

Business Plan 2012–2015

Department for International Development

31 May 2012

Annexes

The 2012 Business Plan, and its reporting through the No.10 website, have been streamlined to focus on the Government’s structural reforms. These annexes contain information on cross–Government priorities, additional reform actions and actions from the 2011 business plan that are now complete. The Government will not report systematically on the No.10 website against the activities listed in these annexes, although overall progress will be reported through other publications, such as the Annual Report and Accounts, the Budget and a progress report on sustainable development.

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Annex A) Cross-government priorities

The Government is committed to driving progress of a number of shared priorities across different departments. DFID is contributing to these priorities through the commitments listed below.

1. Sustainable development

- Ensure DFID's work on international development encompasses Sustainable Development principles to ensure social, economic, and environmental wellbeing
- DFID will:
 - Assess and manage environmental social and economic impacts and opportunities in its policy development and decision making
 - Implement the Department's plan to deliver on the Greening Government Commitments, supplying quarterly information and contributing to an annual report on progress
 - Procure from small businesses with the aspiration that 25% of contracts should be awarded to SMEs

2. Efficiency

- Ensure support for Efficiency and Reform, including efficiency measures to deliver savings and broader reforms to public services
- The Departmental Efficiency part of the Business Plan (in Section C) sets out operational spending, by category, as well as specific actions to improve operational efficiency in 2012/13

Annex B) Additional departmental actions

This section contains additional significant actions that will be taken forward but which are not considered to be major structural reforms for the purpose of the 2012 Business Plan.

The Department's objectives are in bold; the actions the Department will undertake are shown by the bullet points under each objective.

Priority 1: Honour international commitments

Support actions to help achieve the Millennium Development Goals (MDGs)

- Conduct a mid-term review of the Malaria Business Plan including progress against results

Create International Citizen Service (ICS) to give young volunteers the opportunity to help some of the world's poorest people

- Publish annual data showing the number of ICS participants

Priority 2: Drive transparency, value for money and open government

Build open societies and institutions in our partner countries

- Ensure all new budget support proposals include clear plans for implementation of up to 5% commitment on domestic accountability institutions

Increase independent scrutiny by establishing the Independent Commission for Aid Impact (ICAI) and by strengthening evaluation throughout DFID

- Implement all agreed actions from ICAI Reports (Progress against Action Plans assessed every March/June/September/December), and implement ICAI review

Introduce full transparency in aid and publish details of all new UK aid spending

- Publish (a) individual DFID administrative and project transactions over £500 incurred after 1st April 2011, and (b) new annual project reviews and project completion reports due from 1st April 2011

Re-orientate DFID's programmes to focus on results

- Implement the findings of the aid reviews
- Build more and better evaluations into DFID programmes, with rigorous impact evaluations for selected programmes

Support innovative and effective smaller British non-governmental organisations (NGOs) to deliver results

- Evaluate the impact of the first tranche of grants awarded under the Global Poverty Action Fund

Priority 3: Boost wealth creation

Build support for open markets and wealth creation

- Work with other departments to deliver the policies and actions set out in the Trade White Paper, as monitored by the Trade and Investment Committee
- Ensure the Trade Advocacy Fund engages effectively on trade policy and negotiations with at least twenty Low Income Countries (LICs) or regional economic organisations
- Implement programmes to enhance trade finance for poor countries to improve global growth and poverty reduction
- Support delivery of existing and new DFID property rights programmes
- Resist protectionism in all its forms and work to secure a declining number of new protectionist measures in particular those affecting Least Developed Countries
- Work with the European Commission, WTO and others towards securing progress on trade liberalisation that promotes global growth and advances the interests of poor countries

Priority 4: Strengthen governance and security in fragile and conflict-affected countries and make UK humanitarian response more effective

Improve the quality of aid to Afghanistan and Pakistan

- Implement at least three evaluations of new programmes

Priority 6: Combat climate change

Establish an Advocacy Fund to help the very poorest developing countries take part in international climate change negotiations

- Monitor and evaluate the impact and value for money of the Advocacy Fund

Support developing countries' climate adaptation and low-carbon growth

- Support the Climate and Development Knowledge Network (CDKN) to enable developing countries to access the best climate change knowledge, research and data so that they can build resilience to climate change, adopt low-carbon growth and tackle poverty
- Support, together with other donors, the Global Environment Facility (GEF), including the demonstration of 3–4 innovative technologies in 10–15 countries
- Provide UK inputs to final EU report on Fast Start Funding

Annex C) Completed structural reform actions

Completed actions from the 2011 Business Plan are shown below against each Coalition priority.

