

Operational Plan 2011-2015

DFID Africa Directorate

April 2011

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1) Context

Africa Division is headed by two Directors and has 18 Operational Units including 16 overseas offices (two of which cover two countries each) which between them will deliver key elements of DFID's Business Plan and Structural Reform Priorities. Africa Directorate (AD) is located across DFID's two headquarter sites in the UK and provides a **key interface between Africa Division and the rest of DFID, other UK Government Departments and other development partners.**

The next four years will mark a period of significant change in the way Africa Division and the rest of DFID work. Globally, and in Africa, **DFID will provide more aid but in fewer countries.** 17 out of 27 of DFID's major bilateral programmes will be in Africa. Exit and graduation plans will be supported for five programmes. The UK Government's annual spending on development in Africa is set to grow by at least 30%. The proportion delivered as General Budget Support may well fall and some of the largest DFID programmes (including Nigeria and Democratic Republic of Congo (DRC)) will be delivered entirely outside the government systems of those countries. AD will support country offices with the challenges which will arise from the design, procurement and management of large and complex new programmes.

This increase in aid is against a backdrop of **complex political contexts** in all of the countries where we work, many of which are fragile and conflict affected. For example a new nation will come into being in South Sudan; Somalia will continue to pose challenges as the Transitional Institutions' mandate expires; the political settlement in Zimbabwe continues to be unstable; and many countries will hold elections during the period. Close collaborative working with other UK Government Departments will be needed. 'Non-traditional' donors will become more active in Africa while relationships with longer established donors and multilateral organisations will remain important.

We will need to ensure that our aid **delivers the desired results and provides value for money (VfM).** Africa Directorate will need to have a clear picture of the VfM, results and challenges across the whole portfolio and be able to articulate these clearly for Directors and Ministers. We will need to support the rest of the Division to offer challenge, additional capacity and support to embed more strongly a culture of evaluation and use of high quality evidence across the Africa portfolio.

Transparency and accountability are key to the Coalition Government's approach, and will help to build public engagement and confidence in UK development assistance, as well as to promote better aid internationally. Increased transparency also brings additional transaction costs and sensitivities which Africa Directorate are helping to manage across Africa Division.

There are likely to be significant **changes in DFID's corporate systems** during this four-year period which will have an impact on the whole of Africa Division. Fewer resources will be devoted to corporate functions in central teams in DFID which may mean Africa Directorate's support to country offices will become more critical.

At the start of 2011 DFID introduced a major **new programme management tool** in the form of the 'Business Case'. Africa Directorate will need to work closely with other parts of DFID, including Africa Regional Department, to continue to provide support and guidance to Country Offices as they start to use the Business Case.

The Directorate will also have a lead responsibility to work closely with the Girl Hub and drive forward issues for girls and women, in particular on issues related to wealth creation, education, pregnancy, and violence against women and girls.

2) Vision

Overview

Africa Directorate (AD) will support UK Government Ministers, DFID staff and other UK Government Departments to deliver and communicate the results set out in DFID's Structural Reform Plan (SRP), the March 2011 publication 'UKAid: Changing Lives, Delivering Results' and relevant Operational Plans. Together with Africa Regional Department, AD will form a cohesive 'Africa UK' team. Our aim is to be recognised within DFID as being an instrumental part of successful efforts to deliver results, Value for Money (VfM), greater transparency and more rigorous evaluation. We will strive to be a Department of choice for DFID staff and an efficient and well managed Department, which performs strongly against cross-government benchmarks and legislative requirements and where people enjoy their work.

AD will continue to represent DFID within Whitehall on cross-cutting issues such as security in West Africa/Sahel, and on focus countries such as Somalia, Sudan and Zimbabwe. Intensive engagement across Whitehall will be vital for ensuring DFID's policy objectives are reflected in Whitehall, for achieving DFID's objectives and ensuring that other government departments understand the contribution that DFID makes and the support we require to deliver the government's aid objectives under the SRP. AD will link with Africa actors in the UK e.g. Parliament, academics and increase engagement with selected bilateral and multilateral donors.

The Directorate will have a key role in establishing and bedding down systems so that Directors can provide guidance and quality assurance in implementing DFID's interlinked agendas for transparency, Value for Money and results. By the middle of 2011 we want to have developed, agreed and communicated a clear vision and narrative setting out how DFID will support Africa in generating wealth, reducing poverty and achieving the Millennium Development Goals (MDGs) between now and 2015. We want to improve public understanding and support for our work, and increase engagement in what we do and confidence that UKAid in Africa is well-spent. To do this between now and the end of 2011 we will focus on improving the accuracy and clarity of Country Office Results Frameworks and the quality and quantity of evaluations of DFID programmes in Africa.

