

Operational Plan 2011-2012

DFID Burundi

May 2011

Contents:		
	Introduction	1
Section 1:	Context	2
Section 2:	Vision	3
Section 3:	Results	4-5
Section 4:	Delivery and Resources	6-9
Section 5:	Delivering Value for Money	10
Section 6:	Monitoring and Evaluation	11
Section 7:	Transparency	12
Section 8:	Annexes	13

Introduction

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

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

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

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

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

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

1) Context

Burundi emerged in 2005 from a 12-year civil war fought on ethnic lines that killed 300,000 people and left the country devastated, with the lowest recorded GDP per capita in the world, at \$150 in 2008^{1a}, 81% of the population live below the poverty line^{1b}, and Burundi ranks 166th of 169 countries in the UN's Human Development Index^{1c}. It is unlikely to meet most Millennium Development Goal (MDG) targets, including on poverty, maternal and under-five mortality^{1d} and deforestation^{1e}.

Following declarations by the President of free universal primary education and free healthcare for pregnant women and under-fives in 2005 and 2006 respectively, significant progress has been made on some social indicators: the ratio of girls to boys in primary school has reached 99%^{1f}, net primary school enrolment rates soared from 59.8% in 2004/5^{1g} to 94.1% in 2009/10^{1h}, and the number of outpatient consultations for under-fives tripled over the same period¹ⁱ. These impressive improvements in access have, however, highlighted the challenge of providing a consistently high quality of services.

After electing its first democratic Government in 2005, Burundi has also made strides in strengthening democracy. The second successive set of free and fair elections passed peacefully in 2010 amid a massive turnout, and the risk of widespread ethnic violence has receded dramatically as the Peace Accords^{1j} and Constitution have brought stability. The Accords guarantee 30% of parliamentary seats to women, who also hold nine of the 21 posts in cabinet. Civil society is vibrant and vocal, and the media distinguished itself during the elections with a joint broadcasting platform across the political spectrum, encouraging Burundians to engage constructively.

However, following a boycott of the elections by many opposition groups, power in Government is increasingly concentrated in one party. The role of the non-parliamentary opposition remains unclear, and the threat of political violence remains relevant if greater efforts are not made to promote inclusivity. There has been little progress on high profile corruption and human rights scandals. Economic growth has averaged 3.5% in the last five years^{1k}, barely above the rate of population growth^{1l}, with a business climate that stifles investment^{1m}. Landlocked, with limited infrastructure and heavily dependent on agriculture, Burundi's ability to pull itself out of poverty is severely constrained. Land pressures are extreme and rising - Burundi is already the second most densely populated country in mainland Africa¹ⁿ, has a high fertility rate^{1o} and has accepted 500,000 returnees from neighbouring countries in the last few years^{1p}. Although the financial shocks of the last few years and current food price rises have had a limited effect on Burundi due to its lack of integration into the regional economy, recent oil price fluctuations are being reflected in increased petrol prices.

Growth and stability will best be assured through further integration into the East African Community (EAC), which is critical to the country's future prospects. The current worth of Burundi's exports to the rest of the EAC (Rwanda, Uganda, Tanzania and Kenya)^{1q}, is just over \$5 million, but the potential both for an influx of regional investment and an expanded export market is significant. In order for Burundi to tap into this and for its private sector to successfully face the competition that increased trade entails, it will need strong support to improve its business climate, improve governance, secure energy supplies and build links into regional transport networks.

The Government of Burundi is preparing a new Poverty Reduction Strategy for mid-2011, which will outline how it plans to move towards its 2025 Vision of achieving middle income status. 2011 will be a critical test of the Government's will and ability to implement the reforms that will set Burundi's medium-term direction, and donors' ability to unite behind them.

2) Vision

Overview

Burundi is at a pivotal juncture in its progression from post-conflict to development status. The Government of Burundi (GoB) is in the process of setting out its medium-term focus through a Poverty Reduction Strategy. Early indications of priorities are improving efficiency in the agricultural sector (95% of Burundians work in agriculture^{2a}); improving the delivery of social services; securing the economic benefits of integration into the East African Community (EAC); and creating the infrastructure necessary (especially roads, electricity and information technology) for the private sector to flourish. DFID aims to support these through addressing immediate needs while moving towards an exclusive focus from 2012 on Burundi's further integration into the EAC, through TradeMark East Africa (TMEA). As a result, the DFID Burundi office will close in mid-2012 and regional interventions through TMEA will be funded and managed through Africa Regional Department and DFID Rwanda. This plan therefore only covers financial year (FY) 2011/12, and does not include any new initiatives. The scope of ambition is deliberately limited, to ensure that results are achievable and space is left to manage an effective graduation.

