Department
for International
Development

Operational Plan 2011-2015

DFID Africa Regional Programme

Updated June 2013

This plan should be read in conjunction with the Southern Africa Operational Plan

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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.
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1) 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 amounting to 22% less than Spain's. Africa needs economic growth to reduce poverty, but its economic and political geography presents some significant challenges that will never 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, expertise and 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.

Africa has some of the **worst indicators for health, food security and education** which affect women and girls in particular. The maternal health 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. For example, in 2009 there were an estimated 11 million people displaced from their homes in Africa due to these types of crises, around 43% of the world's total displaced population.

However, there is much to be optimistic about. Poverty rates are falling. 6 of 10 of the worlds 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 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 2030, growing to 60% by 2050. Africa's labour force will overtake both India's and China's, expanding to over 1.1 billion people of working age by 2040.

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 is new, 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.**

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2) 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 and factors of production 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 and mining 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 toward ending Female Genital Mutilation/Cutting across Africa ;improved value for money (and hence health outcomes) achieved with international and domestic resources on malaria; and improve 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, 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 multi-country programmes and where there is no strong regional element.

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3) Results

Headline results

Pillar/ Strategic Priority	Indicator	Baseline (2010 unless stated)	Expected Results (by 2015 unless stated)
Wealth Creation	**Number of border crossings in Tripartite area which cut average crossing time by 30% or more [C]**	**1**	**10**
Wealth Creation	**Number of additional people benefiting directly from national and cross border value chains [A]**	**0**	**3 Million** **(50% girls and women where possible to disaggregate)**
Health	**Number of unsafe abortions averted [A]**	**0**	**900,000** **(100% women and girls)**
Health	**Ratio of consumer prices (public) of selected essential medicines in Southern African Development Community (SADC) against international standards [C]**	**2.3**	**1**
Climate Change *	**Number of people directly benefitting from improved management of shared water basins [C]**	**350,000**	**15 million (by 2020)** **(50% girls and women where possible to disaggregate)**
Climate Change *	**Number of people with improved access to low carbon energy [A]**	**0**	**300,000 people**
Governance	**Number of people supported to have choice and control over their own development and to hold decision makers to account [A]**	**0**	**500,000 people**
Humanitarian	**Number of additional people reached with emergency food assistance [A]**	**0**	**1 million** **(50% girls and women where possible to disaggregate)**

* DFID climate change programming is subject to the strategy and allocations of the UK's cross-Government International Climate Fund (ICF)

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3) Results (continued)

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 to substantiate detailed implementation strategies, partly due to the newness of regional approaches. 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 and Disaster Risk Reduction 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.

Value for Money (VFM) rationale

Regional economic integration potentially offers very good returns on investment in trade and regulatory reform, regional transport and electricity infrastructure, and in freeing up agricultural markets. Cutting inland transit times in Africa by 1 day boosts exports by 7% on average. Internal Rates of Return (IRR) on cross border energy trading are as high as 120% for the Southern Africa Power Pool and typically 20-30% for other power pools. Rates of return on DFID regional integration programmes are good ranging between 25% and 65% for different east African programmes. These compare well with other implementing agencies. Value for money evidence on regional governance programming is weak, although the economic case for avoidance of conflict and improved regional institutions is well founded. We will be working to strengthen evidence in this area.

The strategic case for investment in climate change adaptation and mitigation has been well argued; investment in regional programmes is potentially highly cost effective. For example, $250m held in an African regional risk pool could save African countries up to $1 billion in cash over 20 years. DFID's interventions in humanitarian programming are cost efficient. For example, in 2009/10 DFID invested £10 million into addressing Severe Acute Malnutrition through humanitarian programming. Preliminary calculations show a cost per head of $170 compared to a global average of $200 per head.

Taking a regional approach to some aspects of health programming, such as malaria programming and medicine procurement, will lead to significant cost savings and value for money. In the Southern African Development Community (SADC), for instance, DFID interventions will directly save more than £550 million through making medicines more affordable. The South African Government alone could save more than £450 million over the next two years through more effective tendering for antiretroviral medicines.