One of Africa Directorate's key functions is to provide an interface between our country offices and the rest of DFID. We will deliver quality and timely advice to senior officials and Ministers to help deliver results on the ground in the most efficient and cost-effective way. We will work to ensure that the introduction of new DFID-wide management processes and procedures is done in a timely and proportionate way that takes into account existing demands on country office time. AD will regularly monitor and help Directors and their Deputies proactively manage the major short- and longer-term risks and opportunities facing Africa Division. AD will promote improved VfM and better financial management across Africa Division.

Alignment to DFID and wider UK Government priorities

Working with colleagues in other UK Government Departments, the UK public and international partners, Africa Directorate will help to deliver the results and objectives set out in DFID's Business Plan, other relevant UK Government strategy documents and the Operational Plans of other parts of Africa Division.

What we will stop doing

We will no longer act as co-chair for the MDG Partnership of the Joint Africa EU Strategy and we will be much less involved in that work. In 2011 we will wind down our small bilateral programmes in Niger, Cameroon and Gambia as part of a responsible exit from those countries. Future support to the Africa Progress Panel and the Africa Partnership Forum Support Unit is under discussion.

3) Results

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
Improve public understanding, support and engagement for UK aid to Africa	A clear pan-Africa narrative based on robust evidence agreed by Ministers by July 2011 and used to promote and explain UK aid to Africa	n/a	Africa Narrative is evidence-based, has support and ownership by Ministers and across UK Government and receives positive feedback
Results and Evaluation	<p>Across Africa Division, at least 10 evaluations completed or underway by March 2012</p> <p>All Country offices and programmes have sound monitoring systems in place (all Africa logframes and Results Frameworks meet corporate standards)</p>	n/a	<p>Africa Division able to tell a strong results story across the whole programme</p> <p>Positive (Green Light) results from next logframe spotcheck across the Division</p>
Policy Work	<p>Closure of Gambia, Cameroon and Niger programmes follows procedures and is communicated in country</p> <p>Delivery of UK Government country strategies on e.g. Somalia, Sudan, Zimbabwe</p>	n/a	Programmes closed and implementation of UK Government country strategies for African countries on track
Africa Directorate's People	<p>People have necessary tools and skills and feel supported (DFID staff survey)</p> <p>Work/life balance (DFID staff survey)</p> <p>Leadership and Managing Change</p>	n/a (AD in its current form is a new department)	Strong results in annual DFID staff survey demonstrating high morale (end 2011)
Finance	<p>Africa Division 5 Day payment performance</p> <p>Africa Division forecasting accuracy</p>	<p>75% (QMR 3 10/11)</p> <p>Currently red</p>	<p>At least 80% average during each quarter of 2011/12.</p> <p>Traffic light improves to at least amber by March 2012</p>
Corporate	All indicators in Quarterly Management Reports (QMR)	QMR 3 10/11	Improvement or no slippage (if green) in majority of Africa Division's indicators

3) Results (continued)

Evidence supporting results

Africa Directorate's Headline Results are ambitious but realistic and achievable. They are supported by:

- (1) Government commitments on DFID spending and priorities set out in the Coalition's 'Programme for Government', DFID's Structural Reform Plan and its Spending Review 2010 settlement
- 2) The priority issues identified by DFID's Management Board and set out in internal management documents such as the Quarterly Management Report.

Value for Money (VfM) rationale

Africa Directorate's Results provide Value for Money in the following ways:

- Helping to spend 0.7% Gross National Income as official development assistance represents both a moral duty *and* an investment in Britain's national interest. It is "good for our economy, our safety, our health and our future" (Secretary of State, Structural Reform Plan Vision).
- Investing in Value for Money and Results will provide the evidence base for what works well and what doesn't. This will enable DFID to improve the impact of its spending, and facilitate better spending by partners including governments and donors – further widening the impact of this work.
- Focusing on transparency and enabling citizens to participate in development will increase engagement and public scrutiny of development spending. This will reduce instances of waste, help improve donor systems, empower both taxpayers and aid recipients and build DFID's resilience to future challenges.
- Helping to provide core corporate services to the country offices in Africa underpins DFID's ability to deliver all of its core objectives, from achieving the MDGs, to boosting wealth creation, reducing conflict and tackling climate change.
- Liaison with Ministers and corporate policy teams, representing DFID in Whitehall policy discussions and carrying out other corporate functions in London, frees up time in Country Offices to focus on delivering DFID's core business.