This plan is therefore focused on ensuring an effective transition from a full country office, providing policy and programming inputs that will address immediate needs at what is a critical time for the country, as well as creating an enduring impact beyond the closure of the office. Well-targeted support backed up by policy dialogue will enable GoB to respond to public expectations and address some of the factors that risk pulling Burundi back into instability. The plan is built around four pillars, all areas of current work: education, health, access to justice and wealth creation. In education, DFID will continue two strands of work – supporting GoB's ability to deliver services to its people, and focusing on solving specific problems created by the high level of refugee returns in some areas. DFID will continue to use policy dialogue to focus the attention of GoB and partners on the areas where girls are least served. In health, we will maintain our partnership with the central pharmacy to improve the efficiency and value for money of Burundi's drug distribution systems. In justice, we are working to improve both the supply of and demand for access to justice, targeting those most vulnerable and strengthening the ability of the courts to dispense justice at a local level. All these interventions will be limited to one year, with the emphasis on ensuring an effective transition in each sector, while increasing the focus on helping Burundi take full advantage of its integration into the EAC.

DFID also has a significant role to play in improving aid effectiveness. Burundi is currently heavily dependent on a small group of donors – over half of the budget is externally financed. Increasing domestic tax collection will be vital in reducing Burundi's dependence on donors, while securing more money to provide services. The development of the Poverty Reduction Strategy and the creation of Burundi's first ever Aid Policy in 2011 also provide an ideal opportunity for GoB and donors to simplify and improve coordination structures where currently there is overlap and competition.

Alignment to DFID and wider UK Government priorities

The closure of the DFID Burundi bilateral office reflects DFID's intention to move towards a smaller, more focused footprint and to ensure that DFID best delivers broader UK Government priorities through the bilateral programme. The continuing focus on wealth creation after the office's closure, through support for Burundi's integration into the East African Community, directly contributes to DFID's emerging work on free trade areas, in particular the African Free Trade Initiative and the UK's new trade policy. The UK retains strong interests in the four other EAC countries (Kenya, Uganda, Rwanda and Tanzania).

What we will stop doing

DFID currently focuses on education, health, justice and regional integration, as well as humanitarian support through the UN High Commission for Refugees (UNHCR), International Committee for the Red Cross (ICRC) and non-governmental organisations. We have closed all humanitarian projects, and will phase out all education, health and justice work by March 2012. The remaining wealth creation programme will be managed by TradeMark East Africa, and funded through Africa Regional Department and DFID Rwanda.

3) Results

Headline results			
Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
Wealth Creation	Annual revenue collection by Government of Burundi	370 bn Burundian Francs [£195 million] 2010	437 bn Burundian Francs [£230 million] 2011
Wealth Creation	Number of days to export a container	47 (2010)	45 (2012) <i>(DFID Burundi frontloaded contribution to 5-year project, with target of 40 – 15% reduction – by 2015)</i>
Education	Number of boys and girls supported by DFID in primary education	2,168 (2009/10) Boys: 1,000 Girls: 1,000	68,000 (2011/12) Boys: 33,000 Girls: 35,000
Education	Number of extra textbooks provided with DFID support	262,000 (2010)	456,000 (2011/12) <i>(in addition to baseline)</i>
Health	Number of health facilities with no drug stock-outs for ten tracer drugs in the previous three months	199 (2010)	263 (2011)
Governance	Number of women with improved access to security and justice services	0 (2010)	2,000 (2011/12)
Governance	Number of people supported by DFID to hold education decision makers (school directors) to account	0 (2010)	220,000 (2011) Women: 120,000

3) Results (continued)

Evidence supporting results

Wealth creation: There is strong evidence that regional integration and trade is key to the growth of Burundi's small, landlocked economy; that reduction in transit time and transport and in revenue collection are achievable, and that the potential returns are high^{4a,b,c}. The reliability of data to measure results is also good: partners produce regular information on trade and transit performance^{4d}, and TradeMark East Africa (TMEA) has established a monthly monitoring mechanism for trade corridors.

