in all of the countries where we work, many of which are fragile and conflict affected. Close collaborative working with other UK Government Departments will be needed. We shall also engage with non-traditional donors who are becoming more active in Africa while relationships with longer-established donors and multilateral organisations will remain important.

Vision

To reduce poverty Africa needs to **create jobs through private investment**. While these can be fostered in many ways, regional integration and trade expansion is critical to sustained investment and spreading the benefits of the resulting economic growth widely. Regional co-operation is also the most efficient way to manage scarce shared resources such as water, energy and forests. Regional co-operation and analysis are also necessary to cost effectively deal with health, climate change and education challenges, tackle food insecurity, promote better governance, facilitate Africa's potential to benefit from natural resource endowments, negotiate deals on global issues, and arbitrate and police costly disputes and conflict within the region.

Regional co-operation in any area of the world takes longer (much of DFID's investment to 2015 will not see full returns until later), has higher upfront costs and greater commercial and strategic risks than national projects. The economic benefits and opportunities are often unevenly distributed between co-operating countries. However, the direct and indirect benefits of such investment potentially yield huge economic and social dividends, although often beyond domestic political time horizons. **Political commitment and accountability** are critical to success whether it be in striking trade, energy, water or climate deals or reducing maternal mortality rates and maintaining regional stability.

The African Union (AU) was created in 2002 to strengthen regional co-operation. There is commitment to create an African Economic Community by 2028 and 3 of the principal regional economic communities (COMESA, SADC and EAC) have formed **a tripartite agreement covering 26 countries** to foster progressive co-operation and strategic investment towards a free trade area. DFID's regional programme will support the Coalition Government's commitment to an African Free Trade Area and progressive regional integration. We will work with the AU, the Tripartite and other regional institutions to:

- **Reduce the costs of trade and production through:** Trade policy and regulatory reform (including at crucial border crossing points); leveraging investment in regional transport and energy infrastructure; and improvements in agricultural markets, financial services and cross border trade.
- **Strengthen governance, accountability and transparent management of natural resources through:** Improving election monitoring and feedback of citizens' views on country governance to their policy makers across Africa; improving budgetary and financial management; and working with governments and the private sector to ensure that exploitation of oil, gas, mining and forestry resources contributes to inclusive growth.
- **Improve health, particularly for women and girls through:** Scaling up provision of comprehensive services to prevent death and complications from unwanted pregnancies; working towards ending Female Genital Mutilation/Cutting across Africa; improved value for money (and hence health outcomes) achieved with international and domestic resources on malaria; and improved access to affordable medicines at lower cost through regionally negotiated price reductions, regional procurement and market development, and regionally harmonised drug registration.
- **Support adaptation to and mitigation of climate change through:** Developing regional co-operation on forests and climate monitoring systems; trialling and scaling up low carbon development opportunities for poor communities; and building mechanisms for climate risk management such as through pooling drought risks across the continent
- **Ensure that DFID responds to humanitarian crises in Africa in a timely manner, to international norms and standards.**

We are working closely with other UK government departments and other agencies, including the World Bank, African Development Bank and EC, who are engaged in significant regional programming with the AU and the Regional Economic Communities. We have set clear criteria for regional funding. The Africa Regional Programme will not be supporting projects that should be led by bi-lateral country programmes or global programmes and where there is no strong regional element.

Alignment to DFID and wider UK Government priorities

This Operational Plan is fully aligned with the HMG strategy to promote African regional integration and growth. It aims to work regionally where regional approaches are the best response to the common continental issues outlined above, for economies of scale, or where work across borders is essential for success. The Operational Plan also aligns closely with DFID’s Structural Reform Plan, Business Plan, the Africa Regional Poverty Reduction Diagnostic and the Conflict Security and Stability Fund Strategy. It also draws on the Humanitarian Emergency Response Review and the International Climate Fund strategy to shape its programming and delivery.