4) Delivery and Resources

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								50	0
Climate Change											0	0
Governance and Security	1,735		425								425	0
Education	2,617		125								125	0
Reproductive, Maternal and Newborn Health											0	0
Malaria											0	0
HIV/Aids											0	0
Other Health											0	0
Water and Sanitation											0	0
Poverty, Hunger and Vulnerability											0	0
Humanitarian											0	0
Other MDG's											0	0
Global Partnerships	18										0	0
TOTAL	4,370	0	600	0	0	0	0	0	0	0	600	0
Global partnership spend for 2011/12 (c £150,000) contained in Africa Regional Department's OP												

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	-	334	422	422	422	1,600
Frontline staff costs - Non Pay	-	46	30	20	20	116
Administrative Costs - Pay	1,498	1,320	1,284	1,205	1,183	4,992
Administrative Costs - Non Pay	403	368	288	246	224	1,126
Total	1,901	2,068	2,024	1,893	1,849	7,834

4) Delivery and Resources (continued)

Efficiency savings

Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation	Closure of bilateral programmes in Niger, Cameroon and Gambia	3,370 in 11/12 with a further 600 after that
Further examples of Programme efficiency		N/A

Administrative Cost Savings Initiative	2011/12			2012/13			2013/14			2014/15		
	PAY £'000	Non Pay £'000	Total £'000	PAY £'000	Non Pay £'000	Total £'000	PAY £'000	Non Pay £'000	Total £'000	PAY £'000	Non Pay £'000	Total £'000
Reduction in Consultancy Payments		39	39		48	48		7	7			
Reduction in Travel		12	12		22	22		20	20		18	18
Reduction in Training			0			7		15	15		4	4
Reduction in Estates & Property Costs			0			0			0			
Reduction in costs as a result of Office Restructuring	178	34	212	36	80	116	79	42	121	22	23	45
Other Reductions		0	0			0			0			
Total	178	85	263	36	150	193	79	84	163	22	45	67

5) Delivering Value for Money

Africa Directorate made significant savings in 2010/11 compared to 2009/10 (not filling vacancies; travelling economy class; reduced training) and the scope for further significant savings may be limited. Having said that we are determined to deliver VfM on our spend. And to achieve this, throughout the year we will focus on:

1. Ensuring the right level of staff costs are charged to Front Line Spend in line with DFID policy, particularly in the Statistics and Results team and the Director's Offices.
2. Continuing to scrutinise and reduce travel and ensure business class travel is kept to a minimum and in accordance with DFID rules.
3. Ensuring travel expenses claims are in line with DFID policy.
4. Reducing the use of consultants through more rigorous project documentation process and challenge; building some capabilities in-house
5. Adopting a more bespoke, group-based approach to training, reducing the unit and marginal costs
6. Maximise synergies with Africa Regional Division and share corporate posts where possible
7. Helping to push up standards, quality and cost-effective delivery across Africa Division, by analysing the work of different Operational Units and facilitating lesson learning and the sharing of best practice on issues such as forecasting and budgeting. 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.
8. Supporting country offices to write their VfM and evaluation plans, which will underpin work to deliver efficiencies.
9. Working more closely with other Regional Divisions to understand the differences in unit costs across all DFID offices to facilitate improved value for money across all programmes.

6) Monitoring and Evaluation

How?

- We will ensure that progress is tracked for each of the headline results. Data will be collected through a mixture of standard reporting (e.g. Chapter) and special surveys as appropriate.
- We will monitor country results frameworks, portfolio quality, programme design and delivery of results, and evaluation messages/follow up, gather divisional unit cost information for VfM. We will use our professional networks, special requests and existing management information systems to collate this information.

Who?

- Cabinet and Statistics/Results teams will collate and analyse information, and where there are weaknesses in programme delivery push for greater monitoring, management and evaluation.

When?

- This will be a continuous process throughout the year to inform Directors, the rest of DFID and the public as required.

7) Transparency

Transparency is one of the top priorities for the UK Government. We will meet our commitments under the UK Aid Transparency Guarantee (UKATG): we will publish detailed information about DFID projects, including programme documents and all spend above £500. Information will be accessible, comparable, accurate, timely and in a common standard with other donors. We will also provide opportunities for those directly affected by our projects to provide feedback.

We will provide accurate and timely responses to Parliamentary Questions, Ministerial Correspondence and public enquiries to ensure maximum possible transparency to Parliament and to the public.

The Cabinet team in Africa Directorate will work to support all of Africa Division's Operational Units to ensure:

- They are aware of their responsibilities under the UKATG (for example reminding them during regular video-conferences or meetings)
- Where appropriate central DFID Departments are aware of constraints that may mean that publication of material should be excluded (for example due to security concerns)
- The exclusion criteria policy is accurately implemented with recommendations provided to Directors when exclusions are requested
- Systems exist in country offices to ensure that information and data we plan to publish is fit for publication

We will work with Communications Division to ensure that timely and accurate information on our programmes is available to the public in plain English in a range of low-cost formats.

We will look for opportunities (for example as our bilateral partners work is developed) to put the case the case for transparency to other donors, multilateral organisations, civil society and recipient governments.