Health: There is good evidence that reliable supply of medicines is a crucial component of an effective health system, especially important to support the benefits of the removal of user fees^{4e}, and that lack of medicines is one of the most pressing bottlenecks in the Burundi health system^{4f}. The data on stock-outs is reliable at the central medical store level, but less so at district and facility level (due to a weak Health Management Information System). In our areas of intervention a tracking system is being put in place, and the World Bank programme includes a bi-annual national survey of facilities.

Education: There is country-specific evidence that education gives access to better employment opportunities and improves health outcomes in Burundi^{4g}, in line with international literature linking education levels to growth, lower fertility rates and social stability^{4h}. High repetition and low retention, lack of textbooks and outdated teacher training all contribute to poor learning outcomes, but survey data shows there is scope to improve children's schooling experience through better governance and management of schools, driven by greater community oversight⁴ⁱ. Availability of data to measure results is reasonably good, thanks to an improving Education Management Information System.

Governance: Globally, limited empirical research has been carried out about the impact on poverty and the development returns of access to justice and legal empowerment, but available evidence suggests that such bottom-up initiatives are most effective when used in combination with other (supply-driven) interventions^{4j} as foreseen in our programme. There is Burundi-specific evidence that poor working conditions in tribunals directly affect court productivity, the quality of judgements, the likelihood of judgements ever being executed and the likelihood and magnitude of illegal fees^{4k}. Reliability of data is moderate but improving, and is split by gender.

Value for Money (VfM) rationale

DFID Burundi has closed several workstreams in 2010/11 in order to focus in its final year on the workstreams with the greatest VfM potential.

The most significant reorientation of the programme is our scaled up support for regional integration and trade. Half our allocation in 2011/12 will go to promoting Burundi's successful integration with the East African Community, a critical component of future growth for the country^{4l} with excellent VfM and a measurable rate of return^{4m}. Our support for the Revenue Authority will also enable the Government of Burundi to collect more revenue every year than DFID would be able to provide. Already the target increase for 2011 over 2010 revenue collection is 67 billion Burundian francs (£35 million).

4) Delivery and Resources

Funding Mechanisms for Delivery

There is a small, well-coordinated group of donors in Burundi. The largest bilateral donors are Belgium and the US, while the EU Delegation and the World Bank are comfortably the largest donors. In this context, working in partnership with others is essential to the success of anything we do. DFID will continue to maximise its impact through putting a strong focus on improving the quality of partnerships and identifying strategic levers for change. We will do this by:

- Further improving joint donor programming (principally the Common Education Fund with France and Belgium, and the joint DFID/Swedish International Development Agency (SIDA) governance programme, including a joint project with the EU Delegation in justice)
- Acting as donor lead in key sectors (currently regional integration and justice)
- Strengthening the newly set up TradeMark East Africa Burundi office and promoting this as the focus for multi-donor programming to support EAC integration (Belgium has already pledged €11 million), and
- Pushing strongly to improve aid effectiveness, in partnership with the World Bank as donor coordination lead, and the Government of Burundi's (GoB's) aid secretariat. The development of the new Poverty Reduction Strategy and Burundi's first aid policy during 2011 will be central to this.

Of the total bilateral DFID aid budget for Burundi in 2011/2012, over three-quarters will be delivered through joint funding and programming arrangements. Around a third of the framework will be provided in Financial Aid Grants to GoB, covering the health and education sectors. This will be complemented by technical assistance arranged both bilaterally and through multilaterals. Considering the phasing out of most areas of the programme and fiduciary risks associated with GoB systems, DFID Burundi will not reconsider its position on budget support during the remaining year of the programme – we will continue only to provide support to GoB through closely monitored programmes with appropriate safeguards. DFID will continue to operate its innovative silent partner arrangement with SIDA, in which DFID manages and co-finances the joint Governance Programme, until March 2012.