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4) Delivery and Resources

Africa Regional is a new programme formed in January 2011. The merger of 4 previously separate teams to work together on regional issues offers an exciting opportunity 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. It also offers the opportunity to allocate activity, staff and budgets to where they'll 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. We will deliver our programme through four teams (Wealth Creation; Climate Change; MDGs and Humanitarian; and Governance and Extractives) with team members based in the UK and Africa. A small team for leadership, co-ordination, and corporate and results management was also created.

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 FCO, MoD, BIS 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.

The principal mechanisms for delivery of our Wealth Creation programme objectives will be through programme agreements with the Tripartite of Regional Economic Communities (EAC, COMESA, SADC), the African Union, the African Development Bank, Trade Mark Southern Africa 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.

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.

The department will work closely with Africa Division Country Offices, and establish and maintain staff networks throughout Africa Division to ensure 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.

The results from recent annual 'People Surveys' have been broadly in line with those of DFID as a whole. We will prioritise effective management of change, 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.

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4) Delivery and Resources (continued)

Africa Regional currently has a complement of 39 full time equivalent staff (FTE) funded under this plan. Approximately 13 FTE additional programme staff work on economic development, health and climate change programming in southern Africa, including liaison with the Regional Economic Communities. These additional staff are funded under the South Africa Operational Plan. Our complement includes staff based in DFID offices in east Africa (Dar es Salaam and Nairobi) to lead work on malaria, economic corridor development and Regional Economic Communities. There are 8 additional staff on secondment to partner institutions including the World Bank, African Development Bank, European Investment Bank and Trademark East Africa to directly support delivery of our programmes.

We expect to programme a total of around 67 projects over the next four years although the number of active projects at any one time will be considerably less. For example during 2011/12 around 42 projects were operational.

While responsibility for the overall programme rests with the SCS Head in London, the implementation of the operational plan will be led by two Senior Civil Servants based in London and Pretoria (the latter also managing DFID's bilateral programme in South Africa). The four teams delivering the programme (Wealth Creation; Climate Change; Governance and Extractives; MDGs and Humanitarian) are led by Team Leaders with membership based in Africa and in the UK. Staff based in Pretoria not only work on the Regional Programme but on DFID's bilateral programme with South Africa.

Africa Regional is a new programme formed in January 2011 following an internal review. Given the reductions in administration costs and the efficiencies that can be gained from the amalgamation of 4 separate units into one new programme, we reviewed detailed staffing needs during 2011. However, the significantly increased value of the department's portfolio, the wide range of partners the programme necessarily involves and the highly technical issues to be addressed both in implementation and evaluation, means that workforce planning is likely to include the following considerations:

- The need for infrastructure and advisory support, given the capital investment we are making in regional trade corridors through a number of Banks and technical institutions.
- A more flexible and responsive humanitarian staffing model to be developed in consultation with Conflict, Humanitarian & Security Department.
- The need to maintain and develop a highly efficient and skilled cadre of financial and administrative staff to support the programme, with improved corporate reporting, co-ordination and financial and personnel planning between South Africa and London.
- The recruitment of a statistician to support more effective measurement of results across the department and an evaluation specialist to support the design and peer review of programmes and evaluations (probably one post in the medium term).
- Additional environmental and economic advisory support for the design and initial implementation of a significantly expanded climate change portfolio.
- A review of secondments to ensure that all existing external postings are aligned with objectives and results.
- The need for additional expertise to expand regional work on extractives industries.

We will continue to provide policy advice and support to country offices and Africa Directors, sharing knowledge through networks of professionals in health, climate change, regional trade and humanitarian response. The essential new posts required to deliver the evolving programme include an Evaluation Adviser (A1, Abercrombie House), Agricultural Adviser (A2, London and Dar es Salaam), Resilience Adviser (A2, London) and one Extractives Adviser (A2, Abercrombie House).

