



Department
for International
Development

Operational plan 2011-2016

Global Partnerships Department

Updated December 2014

Contents

Introduction	2
Context	3
Vision	4
Results 2011/12-2015/16	5
Delivery and resources	10
Delivering Value for Money	13
Monitoring and evaluation	14
Transparency	15
Annex A: Changes to operational plan	16

Introduction

In 2013 the UK became the first G7 country to meet the United Nations target of spending 0.7% of gross national income on international development. The Department for International Development (DFID) uses that investment to help countries to lift themselves out of poverty and leave poverty behind. Operational plans set out to the public how we plan to deliver results across policy areas and for every country we work in. These plans clearly explain why, and how, DFID is targeting its resources and what we expect to achieve; covering the period up until March 2016.

DFID is focused on spending in the right ways, on the right things, in the right places. The portfolio of our projects is already shifting to deliver a more coherent, focused and ambitious approach to economic development. We are helping to build strong and investable business environments in developing countries and improving access to finance for entrepreneurs.

Improving the prospects for girls and women in developing countries is a priority. Investing in girls and women is the smart thing to do, as well as the right thing to do. By unleashing their potential, we see returns for girls and women themselves, their families and communities, and for their economies and countries. No country can successfully develop if it leaves half its population behind.

Life-saving humanitarian assistance remains one of DFID's most fundamental responsibilities. When disaster strikes or conflict erupts we are first on the ground to support the most vulnerable people. We are also increasing our efforts to help those countries that are at higher risk of natural disasters to become more resilient in the first place.

DFID continues to drive value for money in everything we do on behalf of the British taxpayer. We have improved our procurement and programme management, increased our internal audit oversight and we are ensuring that staff have the skills to deliver the Department's priorities.

On the international stage we are working hard to agree a new set of global development goals to replace the Millennium Development Goals when they expire next year. We are determined to secure a clear and inspiring set of goals for the post 2015 development framework that leave no one behind.

Increasingly we will take new and innovative approaches and we will work with new partners. This will include businesses who are increasingly major development players. During the Secretary of State's time as co-chair of the Global Partnership for Effective Development Cooperation, DFID played a key role in encouraging different development actors to work together and use internationally agreed principles for aid and development effectiveness.

As our operational plans set out, our approach to international development is ambitious and innovative. We are determined to ensure that every pound DFID spends has the biggest possible impact on the ground. Ultimately by investing in developing countries, we can end aid dependency for good and build a better, more prosperous world for us all.

Context

The **Policy and Global Programmes Directorate;**

- delivers development results at scale,
- influences change in the international system,
- manages international partnerships,
- develops new solutions, policy products, knowledge and instruments in support of Ministerial priorities and development outcomes.

It is made up of the **Policy, International Relations** and **Research and Evidence** divisions and the **Global Funds Department**.

The **Policy Division** delivers development results at scale through multi-country projects to tackle specific development problems where this approach offers better value for money than working through individual country offices. The division influences change on matters such as anti-corruption work, international tax reform, supporting girls and women and climate change. It does this across the UK Government, internationally, with civil society and academia. The division supports new policy development and provides technical knowledge to overseas programmes. The division manages major partnerships and funding to a wide variety of civil society organisations, and ensures DFID learns from their insights.

International Relations Division delivers development results at scale by providing funding through the European Union, The United Nations and Commonwealth. It influences change by leading UK work on the post-2015 development agenda, financing for development and working closely with other governments, the G7, the G20, philanthropic foundations and others to help improve the effectiveness and efficiency of our collective development efforts. The division manages partnerships with the United Nations, European Union and Commonwealth development institutions, working with them to improve the development effectiveness of our contributions.

Research and Evidence Division concentrates on longer term research to produce new knowledge, both to support UK action and inform development work more generally. The Research and Evidence Division also helps to ensure quality evaluations of DFID projects and that the technical knowledge of DFID staff stays current.

The **Global Funds Department** delivers results at scale as the department responsible for managing the UK's contribution to international funds on health and education. It manages our partnerships with the funds and uses our involvement to influence the work of the funds.

Global Partnerships Department is part of the **International Relations Division**. It influences change in the international system through its work on future global development frameworks and its representation of the UK in a range of international fora including the G7, G20 and the OECD Development Assistance Committee. The department manages major partnerships with other bilateral donors, emerging powers and philanthropic foundations in order to deliver DFID's international priorities. The department develops knowledge and policy on the post-2015 development goals, finance for development and the modernisation of Official Development Assistance (ODA).

Vision

Overview

- The context in which DFID operates is changing rapidly. Global Partnerships Department (GPD) supports the delivery of DFID's objectives through the international system through its representation of the UK in a range of fora and its relationships within Whitehall and with NGOs, philanthropists and other development partners, old and new.