Multilateral organisations

Most DFID joint programming is with EU Member State bilateral actors, although DFID is providing funds to the EU for justice sector work and some technical assistance, managed by the World Health Organisation, to complement our support to the central pharmacy. DFID also funds a secondment into the World Bank to facilitate donor coordination until March 2012. The UN runs an integrated mission in Burundi, and the Security Council voted in December 2010 to give a mandate to a restructured office (BNUB) for one year. DFID engages closely with BNUB on justice and the rule of law, as well as supporting targeted interventions by UN agencies in which they can provide added value – for example managing a basket fund for GoB's aid management systems.

An important objective will be to ensure that the newly mandated UN integrated mission in Burundi quickly builds capacity and relative strengths in its core areas of work, in particular around facilitating transitional justice and monitoring human rights. Burundi is also on the agenda of the Peace Building Commission (PBC), which will play a strong role in supporting an effective integration of peace-building principles and priorities into the new Poverty Reduction Strategy. DFID Burundi will work closely with the UK Mission in New York, central Foreign and Commonwealth Office (FCO) and DFID departments, and the FCO posts in Rwanda and Burundi to ensure that the PBC is equipped and channelled to be effective.

4) Delivery and Resources (continued)

Programme Spend

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL	
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000
Wealth Creation	2,500		4,500								4,500	0
Climate Change											0	0
Governance and Security	1,400		1,500								1,500	0
Education	2,500		3,500								3,500	0
Reproductive, Maternal and Newborn Health											0	0
Malaria											0	0
HIV/Aids											0	0
Other Health	2,800		500								500	0
Water and Sanitation	400										0	0
Poverty, Hunger and Vulnerability	1,000										0	0
Humanitarian	400										0	0
Other MDGs											0	0
Global Partnerships											0	0
TOTAL	11,000	0	10,000	0	0	0	0	0	0	0	10,000	0

4) Delivery and Resources (continued)

	2010/11	2011/12	2012/13	2013/14	2014/15	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	135	106	54			160
Frontline staff costs - Non Pay	235	141	77			218
Administrative Costs - Pay	58	72	46			118
Administrative Costs - Non Pay	143	81	36			117
Total	571	400	213	0	0	613

NB The office will close mid-2012.

4) Delivery and Resources (continued)

Delivering Programme Efficiencies		
Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation	In anticipation of office closure in 2012, DFID Burundi phased out support to Humanitarian, Water and Sanitation and Social Protection sectors at the end of FY 2010/2011. During 2011/2012, we will discontinue support to Health, Education and the Justice sectors, maintaining support in Wealth Creation Sector through ARD's Regional Integration work only. The £10 million framework for DFID Burundi's bilateral programme will therefore be reduced to zero.	There will be no programme cost for DFID Burundi from FY 2012/2013 onwards.
Further examples of Programme efficiency		

Administrative Cost Savings Initiative	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in Consultancy Payments		11						
Reduction in Travel						4		
Reduction in Training				5				
Reduction in Estates & Property Costs		32		41		9		
Reduction in costs as a result of Office Restructuring				25	55	14		
Other Reductions		5						
Total	0	48	0	71	55	27	0	0

NB Office closure in 2012, hence savings in 2013/14 are result of reduction of budget to zero.

5) Delivering Value for Money (VfM)

Creating a VfM legacy for Burundi

As the focus of DFID Burundi's Operational Plan is ensuring an effective graduation, the core of DFID Burundi's Value for Money strategy will be the legacy impact that it can achieve – the last year of bilateral DFID programming in Burundi will be focused on three objectives:

- Improving the quality and efficiency of delivery in the multi-donor mechanisms to which we contribute
- Implementing a resource-efficient model for managing graduation, and
- Ensuring that VfM is embedded in the emerging work in the regional integration sector, and in particular in the TradeMark East Africa programme

The DFID Burundi programme has been set up to invest primarily in joint programming, which will provide economies of scale and support harmonisation of practices and procedures. We recognise that it is not good enough simply to make this assumption, so a core part of our VfM work in the next year will be to improve the efficiency and cost-effectiveness of the joint programmes in place. Through this, we will leverage an impact over other donor funding. For example, we have helped drive recent changes of procedures for multi-donor basket fund in education that we contribute to. The estimated impact of these improvements is a reduction in cost for each new child completing school by 15% from £623 to £544^{6a}. In FY 2011/2012, we will work to ensure that the new manual of procedures for the education basket fund is implemented in full, so embedding these gains. Providing one textbook in Burundi costs 69p^{6b}, at the bottom of the range for sub-Saharan countries (63p - £1.88)^{6c}.