Priority 1: Honour international commitments

Support actions to help achieve the Millennium Development Goals (MDGs)

- Publish DFID's Operational Plans and specify DFID's objectives on (a) increasing access to clean water, sanitation, healthcare and education, (b) reducing maternal and infant mortality and (c) restricting the spread of major diseases like HIV/AIDS, tuberculosis and malaria
- Publish a Malaria Evidence Paper and Business Plan detailing how the Department will spend up to £500 million per year on fighting malaria

Use the aid budget to support the development of local democratic institutions, civil society groups, the media and enterprise

- Develop and publish new guidance on implementing the commitment that up to 5% of all new budget support should go to accountability institutions

Develop a long-term programme to enhance UK 'soft power'

- Work with other government departments to agree a joint approach to enhance British 'soft power' that uses all our national instruments, including a world class programme of aid

Create International Citizen Service (ICS) to give young volunteers the opportunity to help some of the world's poorest people abroad

- Launch and implement ICS pilots for around 1,000 young people and up to 250 people from other groups
- Develop and publish plans for roll-out, including plans to scale up the programme over the Parliament, drawing on evaluation of early experience from the pilots
- Award contract for ICS to run from summer 2012

Priority 2: Introduce transparency in aid

Increase independent scrutiny by establishing the Independent Commission for Aid Impact and by strengthening evaluation throughout DFID

- Undertake and publish systematic reviews of evidence on the effectiveness of ten key policy interventions (e.g. the use of referral services to reduce maternal mortality)
- Launch the Independent Commission for Aid Impact (ICAI) to lead independent scrutiny of the UK's aid projects and programmes
- Review the current level of evaluation skills, posts and activities across DFID
- Establish an internet-based evidence bank of quality-assessed evidence papers and systematic reviews

Introduce full transparency in aid and publish details of all new UK aid spending

- Introduce a new UK Aid Transparency Guarantee
- Publish full information online for all new DFID projects over £500, including core project documentation for all new projects and full project data
- Push for an ambitious standard under the International Aid Transparency Initiative
- Lead international efforts to encourage other donors to implement the IATI in the run-up to the Korea High Level Forum
- Put in place new mechanisms to promote feedback and accessibility from aid beneficiaries
- Review progress on implementation of the UK Aid Transparency Guarantee

Create new mechanism to give British people a direct say in how an element of the aid budget is spent

- Establish and launch new mechanism

Re-orientate DFID's programmes to focus on results

- Pilot Results-Based Aid and cash-on-delivery contracts in three developing countries
- Introduce new project design, appraisal, and monitoring templates to ensure greater focus on results, risks and value for money
- Complete the Bilateral Aid Review
- Complete the Multilateral Aid Review

Completed structural reform actions

- Complete the Emergency Response Review
- Publish consolidated results of aid reviews and Operational Plans

Give poor people more power and control over how aid is spent

- Develop and issue formal guidance to all DFID country offices on scaling up participatory budgeting, cash transfers, and other measures that expand choice and empowerment to citizens in developing countries
- Take forward interventions to expand choice and empowerment and make institutions more accountable to citizens in at least 10 country programmes and report on progress

Support innovative and effective smaller British Non-Governmental Organisations (NGOs) to deliver results

- Design and launch the Global Poverty Action Fund
- Announce details of the first successful innovation and impact projects supported by the fund

Priority 3: Boost wealth creation

Make DFID more private–sector friendly

- Create a dedicated private sector team within DFID to drive culture change
- Develop new projects on property rights, microfinance and small and medium–sized enterprise finance, and investment climate reform
- Publish details of DFID’s new approach to working with the private sector

Review CDC (formerly Commonwealth Development Corporation) in order to radically increase its development impact

- Request CDC to develop new business plan to maximise its development impact
- Consult on CDC’s financial instruments, business sectors and remuneration framework
- Announce results of the consultation
- Work with CDC to ensure CDC publish a business plan

Promote pro–development trade agreements, including support for the African Free Trade Area