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/Strategic	Indicator (annotation AR indicates our support is delivered by Africa Regional; all other results are delivered jointly with some DFID country Offices or central departments)	Baseline	Expected (end year included)
Wealth Creation	Number of border crossings in Tripartite area which cut average crossing time by 30% or more	1	6 by December 2015
Wealth Creation	Number of people benefiting directly from new or improved participation in national and cross border value chains *	0	3 million by December 2015 (50% girls and women where possible to disaggregate)
Health	Number of unsafe abortions averted (AR)*	0	900,000 by June 2015 (100% women and girls) (1.2 million people by June 2016)
Health	Percentage of prices of 12 focus medicines in 8 SADC countries that are lower than the International Reference Prices	68% (2013)	80% by December 2014
Climate Change	Number of people benefitting from improved management of shared water basins	350,000	15 million by 2020, of which 9 million by March 2016 (50% girls and women where possible to disaggregate)
Climate Change	Number of people with improved access to low carbon energy *	0	300,000 people by December 2015
Governance	Number of people supported to have choice and control over their own development and to hold decision makers to account (AR)*	0	500,000 people by March 2015 (700,000 people by March 2016)
Humanitarian	Number of additional people reached with emergency food assistance (AR)*	0	2 million by March 2015 (50% girls and women where possible to disaggregate)

Pillar/Strategic	Indicator (annotation AR indicates our support is delivered by Africa Regional; all other results are delivered jointly with some DFID country Offices or central departments)	Baseline	Expected (end year included)
Women and Girls	Number of communities in target countries that commit to abandon Female Genital Mutilation and Cutting (FGM/C) through public declarations	1,775 (2012)	7,500 by December 2015

Headline Results

We propose a **new target** to reflect results arising from Africa Regional's programming in 2015/16 on Female Genital Mutilation / Cutting (FGM/C), a programme approved in March 2013 (see Annex A). FGM/C is one of the most extreme manifestations of the disempowerment of girls and women. This is primarily an African issue, and a highly sensitive one. Africa Regional is co-leading on this work with Policy Division because it is an area where we do not have technical expertise in most bilateral programmes and we can have a regional impact. This programme is also working with regional bodies (e.g. the AU) to ensure an impact across the continent. The £35 million Africa Regional programme – jointly funded with Policy Division and Research and Evidence Division - is the first 5 year phase of a 10 year programme. The second phase will be based on the research on what works from the first 5 years.

Africa Regional also proposes that the **target for humanitarian beneficiaries by March 2015 be doubled** – from 1 million to 2 million - to reflect the increased spend and delivery of assistance which has been required within the original Operational Plan period due to high number of crises in Sub Sahara Africa.

In addition, Africa Regional plans for two of the **Operational Plan Headline Result targets to be extended** into 2015/16 in the areas of Health and Governance (for the number of unsafe abortions averted and the number of people that have choice and control over their own development and to hold decision makers to account). These extensions capture additional results to be delivered in 2015/16 from continued delivery of these well performing programmes. We plan for:

- Unsafe abortions averted: increase from 900,000 to 1.2 million by June 2016, and
- People who have choice and control over their own development and to hold decision makers to account: increase from 500,000 to 700,000 people by March 2016.

One of our Operational Plan targets has been reduced: on the number of border crossings in the Tripartite area (which cut average crossing time by 30% or more) we plan to reduce the target from 10 to 6 (including the baseline). This is because DFID Southern Africa has closed the TradeMark Southern Africa programme early so this programme will make no further contribution to achieving the target. In addition, the TradeMark East Africa (TMEA) programme has been affected by the crisis in South Sudan. As a result it is no longer possible for that border crossing to achieve the reduction in border crossing times by end 2015.

We are proposing changes to the wording of three results indicators in the areas of Wealth Creation, Climate Change and Health to better reflect the measurement methodology required to capture data (see Annex A). For Wealth Creation the change follows the inception phase of several programmes and better captures the focus of the programme. For Climate Change the change is to clarify the definition of beneficiaries in line with guidance from DFID's Climate and Environment Department. Finally, for the Health indicator on essential medicines in SADC, the change is to make the indicator more robust following consultation with implementing partners and external experts.

We shall also continue to develop our programming in the extractives sector across the region, which has the potential to drive economic development, reduce poverty and fundamentally change DFID's role in resource-rich countries. Over the next two decades the natural resources boom driven by growth in Asia offers African countries a unique opportunity to exit from aid. Harnessing this potential for sustainable development will be challenging. We expect this to be a significant priority for future OPs.