The second strand of the office's VfM strategy is to ensure that our administration and programme efforts are efficiently focused to deliver the most impact through the last year. DFID has already negotiated for SIDA to cover 75% of the unit cost of our governance adviser, bringing Front Line Service savings to DFID of £65,000 for FY 2011/2012 – a quarter of the year's budget – as well as the elimination of duplication through using one adviser and programme for the two countries. We do not plan to release staff early from contracts before the closure of the office, as this would reduce the effectiveness of operations, and hamper the graduation. We closed several workstreams (humanitarian, water and sanitation, social protection) in FY 2010/11 in order to focus in the final year on workstreams with the greatest VfM potential. Over FY 2011/2012, DFID will be phasing out these final programmes in health, justice and education.

Half of the FY 2011/12 allocation will go to promoting Burundi's successful integration with the East African Community, a critical component of future growth for the country with excellent VfM and a measurable rate of return. Our support for the Revenue Authority will enable the Government of Burundi to collect more revenue every year than DFID would have been able to provide. Already the target increase for 2011 over 2010 collection is 67 billion Burundian francs (£35 million)^{6d}. This is the equivalent of the combined DFID frameworks for the last four years. The programme as a whole aims to achieve at least an extra £23 of exports for every pound spent promoting regional integration^{6e}. The cost of trade improvements is around £1.20 per person impacted, compared to £2.80 for Rwanda, £2.30 for Tanzania and £1.80 for Kenya^{6f}. As 2011 will be the first year of TMEA's operations in Burundi, this will be an opportunity to influence the organisation's working practices. DFID will use its seat on the board of the National Oversight Committee to push for a clear VfM strategy in TMEA, with timelines and accountability.

We will harness Corporate and Divisional financial improvement strategies and tools to ensure we have the correct systems, procedures and practice in place to drive continued improvement in financial management.

6) Monitoring and Evaluation

Monitoring

The monitoring period for Burundi's Operational Plan and Results Framework is for one year only. Monitoring will be continuous. Indicators will be derived from a balance of internationally comparable data sources such as World Trade Organization (WTO) export data, World Bank Doing Business Indicators, Transparency International surveys on corruption and bribery (these are a mixture of perception and deeper investigation); in-country specific monitoring including Burundi's official health and education monitoring systems and ad hoc surveys; and financial and accountability data from the organisations that DFID is supporting (eg the central pharmacy CAMEBU, and Burundi Revenue Authority's own revenue collection statistics). Where data is drawn from national monitoring information systems, DFID's participation in annual sector reviews (Education, Health and Justice) will provide opportunities to discuss with Government and other partners the pace of progress and policy implications or remedial actions that need to be taken to ensure outcomes are achieved. We will also use these opportunities to ensure that gender, and in particular the provision of services to girls, is sufficiently addressed.

Most of these data sources produce annual statistics, therefore providing a baseline and a target. The period will be too short to set realistically measurable milestones at the strategic level envisaged for the Operational Plan within the single year period that the Burundi office will report on. The multi-donor programmes to which DFID contributes (TradeMark East Africa, Education Common Fund) will provide the primary monitoring, which will be supervised by the DFID office.

Evaluation

The European Commission, France and Belgium are planning to carry out a strategic evaluation of the work of the EU Delegation and Member States active in Burundi (Belgium, France, UK, Germany, Netherlands, Sweden) over the period 2005-2010. This will provide an analysis of how appropriate and complementary the strategies and interventions of EU partners are, with a strong focus on aid effectiveness. We will carry out external evaluations on at least 75% of our programmes ending in the next year, and will focus in particular on lessons learnt and legacy aspects of each programme, to enable other donors and implementing partners to build on DFID's work. Each evaluation will measure as appropriate the impact of DFID Burundi's work on girls and women. In the justice sector, our joint DFID/SIDA Governance Programme is supporting different models of legal aid provision and it is envisaged that a comparative evaluation will be carried out to determine the relative costs and benefits of each model. This will also contribute to evidence-based policy development in Burundi. There is scope for a similar comparative evaluation to be undertaken for our school Governance initiative in partnership with UNICEF, which applies a slightly different model to DFID's in other provinces.