- Develop a Trade White Paper, working with key departments, to set out the Government’s strategy for growth through free, fair and open markets, including promoting trade facilitation
- Work with other departments to launch the Trade Window for Advocacy Fund
- Work with members of the G20 to attempt to agree duty–free, quota–free access for Least Developed Countries with a view to obtaining consensus at Cannes Summit in November 2011
- Work with international partners to attempt to achieve substantive progress on the Doha Development Agenda (DDA), with a credible schedule for conclusion at World Trade Organisation (WTO) Ministerial in December 2011
- Influence G20 to include language supporting the African Free Trade Area in Seoul communiqué as part of the African Free Trade programme

Priority 4: Strengthen governance and security in fragile and conflict-affected countries

Improve quality of aid to Afghanistan and Pakistan

- Set up a new division for Western Asia and Stabilisation
- Review staffing capacity for the new division
- Complete revised DFID strategies for Afghanistan and Pakistan in line with the National Security Council (NSC) objectives
- Implement recommendations of the staffing review in Pakistan
- Work with FCO to create a Joint Programme Results team to provide oversight, quality assurance and guidance for programme management across the UK mission in Afghanistan
- Develop and publish a full evaluation strategy for DFID Pakistan's programmes

Improve DFID effectiveness in conflict prevention in the Horn of Africa

- Provide input to joint HM Government (HMG) strategies on Somalia and Sudan
- Establish separate DFID programmes for North and South Sudan in order to help deliver on joint HMG objectives
- Enhance DFID staffing capacity on Somalia in order to support delivery of HMG Strategy

Support Strategic Defence and Security Review (SDSR) in the National Security Council (NSC)

- Work with the Foreign and Commonwealth Office (FCO) and the Ministry of Defence (MOD), to establish one single cross-government two-star board to develop and support the implementation of the Building Stability Overseas strategy, bringing together the previous Conflict Pool, Stabilisation Unit and Peacekeeping Boards
- Finalise Results Framework for Building Stability Overseas Strategy and use to prioritise Conflict Pool resources
- Work with the FCO and MOD to develop multi-year results-based allocations for the Conflict Pool (2012-15) for agreement by the NSC

Support efforts to establish an International Arms Trade Treaty, to limit the sale of arms to dangerous regimes (with FCO and MoD)

- Contribute to HM Government strategy for promoting an Arms Trade Treaty

Improve effectiveness of DFID investments in fragile and conflict-affected countries

- Working with the International Dialogue, develop an international action plan on fragile and conflict-affected states for presentation at the Busan High Level Forum on Aid Effectiveness

Completed structural reform actions

- Develop and publish guidance for DFID's Country Offices on how to achieve development results in fragile states

Priority 5: Lead international action to improve the lives of girls and women

Lead international action to empower girls and women

- Approve new programmes to meet the Strategic Vision for Girls and Women, including to:
 - increase the number of girls completing secondary and primary education
 - promote economic empowerment of girls and women through jobs and access to financial services
 - prevent violence against girls and women, including through piloting new approaches
 - improve maternal health and access to family planning, including to delay first pregnancy and support safe childbirth

Lead international action to improve maternal health and access to family planning

- Embed in every relevant bilateral programme specific plans to take forward the promotion of choice for women over whether and when they have children
- Publish a Reproductive and Maternal Health Evidence Paper and Business Plan detailing how we will double our impact in terms of the number of maternal and new-born lives saved, and enable 10 million couples to access modern methods of family planning over the next five years

Priority 6: Combat climate change

Establish an Advocacy Fund to help the very poorest developing countries take part in international climate change negotiations

- Develop and launch the Advocacy Fund

Support developing countries' climate adaptation and low-carbon growth

- Develop a new programme to improve forest management and tackle illegal logging in order to reduce deforestation
- Develop methodologies and indicators to track impact and value for money, on adaptation, low-carbon development and protecting forests
- Start implementation of new programme to tackle illegal logging and deforestation
- Publish the UK's International Climate Fund Plan, working jointly with the Department of Energy and Climate Change (DECC), Department for Environment, Food and Rural Affairs (DEFRA) and HM Treasury (HMT)
- Provide UK inputs to second European Union (EU) report on progress of Fast Start Funding

Make DFID programmes more climate smart

- Develop and launch the new Environment and Climate Assessment to ensure that environment issues are fully addressed in DFID projects
- Pilot Strategic Climate Programme Reviews in six countries to ensure that climate issues are addressed in DFID country business plans