Evidence supporting results

The evidence for economic integration, agricultural productivity improvements and trade development in Africa is strong and steadily improving, although there are very few reviews and evaluations of large scale regional integration programming relating to trade facilitation in Africa partly due to the newness of regional approaches. Africa Regional is working to improve our understanding of the links between trade and poverty both at individual project level and also through keeping abreast of economic studies on this subject. There is very strong evidence of the effectiveness of individual interventions for maternal health. There is also good historical evidence from around the world that no country has effected major falls in maternal mortality without a political focus and effective monitoring of deaths. Our approach to humanitarian programming is supported by strong evidence of what works in a number of sectors (for example nutrition, water and sanitation and food security) with clear industry standards and principles established, both for complex chronic emergencies and fast onset natural disaster settings.

There is less evidence around how to sustainably deliver health services in resource poor environments and around important issues such as accountability, and how to maintain a political and cultural focus on maternal deaths. In the absence of strong information systems, much of the health data in Africa is modelled (e.g. maternal death figures and malaria case/death figures), using peer-reviewed models judged to be robust by international experts. The technical, economic and political economy evidence supporting the rationale for work in protection is strong although it is acknowledged that results-based practice guidance for applying lessons at scale in poor governance environments is relatively weaker than in project settings or work in developed economies.

The evidence base for the specific impact of regional institutions and regional governance interventions on governance and wider development outcomes at the country level exists, but needs to be strengthened. There is very clear evidence of the potential impact of climate change in Africa and the economic benefits of action to adapt and mitigate its effects. However, given the relative lack of applied climate science for Africa, the absence of a global deal to set ceilings on global emissions of greenhouse gases and the paucity of reviews of adaption and mitigation programmes, the evidence underlying some investments is weak. There are limited studies on the impact of implementing combination approaches for HIV prevention, hence a need for better evaluation of programmes in the region. Overall, the quality and availability of pharmaceutical market information in Southern Africa is poor. There is a lack of transparency and routine systems are not in place to collect and share key market information.

Results Progress

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

Pillar/Strategic	Indicator (annotation AR indicates our support is delivered by Africa Regional; all other Results are delivered jointly with some DFID country Offices or central departments)	Baseline	Progress towards results (including year)	Expected (end year included)
Wealth Creation	**Number of border crossings in Tripartite area which cut average crossing time by 30% or more**	**1**	Latest available data for the Chirundu border crossing (included in baseline) indicates the reduction in crossing time has been maintained. In addition there has been significant progress on construction at five targeted borders in East Africa, which should all be operational by mid-2015	**6 by Dec 2015**
Wealth Creation	**Number of people benefiting directly from new or improved participation in national and cross border value chains ***	**0**	880,000 people benefitting directly from new or improved participation in national and cross border value chains by March 2014 (not possible to disaggregate results achieved to date by sex)	**3 million by December 2015 (50% girls and women where possible to disaggregate)**
Health	**Number of unsafe abortions averted (AR)***	**0**	530,000 unsafe abortions averted by March 2014	**900,000 by June 2015 (100% women and girls)** **(1.2 million people by June 2016)**
Health	**Percentage of prices of 12 focus medicines in 8 SADC countries that are lower than the International Reference Prices**	**68%**	73% in March 2014	**80% by December 2014**
Climate Change	**Number of people benefitting from improved management of shared water basins ***	**350,000**	800,000 people benefitting from improved management of shared water basins by March 2014 (of which 51% girls and women where possible to disaggregate)	**15 million by 2020, of 9 million by March 2015 (50% girls and women where possible to disaggregate)**
Climate Change	**Number of people with improved access to low carbon energy ***	**0**	160,000 people with improved access to low carbon energy by March 2014	**300,000 people by December 2015**