Building capacity of partners

Burundi has struggled in the past to maintain high quality data collection systems, and reliable data is restricted to sector-specific initiatives. Although DFID's work in all sectors apart from Wealth Creation will be phased out during 2011/12, there remain opportunities to build on collaboration with partners in improving monitoring and evaluation systems. DFID is funding Burundi's first Demographic Health Survey since 1987, for which preliminary results are expected in April 2011. This includes specific questions on violence against women, posed separately to men and women. We are also providing assistance to the central medical store to help it produce monthly data on drugs stock-outs and supply, as well as to the Ministry of Health to monitor stock-outs of medicines and commodities in district and health facilities. In the Justice sector, we will, as lead donor, work with Government to agree a Monitoring and Evaluation (M&E) framework for the sector strategy.

DFID Burundi will work closely with DFID's Africa Regional Department to support TradeMark East Africa (TMEA) to consolidate and improve its monitoring and evaluation systems as it takes over implementation of the East African Community (EAC) integration programme in Burundi. In order to ensure coherence and consistency, this will be coordinated through regional support to TMEA's central structures, which will in turn support its country offices in the five countries of the EAC.

7) Transparency

- Transparency is one of the top priorities for the UK Government. In line with the UK Aid Transparency Guarantee, DFID Burundi will ensure that information for all new programmes and all procurement over the £500 threshold is published on the DFID website, and is accessible, comparable, accurate, timely and in a common standard with other donors. We will ensure civil society partners in-country are aware of our transparency guarantee, and encourage them to challenge DFID's internal procedures to ensure they deliver according to the International Aid Transparency Initiative. We will also provide opportunities for those directly affected by our projects to provide feedback.
- DFID Burundi has established a system to quality assure programme documents, involving Head of Office sign-off for all documents regardless of size of investment, and further formal quality assurance and approval by DFID Rwanda/Burundi Head of Office for all investments over £1.5 million.
- Programme information is currently shared in French and English. Although French in particular is widely spoken across the country, many people in rural areas may speak exclusively Kirundi, and thus receive public information in this language only. We will therefore ensure that the summary of this Operational Plan is translated into French and Kirundi and shared with the Government of Burundi, partners and civil society. Outside Bujumbura, television news and radio are the main conduits for information. DFID will engage with these media to ensure that this summary and other relevant information is shared widely beyond the capital (94% of the population live outside Bujumbura).
- In addition, it is a priority for the office to help improve the transparency of donor and GoB reporting on aid and budget plans. DFID Burundi will work closely with the Ministry of Finance and GoB's aid coordination secretariat (Comite National pour la Coordination de l'Aide - CNCA) and the international community to ensure that:
 - All DFID funding is accurately reported in a timely way to GoB;
 - Donor funding to GoB is provided and collected regularly, analysed and made publicly available;
 - Donor funding is more closely linked to GoB budgeting processes, which in turn are published, along with budget execution figures;
 - The new Poverty Reduction Strategy, due for finalisation in mid-2011, contains commitments to transparency.

Annex 1: Notes

Context – 1

- a) Atlas Method, 2009 World Development Indicators. NB some countries such as Somalia do not provide statistics.
- b) Purchasing Power Parity (PPP), 2006 Millennium Development Goal database (no more recent data available)
- c) 2010 – hdr.undp.org/en/statistics
- d) Under-five mortality 166/1,000 births 2009, source: Level and Trends in Child Mortality Report 2010. Maternal mortality 970/ live 100,000 births, source: Trends in Maternal Mortality: 1990-2008.
- e) FAO Global Forest Resources Assessment 2010
- f) Burundi EMIS (Education Statistics 2009/10), Quest 2923065
- g) Burundi Ministry of Education, *Impact de la politique de gratuite*, table 5.p11, Quest 2954217
- h) Burundi EMIS (Education Statistics 2009/10), Quest 2923065
- i) Burundi Health Sector Strategy Common Results Framework: progress as of Dec 2009, Burundi MoH, Quest 2954226
- j) www.usip.org/publications/peace-agreements-burundi
- k) World Bank and OECD national accounts data, 2005-2009
- l) World Development Indicators, 2005-2009
- m) World Bank Doing Business Index 2010, Burundi ranks 181 of 183 countries
- n) FAO Global Forest Resources Assessment 2010
- o) 4.6 births per woman, World Development Indicators 2008
- p) UNHCR Burundi factsheet December 2010
- q) CUTS/GTZ report April 2010 : Adhesion du Burundi au sein de l'EAC : implications pour le developpement et le secteur prive