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4) Delivery and Resources (continued)

Planned Programme Spend

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	50,246	10,000	25,066	2,199	26,783	20,000	38,459	20,000	33,000	20,000	123,308	62,199
Climate Change	17,160		16,617		31,076		50,754		82,329		180,776	
Governance and Security	12,247		17,088		14,258		15,500		18,000		64,846	
Education	2,000		792		323		300		294		1,709.000	
Reproductive, Maternal and Newborn Health	9,907		8,361		27,742		14,000		13,000		63,103	
Malaria			402		120		4,000		5,000		9,522	
HIV/Aids	6,869		2,191				6,000		5,000		13,191	
Other Health	2,983		2,118		1,530						3,648	
Water and Sanitation												
Poverty, Hunger and Vulnerability							2,400		7,000		9,400	
Humanitarian	40,000		24,445		60,434		33,000		33,000		150,879	
Other MDG's							1,700		3,700		5,400	
Global Partnerships												
TOTAL	141,412	10,000	97,080	2,199	162,266	20,000	166,113	20,000	200,323	20,000	625,782	62,199

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

Figures include DFID Southern Africa Regional Programme Spend

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4) Delivery and Resources (continued)

Planned Operating Costs

	2010/11	2011/12	2012/13	2013/14	2014/15	**Total - 2011/12-2014/15**
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	214.00	1,831	2,167	2,556	2,766	9,320
Frontline staff costs - Non Pay	324.00	402	646	459	484	1,991
Administrative Costs - Pay	2,240.00	252	329	308	344	1,233
Administrative Costs - Non Pay	323.00	38	39	32	21	130
Total	3,101.00	2,523	3,181	3,355	3,615	12,674

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

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4) Delivery and Resources (continued)

Planned Efficiency savings

Delivering Programme Efficiencies

Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation		
Further examples of Programme efficiency		

Note: Since Africa Regional is a new programme formed in January 2011, it is not possible to make direct comparisons to a baseline before 2011/12. Relevant efficiency savings will be captured in this slide in future years once DFID's financial reporting is complete.

Operating Costs

	2010/11	2011/12	2012/13*	2013/14	2014/15	**Total - 2011/12-2014/15**
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	214.00	1,719	1,948	2,556	2,766	8,989
Frontline staff costs - Non Pay	324.00	514	750	459	484	2,207
Administrative Costs - Pay	2,240.00	252	334	308	344	1,238
Administrative Costs - Non Pay	323.00	38	39	32	21	130
Total	3,101.00	2,523	3,071	3,355	3,615	12,564

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5) 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 to strengthen monitoring and accountability for value for money through Africa Regional programmes, as outlined below and in the next section.

Africa Regional Department developed a Value for Money Strategy during the financial year 2011/12 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 this 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 exploring opportunities for using mid term formative evaluation 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.

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6) Monitoring and Evaluation

Monitoring

Each programme will have 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, we will develop, with our partners, specific monitoring plans for the Tri-partite Vision and Strategy and for programmes which are critical to delivery of objectives articulated in these plans.

Evaluation

Africa Regional has developed a Monitoring and Evaluation Strategy which will guide our use of evidence, monitoring and prioritised evaluation of Africa Regional Programmes from 2011/12 to 2015/16. 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 will share an Evaluation Adviser with DFID Southern Africa from 2013/14. We will develop evaluation expertise further during the plan period with formal evaluation accreditation of at least two 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. At April 2013 several evaluations are already underway, including an extensive evaluation of our regional maternal health programme (PMDUP). Other programmes identified as priorities for evaluation include Trade Mark East Africa and Trade Mark Southern Africa Programmes, and some of our major climate programmes and democratic governance work, potentially through thematic evaluations. 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 1.4% of our total budget on evaluation. There are technical, data and attribution challenges in evaluating regional programmes, particularly in watershed co-operation agreements, 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.

