DFID Department for International Development

Operational Plan 2011-2015

DFID Africa Regional Programme

Updated August 2012

This plan will be refreshed annually. It should be read in conjunction with the South Africa Operational Plan

Contents:

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 to take a comprehensive and ambitious look at the countries in which 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, 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, 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.

DFID Department for International Development

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 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 never be overcome through working at the 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 five million people. 29% 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 an 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 transboundary 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 girls and women 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 females have more than twice the infection rates in some areas relative to males. 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 alone 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. Six of the world's 10 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 global 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 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 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 capitalising 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 happening in Africa and is led by Africans. It is a relatively new phenomenon, 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.**

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 effectively deal with health, climate change and education challenges, tackle food insecurity, promote better governance, negotiate deals on global issues and to 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 could 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 three 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 UK 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;
- Improvements in agricultural markets, financial services and cross border trade.

Strengthen governance, accountability and conflict prevention through:
- Improving election monitoring and feedback of citizens' views on country governance to their policy makers across Africa;
- Improving budgetary and financial management;
- Supporting conflict prevention and AU peace keeping and stability interventions.

Improve health and education services, particularly for girls and women through:
- Improved access to affordable medicines at lower cost through regionally negotiated price reductions, regional procurement and market development and regionally harmonised drug registration;
- Scaling up provision of comprehensive services to prevent death and complications from unwanted pregnancies;
- Improving education policy through regional co-operation.

Support adaptation to and mitigation of climate change through:
- Developing adaptation responses, particularly regional co-operation on water and forests;
- Trialling and scaling up low carbon development opportunities for poor communities;
- Supporting African negotiators to get a better deal for the region during global climate talks;
- Improving the evidence base and understanding of climate change.

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, the African Development Bank and the European Commission (EC) engaged in significant regional programming with the AU and the Regional Economic Communities. We have set clear criteria for regional funding; Africa Regional Department will not be supporting projects that should be led by bilateral country programmes or multi-country programmes where there is no strong regional element.

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)**
Health	**Number of unsafe abortions averted [A]**	**0**	**900,000 (100% girls and women)**
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 (50% girls and women) (by 2020)**
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)**

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

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 green house 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 one 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, $250 million 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 medicine procurement, will lead to significant cost savings. 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.

4) Delivery and Resources

Africa Regional is a new programme formed in January 2011. The merger of four 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; Health Education and Humanitarian; and Governance and Security) with team members based in the UK and Africa. A small central team for leadership, co-ordination, corporate and results management will also be 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 Foreign and Commonwealth Office (FCO), the Ministry of Defence (MoD), the Department for Business, Innovation and Skills (BIS) and the 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 and in some cases fund:

- International Financial Institutions including the World Bank, the European Investment Bank, the 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, governance programmes and research and advocacy organisations such as the Overseas Development Institute and Afrobarometer.

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

The department will work closely with DFID offices in Africa and establish and maintain staff networks throughout the Africa, Policy and Research divisions 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 the 2011 'People Survey' were 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. We will also undertake updated awareness training on sensitive data handling and the Civil Service Code.

The department will also develop 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)

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	50,246	10,000	25,066	2,199	22,744	30,000	42,156	20,000	45,406	20,000	135,372	72,199
Climate Change	17,160		16,617	0	66,550	0	75,550	0	45,600	0	204,317	0
Governance and Security	12,247		17,088	0	18,014	0	20,000	0	22,000	0	77,102	0
Education	2,000		792	0	350	0	300	0	294	0	1,736.000	0
Reproductive, Maternal and Newborn Health	9,907		8,361	0	14,004	0	13,500	0	18,278	0	54,143	0
Malaria			402	0	1,000	0	4,500	0	5,000	0	10,902	0
HIV/Aids	6,869		2,191	0	0	0	4,550	0	4,500	0	11,241	0
Other Health	2,983		2,118	0	2,600	0	1,632	0	8,432	0	14,782	0
Water and Sanitation				0		0		0		0	0	0
Poverty, Hunger and Vulnerability				0		0		0			0	0
Humanitarian - In 2010/11 of the £33m, £15.8m was vired to DFID Somalia. In 2011/12 of the £79.8m, £6.75m was vired to DFID Kenya, £8m vired to DFID Ethiopia and £40.5m to DFID Somalia.	33,095		79,825	0	33,000	0	40,000	0	37,690	0	190,515	0
Other MDG's			0	0	0	0	0	0	0	0	0	0
Global Partnerships			0	0	0	0	0	0	0	0	0	0
TOTAL	134,507	10,000	152,460	2,199	158,262	30,000	202,188	20,000	187,200	20,000	700,110	72,199

4) Delivery and Resources(continued)

Operating Costs

	2010/11	2011/12	2012/13	2013/14	2014/15	Total - 2011-15
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	214.00	1,719	2,384	2,334	2,334	8,771
Frontline staff costs - Non Pay	324.00	514	434	590	590	2,128
Administrative Costs - Pay	2,240.00	252	311	265	265	1,093
Administrative Costs - Non Pay	323.00	38	127	137	104	406
Total	3,101.00	2,523	3,256	3,326	3,293	12,398

5) Organisational Design (continued)

Efficiency savings

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

	2011/12		2012/13		2013/14		2014/15	
Administrative Cost Savings Initiative	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in Consultancy Payments		35		20		18		17
Reduction in Travel		16		19		18		16
Reduction in Training		0		0		0		0
Reduction in Estates and Property Costs		0		0		0		0
Reduction in costs as a result of Office Restructuring		0		0		0		0
Other Reductions		0		0		0		0
Total	0	51	0	39	0	36	0	33

5) Delivering Value for Money (VfM)

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 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.