Vision – 2

- a) 3rd national census, 2008

Evidence Supporting Results – 4

- a) Studies (notably Amjadi and Yeats, 1995; Limao and Venables, 1999; Milner Morrissey and Rudaheranwa, 2000) indicate that transport costs are a significant factor in explaining sub-Saharan Africa's poor trade performance. Limao and Venables (1999) show that a landlocked economy usually has about 30% of the trade volume of a maritime economy of a similar income level and argue that halving transport costs increases the volume of trade by a factor of five. Freund & Rocha (2010) show that a one day reduction in transit time potentially increases exports by 7%.
- b) Freund & Rocha (January 2010), What Constrains Africa's Exports? World Bank Policy Research Working Paper 5184.
- c) Limao and Venables, Infrastructure, Geographical Disadvantage and Transport Costs, World Bank Policy Research Working Paper No. 2257, 1999
- d) Transport Prices and Costs in Africa, Gael Raballand
- e) London School of Hygiene and Tropical Medicine, 2008
- f) Focus Groups, Etude sur la Capacite / Volonte a payer au Burundi, EC, 2009.
- g) Burundi RESEN (Education System Status Report), 2005
- h) Bledsoe, CH, Casterline, JB, Johnson-Kuhn, JA, and Haaga, JG (Eds) (1999) Critical Perspectives on Schooling and Fertility in the Developing World. National Academy Press, Washington, DC
- i) Strengthening Governance in Primary Schools in Burundi (SAGE-P) project baseline survey, Nov 2010
- j) Cox, M, Security & Justice: Measuring the Development Returns: a Review of Knowledge, 2008
- k) Kohlhagen, D (RCN), Burundi: La justice en milieu rural, Dec 2009
- l) Burundi Country Economic Memorandum, World Bank, 2009
- m) TMEA Burundi Programme document, Supplementary Annexes, Annex 6, Table 1, p50

Delivering Value for Money – 6

- a) SIDEB programme Burundi: Revised Economic Appraisal, August 2010, Quest 2730154
- b) Burundi Education BasketFund 2010 Programmation: Textbooks. Average cost for primary school textbooks is 1385BIF (£69p), Quest 2955230
- c) DFID Education Portfolio Review, 2010.
- d) Government of Burundi Budget 2011
- e) TMEA Burundi Programme document, Supplementary Annexes, Annex 6, Table 1 p50
- f) Assuming trade effects in terms of lower prices conservatively only reach 50% of Burundi's population (trade programme costs / 4.04 million people. Ratio of costs to induced exports based on TMEA Burundi Programme cost-benefit analysis (Annex 6, Table 1, p50, August 2010)

Annex 2: Programme list

Intervention	Main aid Instrument	Total DFID contribution	Length of programme
Education			
To support the successful development and implementation of Burundi's Education Strategy and plans	<ul style="list-style-type: none"> · Basket fund with other donors · Accountable Grant with NGO 	£4m	Jan 2008 – Mar 2012
Governance			
Jointly-funded DFID/SIDA Programme to strengthen accountability and the delivery of justice in Burundi	<ul style="list-style-type: none"> · Contribution to EU programme · Accountable Grants with NGOs 	£3.2m (also manage £4.5m from Swedish International Development Agency)	Oct 2007- Mar 2012
Health			
To increase the availability and improve the management of essential medicines in Burundi's public health facilities	<ul style="list-style-type: none"> · Financial Aid to Government of Burundi · DFID-contracted Technical Assistance 	£5m	Sep 2009 – Dec 2011
Wealth Creation			
The promotion of greater regional integration and trade competitiveness in Burundi	<ul style="list-style-type: none"> · Joint donor funding through implementing agency 	£6.5m	Nov 2010 – Mar 2012