Pillar/Strategic	Indicator (annotation AR indicates our support is delivered by Africa Regional; all other Results are delivered jointly with some DFID country Offices or central departments)	Baseline	Progress towards results (including year)	Expected (end year included)
Governance	**Number of people supported to have choice and control over their own development and to hold decision makers to account (AR) ***	**0**	559,000 people supported to have choice and control over their own development and to hold decision makers to account by March 2014 (of which 41% girls and women where possible to disaggregate)	**500,000 people by March 2015** **(700,000 people by March 2016)**
Humanitarian	**Number of additional people reached with emergency food assistance (AR) ***	**0**	2.6 million people reached by March 2014 (of which 49% girls and women where possible to disaggregate)	**2 million by March 2015** **(50% girls and women where possible to disaggregate)**
Women and Girls	**Number of communities in target countries that commit to abandon Female Genital Mutilation and Cutting (FGM/C) through public declarations**	**1,775 (2012)**	2,530 additional communities in target countries pledged abandonment of FGM/C through public declarations by March 2014	**7,500 by December 2015**

Delivery and Resources

Instruments of delivery

Africa Regional is a relatively new programme formed in January 2011 and restructured in April 2014. It began as a merger of 4 previously separate teams to work together on regional issues to capitalise on significant existing sectoral expertise and experience and identify new opportunities for cross discipline and cross sector innovation, learning and relationships to have greater impact. This offered the opportunity to allocate activity, staff and budgets to where they can have greatest impact and value for money, as well as manage the department in a way which maximises use of human resources by increasing flexibility across teams. Results to date demonstrate this has worked.

However, in April 2014 Africa Regional was restructured to incorporate the Division's Country and Institutions Team. This provides an opportunity to expand and deepen the Department's links with DFID's Country Offices to ensure we take advantage of synergies in programming and avoid duplication of effort. We now deliver our programme through five programme teams (Wealth Creation; Climate Change; MDGs; Humanitarian; and Governance and Extractives) with team members based in the UK and Africa. In addition, there is a small team for leadership, co-ordination, and corporate and results management was also created.

Other Delivery Mechanisms and Partners

While our programme is focused with clear objectives, the complex nature of regional working requires close working relationships and agreements with African Governments and institutions and a wide range of specialist partners and diplomatic missions. We will continue to work closely with the Foreign & Commonwealth Office, Ministry of Defence, Department for Business, Innovation & Skills and Cabinet Office to support the implementation of our programme. We will ensure our work on climate change is developed under the supervision of the International Climate Fund Board and with colleagues in Policy Division leading on climate change. We also liaise with Policy Division and others on relevant centrally managed programmes.

Multilateral Organisations

The principal mechanisms for delivery of our programme objectives will be through programme agreements with the Tripartite of Regional Economic Communities (EAC, COMESA, SADC), the African Union (AU), the African Development Bank, and Trade Mark East Africa. We will be working closely with a number of private sector companies and representative institutions as well as maintaining our co-ordination with the EC and bilateral donors. We will also maintain our working relationships with, and in some cases fund:

- The International Financial Institutions including the World Bank, European Investment Bank, Development Bank of Southern Africa and the International Monetary Fund, UN agencies such as UNAIDs, WHO, UNICEF, UNHCR, WFP and the Global Fund
- Specialist trusts and global institutions such as the ICRC, FinMark Trust, EU Infrastructure Trust Fund, the Infrastructure Consortium for Africa and the African Water Facility
- Non Governmental Organisations working in health, humanitarian, climate change and governance, and research and advocacy organisations such as the Overseas Development Institute and Afrobarometer.

Other Country Activity

The department will work closely with Africa Division Country Offices, and establish and maintain staff networks throughout Africa Division to ensure coherence in programming and that research and knowledge are effectively shared. We will identify areas of synergy and mutual interest across the teams in the Regional Programme. Such areas for cross team working may include improving linkages between agriculture, food security, nutrition and health programmes or the better articulation of our climate change work on low carbon economic growth with that on energy infrastructure for wealth creation.

Maximising the impact of our people

The results from recent annual 'People Surveys' have been broadly in line with those of DFID as a whole. We prioritise effective management of change, better team working, better articulation of objectives in annual work plans and a more effective learning and development strategy.

The department has also developed a quality assurance system for the programme that will monitor progress on key performance and risk issues including corruption, political engagement and value for money for the new Africa Regional Department as well as ensure we meet the highest standards for publishing information under DFID's transparency commitments and other corporate priorities.

All our programmes will be subject to appraisal through Business Case proposals, including economic and value for money considerations in line with normal procedures. The department will ensure that recommendations from the Multilateral Aid Review are considered in funding arrangements.