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7) Transparency

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.

-We will publish 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, 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.
- 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 published information is in plain English and technical terms and language are minimised.

-We will develop 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 Afro-barometer. 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.

-We are producing an Africa Regional Anti Corruption and Counter Fraud Strategy:

- In developing this strategy we are assessing the risks, review existing measures, and set out the DFID response.
- Anticipating and managing corruption risks are central to DFID's ability to achieve results in Africa. DFID's 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.

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Annex A : Revisions to Operational Plan 2012/13

Section 2:
Updated to reflect current Africa Regional Programme priorities that have emerged during the year.

Section 3:
Adjusted to reflect that sex disaggregated OP headline result targets apply where sex disaggregation is possible, following Africa Regional gender review.

Section 4:
Delivery and Resources section updated to reflect changes in financial resources.

Section 5:
Updated to reflect contribution of our evaluation plans to delivering value for money.

Section 6:
Portfolio monitoring plans updated to reflect quarterly monitoring of portfolio quality, six monthly reporting on OP headline results and annual reviews of progress against the detailed OP results framework, rather than six monthly reviews of the detailed results framework. Evaluation section updated to reflect progress at April 2013 and planned evaluation spend.

Annex B on Results Progress:
Updates on progress towards results.

Department
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Development

Annex B : Results Progress

Progress towards headline results* *max 8 results – examples included*

Pillar/ Strategic Priority	**Indicator**	**Baseline *(2010)***	**Progress towards results (*include year)***	**Expected Results *(2015 unless stated)***
Wealth Creation	Number of border crossings in Tripartite area which cut average crossing time by 30% or more	**1**	Continued good progress on East Africa border posts: construction almost complete on Tanzania side of two, construction underway on Kenya side of two more, contract awards nearly complete on all but one. Southern Africa on track but challenging. Detailed project plans in place for two border posts. Programme role uncertain at one border post, will begin work elsewhere if needed.	**10**
Wealth Creation	Number of additional people benefiting directly from national and cross border value chains	**0**	Final results for 2011/12 are 1.5 million, already half way to the 2015 target. Two further projects were approved in 2012/13 which will complete delivery of the OP result.	**3 Million** **(50% girls and women where possible to disaggregate)**
MDG: Health	Number of unsafe abortions averted	**0**	Cumulative results at 18 months are 220,000. This is well above the 12 month milestone of 120,000, and on track to achieve or surpass the two year milestone of 330,000.	**900,000** **(100% women and girls)**
MDG: Health	Ratio of consumer prices (public) of selected essential medicines in Southern African Development Community (SADC) against international standards	**2.3**	Partial update for only 3 countries (not representative of the region) with valid data on procurement of selected medicines in 2010/11 and 2012/13: average price ratio has improved from 7 to 2.72. An alternative programme indicator may be used in future.	**1**
Climate Change	Number of people directly benefitting from improved management of shared water basins	**350,000**	350,000 people in the Nile Basin previously reported continued to benefit in 2012/13, plus 20,000 beneficiaries from new water basin programme in Southern Africa	**15 million (by 2020)** **(50% girls and women where possible to disaggregate)**
Climate Change	Number of people with improved access to low carbon energy	**0**	Target currently off track due to original ICF bids not being approved at start of OP and changes in attribution methods, expected results to be confirmed by September 2013.	**300,000 people**
Governance & Security	Number of people supported to have choice and control over their own development and to hold decision makers to account	**0**	Cumulative results at December 2012 are nearly 40,000 people, already above the milestone for 2012/13. On track to surpass 2015 target.	**500,000 people**
MDG: Humanitarian	Number of additional people reached with emergency food assistance	**0**	Cumulative results at March 2013 are at least 2 million people reached with emergency food assistance since April 2011. Where information is available, 49% of beneficiaries were female.	**1 million** **(50% girls and women where possible to disaggregate)**

*** These results may not be directly aggregated with other country results due to different measurement methodologies**