Africa Regional has 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 include:

- Ensure that more analysis of the distribution of benefits and costs between countries for regional public goods (such as infrastructure for trade corridors) is undertaken during the Business Case appraisal process;
- Work with other teams to develop and use appropriate indicators and milestones to monitor value for money considerations more effectively throughout the project cycle;
- Given the specific difficulties of rigorous evaluation of regional programmes, such as Aid for Trade projects, we will develop procedures for regular review and development of the assumptions underlying our value for money calculations;
- Work 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 work;
- Develop our approach to evaluation and audit to establish the most cost effective and efficient strategies to reach objectives;
- 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.

We will develop programme management team skills across the department through training and coaching on value for money assessment and its integration into the Business Case model. We have established a central management team, to include a results and evaluation adviser, to support technical work in this area.

We will ensure we have the correct systems, procedures and practices in place to drive continued improvement in financial management.

6) Monitoring and Evaluation

Monitoring

Formal reviews of progress against our detailed operational plan results framework will take place every six months. 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 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 Tripartite 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 scales and the relatively little work in this area internationally, the department has recruited a Statistics Adviser and plans to recruit a part time Evaluation Adviser in 2012/13. 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. Programmes already identified as priorities for evaluation include our regional maternal health programme (PMDUP), the 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. There are technical, data and attribution challenges in evaluating regional programmes, particularly in water shed cooperation 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 the 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.

7) Transparency

We will meet the standards set out in the International Aid Transparency Initiative. 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.

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 will develop a management system to respond to requests for information from MPs, members of the public and partners in line with DFID standards.

We will 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 publically available. In a conflict zone such services can provide a vital mechanism for beneficiaries to hold donors, government and aid agencies to account.

We will produce an Africa Regional Anti Corruption and Counter Fraud Strategy.

- In developing this strategy we will assess 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.

List of Annexes

Description
Full Results Framework
Revisions to Operational Plan 2011/12

Annex: Revisions to Operational Plan 2011/12

Key revisions to Headline Results (Section 4)

Number of border crossings which cut average crossing time by *50% or more* changed to *30% or more.* Original result was 30-50%, which was inadvertently edited to 50%. This is out of line with expected programme results. The new simplified result is in line with DFID's Structural Reform Plan.

Number of additional people benefitting directly *from improved cross border trade* clarified to *from national and cross border value chains*, to ensure the former are captured and align wording with DFID Southern Africa's Operational Plan which shares this result. Result changed from *4 million to 3 million people*, attributed to DFID, on the basis of more detailed analysis recently undertaken to inform our new Agricultural Markets Programme.

Ratio of consumer prices *(public and private)* of essential medicines in the South Africa Development Community: data unavailable for private medicines prices so now focuses on *public prices* only.

Number of additional people directly benefitting from improved management of shared water basins: *additional* removed as some beneficiaries have been identified who received benefits under a previous project phase and will receive new benefits in the OP period. Baseline changed from 0 to 350,000. Target extended to 2020 to allow monitoring of long term benefits, e.g. through infrastructure built as a result of water management, though expected beneficiaries will be identifiable by 2015.

Number of *households* with access to *affordable* low carbon energy changed to number of *people with improved* access to low carbon energy *as a result of DFID projects*. Indicator changed to match DFID Results Framework (DRF). Overall result reduced from *300,000 households* to *300,000 people*, attributed to DFID, as DFID central guidance advises a conservative approach to attribution and excludes grid connected households, and a large contributing programme was rejected by the International Climate Fund process.

Average performance scores for IMF programme improving financial management in east African countries (AFRITACS) replaced with a new indicator, *Number of people supported to have choice and control over their own development and to hold decision makers to account*, which captures results of programmes developed during 2011/12 and directly contributes to the DFID Results Framework (DRF) governance indicator. Corresponding baseline and target added: 0 to 500,000 by 2015.

Humanitarian indicator of Number of *additional people assisted through food security interventions* changed to *Number of people reached with emergency food assistance through DFID support* to match agreed wording for DFID Results Framework (DRF) humanitarian indicator.

Other key revisions to Operational Plan as a result of the April 2012 refresh

We have updated the Structural Reform Plan targets (Section 3) that the Africa Regional Programme Operational Plan will make a major contribution towards to reflect recent revisions made to DFID's Business Plan 2012-2015. We have updated our plans on Delivering Value for Money (Section 6) and Monitoring and Evaluation (Section 7) to reflect our new Strategies developed in 2011/12.

We have updated the Transparency slide (Section 8) with new standard wording. In this section we have also added a point on the plan to produce and Anti Corruption and Anti Fraud strategy in 2012.