Planned Programme Spend

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	5,500		6,904		5,330	30,000	17,750	10,000	
Education	793		323		323				
Global partnerships	2,998		2,324		1,636	1,333			
Governance and Security	10,902		12,113		8,239		8,500		
Humanitarian	24,430		58,434		64,118		64,000		
Multiple pillars	178		201		38				
Poverty, hunger and vulnerability	337		22		2,646				
Water and Sanitation	3,140	220	287		-135				
Wealth Creation	16,197	1,980	8,858	20,000	20,794	28,083	16,000	17,000	
Health	8,874		17,465		18,720		16,000		
Grand total	**73,348**	**2,200**	**106,931**	**20,000**	**121,709**	**59,417**	**122,250**	**27,000**	**166,000**

*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

Planned Operating Costs

	2011/12	2012/13	2013/14	2014/15 *	2015/16 (provisional**)
	£'000	£'000	£'000	£'000	£'000
Frontline Delivery Costs – Pay	1,831	2,167	2,468	3,517	3,487
Frontline Delivery Costs – Non Pay	403	639	383	603	563
Administrative costs - Pay	252	329	286	842	793
Administrative costs – Non Pay	38	39	30	143	129

- Figures for 2014/15 reflect the integration of the Country and Institutions Team into Africa Regional
- ** 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

Delivering Value for Money

Regional integration agreements and programmes are complex to negotiate, implement and maintain and generally, they take longer to implement and imply higher levels of commercial, strategic and technical risks than domestic or bilateral investments. Programmes and agreements to support the capital, governance and regulatory reforms required for success involve a large number of governments, agencies, financiers and institutions.

The economic case for regional integration and co-operation is well founded. In any number of sectors, the results offer good returns on investment. However, there is relatively little evidence readily available to determine the most cost effective and efficient strategies to pursue. This is primarily because of the long 'results chains' between initial investment and point of delivery, relative paucity of data on regional development and issues in Africa, difficulties identifying the counterfactual to the investment and the wide ranging political economy developments or events that shape agreements. We are striving to overcome these challenges by exploring how to build more evidence possibly through a macro-evaluation of regional approaches. This would draw on our existing programme evaluations by strengthening linkages and synthesis across those evaluations. In addition, to strengthen monitoring and accountability for value for money through Africa Regional programmes, we shall take action as outlined below and in the next section.

Africa Regional has developed a Value for Money Strategy to consolidate and augment application of cost effective and efficient management of the regional programmes. The principle elements of the Strategy that we will deliver during the spending period are:

- Ensuring that more analysis of the distribution of benefits and costs between countries is undertaken during the Business Case appraisal process and during implementation as appropriate.
- Technical support to teams to develop and use appropriate indicators and milestones to monitor value for money considerations more effectively throughout the project cycle. We have established a central management team including a Statistics Adviser, and an Evaluation Adviser from 2013/14, which will work with the Economic Advisers to provide this support.
- We will develop procedures for regular review and development of the assumptions underlying our value for money calculations.
- Working with our partners and other funding agencies to ensure that value for money considerations are embedded and monitored more rigorously during implementation of programmes, most particularly in procurement. Our work on infrastructure will be a particular focus for this.
- We are developing opportunities for mid-term formative evaluations to build the evidence on the cost effectiveness and efficiency of our major programmes, in time to adjust delivery if necessary.
- Improvements in measuring the value for money in elements of policy work and diplomacy that are less amenable to quantification than other elements of the programme, such as investments in capital or institutions.
- Ensuring we have the correct systems, procedures and practices in place to drive continued improvement in financial management.

In addition, Africa Regional's liaison with Ministers and corporate policy teams, representing DFID in Whitehall policy discussions and carrying out other back office functions in London, frees up time in Country Offices to focus on delivering DFID's core business.

Monitoring and Evaluation

Monitoring

Each programme has a monitoring framework to track progress and inform programme management, and we will aim to incorporate an element of external review (or evaluation) at least once during the programme cycle for each programme. We will monitor overall portfolio quality across Africa Regional Programmes on a quarterly basis, we will review progress against operational plan headline results every six months, and we will undertake a full review of progress against our detailed operational plan results framework each year. We will work closely with DFID country offices and UK based departments both to avoid duplication but also to maximise synergies and opportunities for learning and support.

We will continue to strengthen regional monitoring systems and their links to country level and private sector monitoring systems. For example Africa Regional is developing the capability of institutions in the public and private sectors to better monitor maternal and neonatal health data (better recording of deaths) and the burden of disease for malaria (cases and deaths). We will continue to work with our partners in the private, public, banking and not-for profit sectors to strengthen their focus on monitoring of outputs and outcomes. Given the importance of the DFID business plan objectives on trade and the private sector, we are placing particular emphasis with our partners on specific monitoring plans for these programmes.

Evaluation

Africa Regional has developed a Monitoring and Evaluation Strategy which guides our use of evidence, monitoring and prioritised evaluation of Africa Regional Programmes from 2011/12 to 2015/16. We plan for about 80% of our portfolio to be evaluated (between 25-30 evaluations). Given the complexities of monitoring and evaluation at regional scale and the relatively little work in this area internationally, the department has recruited a Statistics Adviser and 60% FTE Evaluation Adviser. We will develop evaluation expertise further during the plan period with formal evaluation accreditation of at least 2 staff members, and training to increase understanding of evaluation amongst all staff.

We will consider the need for evaluation of all existing and new programmes based on criteria set out in our strategy. These include the strength of existing evidence, programme size and risk level, the scope for evaluation to inform future programme design or implementation, interest amongst programme partners for joint evaluation, and opportunities to contribute to wider priority evaluation questions identified by DFID or others and to strengthen evidence for impact on girls and women.

As at March 2014 several evaluations are already underway, including an extensive evaluation of our regional maternal health programme (PMDUP), Food Markets programme and governance programmes. Other priority programme evaluations scheduled to start in 2014/15 include Trade Mark East Africa Programme, and some of our major climate programmes(Carbon Market Finance, Africa Risk Capacity) . We will consider evaluation methodology, timing, cost and dissemination at an early stage of programme design, or as soon as possible for ongoing programmes. We expect to spend around 2% of our total budget on evaluation. There are technical, data and attribution challenges in evaluating regional programmes, Aid for Trade projects and regional public goods such as cross border infrastructure. We will continue to draw on evaluation expertise across DFID and external resources to help us address these challenges.

Building capacity of partners

We are already working with a number of partners to improve focus on results and monitoring and evaluation, including the EU Infrastructure Trust Fund and International Monetary Fund's AFRITAC programmes. However, these activities need to be better tracked and monitored across the portfolio with clearer timelines for implementation of reforms in some cases. We will consider more systematically whether partners' monitoring systems are suitable to meet reporting needs, and offer support or technical advice to strengthen monitoring systems and capacity where necessary. Where partners are expected to manage evaluations on our behalf we will assess their evaluation capacity as a core stage of programme design and consider offering quality assurance or other support if necessary.

Transparency

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

Publication of information

We are supporting DFID's transparency commitments by publishing detailed information about our projects on the DFID website. We will continue to ensure that information is accessible, comparable, accurate, timely and in a common standard with other donors.

In line with DFID standards we will publish information of all new programmes on the DFID website Development Tracker, including programme documents and all spend above £500. Routine project reviews will also be published.

For those projects with significant spending in francophone or lusophone countries we will ensure relevant project documentation is translated into French and Portuguese.

All documents which are scheduled for publication will be signed off by a member of the Africa Regional senior management team for quality assurance; they will also ensure that all information in the public domain is comprehensive, accessible, accurate, timely and written in plain English and technical terms and language are minimised

Supporting transparency in our work

We have developed management functions to ensure timely responses to requests for information:

- We use DFID's management systems to track our responses to requests for information from MPs, members of the public and partners in line with DFID standards.
- We encourage our partners to promote transparency in their work, and provide opportunities for those directly affected by our projects to provide feedback.

The Africa Regional Programme already supports increased transparency and access to data sets within our programmes, such as Afrobarometer. We will consolidate and expand this work to ensure that professional surveys of African citizens' views are brought to decision makers' and the public's attention in a timely and focused manner.

We will explore further opportunities to promote access to information through our programmes on Climate Change, Health, Wealth Creation and Governance, particularly by asking partners to improve the quality and quantity of information about their activities available on their websites.

Where possible we will promote other mechanisms, such as humanitarian transparency initiatives like the Humanitarian Information Service in Chad where information on programme activities is made publicly available. In a conflict zone such services can provide a vital mechanism for beneficiaries to hold donors, government and aid agencies to account.

Anticipating and managing corruption risks are central to DFID's ability to achieve results in Africa. The Africa Regional programme already takes vigorous steps to protect UK funds, but there is potential to do more to support partners to fight corruption in-country.

We have in place an Africa Regional Anti-Corruption and Counter Fraud Strategy. In developing this strategy we assessed the risks, reviewed existing mitigation measures, and set out the DFID response.

Annex A: Changes to Operational Plan

Page Number	Change made to operational Plan	Reason for change
5	OP Headline Result target added on FGM/C	Reflects new programming since original Operational Plan for Africa Regional Programmes was developed
5	OP Headline Result target on border crossings revised from 10 by December 2015 to 6 by December 2015	Through TradeMark Southern Africa, DFIDSA contributed to cutting border crossing time by 30% at one border post – Chirundu, included in the baseline – but DFIDSA will make no further contribution towards the target following the early closure of TMSA, as money is no longer being spent on this programme. One of the borders targeted by TradeMark East Africa has been affected by the crisis in South Sudan which means it is no longer possible to achieve reductions by end 2015, but TMEA continues to pursue its ambitious target of achieving target reductions at five other borders in East Africa by the end of 2015.
5	OP Headline Result target on people reached with humanitarian food assistance increased from 1 million to 2 million by March 2015	Due to multiple humanitarian crises in Africa over the Operational Plan period to date, Africa Regional humanitarian spend has approximately doubled relative to the original OP allocation. The original target is doubled to reflect this. Since this result tracks unique beneficiaries of humanitarian assistance (excluding double counting if individuals require assistance on multiple occasions), no further increase to the target is proposed for 2015/16 as it is unlikely that completely new beneficiaries will be reached in the final year.
5	OP Headline Result indicator revised from “Number of additional people benefitting directly from national and cross border value chains” to “Number of people benefitting directly from new or improved participation in national and cross border value chains”	Based on a review of the nature of benefits expected from Africa Regional Programmes in February 2014 following their inception phases, the indicator definition was revised to better capture the focus of the programmes that have been designed and approved to address key constraints in national and cross border value chains during the OP period. This does not affect the selection of programmes or results included in the scope of the OP result.
5	OP Headline Result indicator revised from “Number of people directly benefitting from improved management of shared water basins” to “Number of people benefitting from improved management of shared water basins”	A minor change to the indicator wording was agreed in 2013/14 to be consistent with guidance from DFID’s Climate and Environment Department clarifying the definition of direct and indirect beneficiaries.
5	OP Headline Result indicator revised from “Ratio of consumer prices (public) of selected essential medicines in Southern African Development Community (SADC) against international standards” to “Percentage of prices of 12 focus medicines in 8 SADC countries that are lower than the International Reference Prices”	The previous indicator proved not to be sufficiently robust to track progress of the programme, could not produce sufficient data and was prone to influence by individual price changes. The new indicator is more robust to these influences and has been agreed following extensive consultation with programme implementing partners and external experts as the most relevant metric that can feasibly be monitored.

Annex B: Human Rights Assessment

Africa Regional (and its sister regional office in DFID Southern Africa) undertake programmes across a wide variety of countries in Sub Saharan Africa, including many humanitarian programmes in countries where there is no DFID bilateral presence. The countries we operate in are heterogeneous, and the human rights contexts are various. In our programming we take into account the individual Human Rights Assessments produced by DFID's country offices and consider ways in which to mitigate and manage human rights risks. Across our humanitarian programmes we consider key human rights issues including issues of impartiality, protection, principles of do no harm, conflict sensitivity, access to vulnerable groups and the needs of women and girls. We also have regional programmes specifically targeted at some specific human rights issues e.g. our work on Female Genital Mutilation/Cutting (FGM/C) and access to safe abortion. We also work to provide regional advice on a range of rights issues including disability and LGBT. Regional programmes are subject to the same policies as bilateral programmes, i.e. we do not route Africa regional funds through government systems when DFID has committed not to work directly through government systems