This means:

- influencing the G20 development agenda whilst keeping the G7 on track to deliver on development commitments;
- developing relationships with the emerging powers, private foundations and other groups of partners, whilst strengthening existing relationships, for example with other donor countries;
- working to secure transformational reform in the Development Assistance Committee (DAC) / Organisation for Economic Co-operation and Development (OECD), to enable it to meet future development challenges, and help to redefine a framework for development financing;
- securing the legacy of the UK's 2013 G8 Presidency agenda on tax, trade and transparency, ensuring that future accountability exercises properly monitor the commitments made at Lough Erne;
- shaping a concise and compelling post-2015 agenda with poverty eradication at the core, through sustainable development, which includes dedicated goals on gender and the golden thread and visibility for climate change;
- ensuring that the new goal framework is supported by a more effective development finance system, including national and international enabling policies, the effective mobilisation and use of all finance sources, and an enhanced ability of national policy-makers to address multiple objectives, especially poverty eradication and sustainability/climate change.

Alignment to DFID and wider UK Government priorities

- Global Partnerships Department is a key component in the delivery of DFID's international objectives. We make the best possible use of Ministerial and senior officials' time through prioritised, well-briefed engagement with others, by coordinating one voice for DFID at key international processes. We do this by working with policy leads across DFID, in partnership with development partners, working across Whitehall to ensure development is mainstreamed through the UK Government's international agenda, and coordinating DFID's engagement in the National Security Council (NSC) on emerging powers.

What we will stop doing – work that is coming to an end

- No mainstream work is coming to an end. We continue to engage with a diverse range of partners. GPD is highly flexible and manages its resources dynamically in order to best serve the UK's objectives in rapidly evolving international and domestic contexts. Operating costs remain under strict review to ensure that we are sharply focussed on priority outcomes. This means that sometimes we will scale up our engagement in one area or scale down our involvement in another, to fit with wider priorities.
- Following the end of the UK G8 Presidency, staffing levels have been scaled back on the G7 agenda. There has however been an increase in staffing capacity to handle the post-2015 agenda, but this is temporary.

Results 2011/12-2015/16

Headline results (those with a * directly attributable to DFID. In all other cases, DFID is contributing to the results)

Pillar / Strategic priority	Indicator	Baseline	Progress towards results (including year)	Expected results (end year included)
Other countries fulfil their aid commitments .	<p>There is no decline in G7 and EU Official Development Assistance (ODA) levels.</p> <p>EU and G7 accountability processes are in place and include an assessment of progress towards ODA commitments.</p> <p>In 2014, EU recommits to reaching ODA target of 0.7% of gross national income (GNI), with a clear timetable.</p>	Targets agreed in 2005; 2010 ODA outturns.	<p>OECD DAC figures show a decline in global ODA levels during 2012. Five countries continue to meet 0.7% target.</p> <p>The decline in ODA from DAC countries was not universal; net ODA rose in real terms in nine DAC countries in 2012.</p> <p>Global ODA in 2013 reached highest ever levels.</p>	<p>No universal decline in EU/G7 ODA levels in 2013/14.</p> <p>EU unlikely to meet 0.7% GNI by 2015, but we will push for a robust recommitment to the target with an extended timetable.</p> <p>The OECD Development Assistance Committee (DAC) commits to reversing the overall decline in ODA to least developed countries (LDC). A sub-set of DAC members commit to voluntary actions in 2015 to increase ODA to LDCs.</p> <p>DAC High-Level Meeting in December 2014 agrees on programme to modernise ODA that reflects UK priorities as a means to maximise aid commitments.</p>

Pillar / Strategic priority	Indicator	Baseline	Progress towards results (including year)	Expected results (end year included)
<p>The G7 delivers strong commitment behind UK development priorities.</p>	<p>Publication of a comprehensive accountability report against previous G7 or G8 development commitments that demonstrates on-going G7 commitment to accountability and transparency.</p> <p>Outcomes of G7 events, including pre-events and summit, are ambitious but achievable on development issues.</p>	<p>Muskoka Accountability Report 2010.</p>	<p>The French (2011) and US (2012) both produced accountability reports including food security, health and aid commitments.</p> <p>Comprehensive accountability report published by UK during its G8 Presidency was well-received (2013).</p> <p>UK's G8 Presidency agenda delivered ambitious development outcomes on tax, trade and transparency (2013).</p>	<p>G7 reports routinely and transparently on progress against outstanding commitments – annual reporting 2011-15</p> <p>Comprehensive accountability report delivered during the G8 presidency in 2013 that covers the nine sectors identified in Muskoka and is released prior to the summit - 2013</p> <p>Discernible progress on improving coherence of G8 members' efforts to support Africa's free trade agenda – 2011 Summit</p> <p>Transparency and results agenda boosted by G8 action – 2011 Summit</p> <p>G8 agreements include clear development outcomes on transparency and food security – 2012 summit</p> <p>G8 agreements include clear development outcomes on tax, trade and transparency – 2013 summit</p> <p>2013 Lough Erne commitments are fully embedded in international system – 2014 summit</p> <p>G7 agreements show leadership on key development issues and are supportive of the post-2015 framework discussions – 2015 summit</p>

Pillar / Strategic priority	Indicator	Baseline	Progress towards results (including year)	Expected results (end year included)
<p>The G20 delivers strong commitment behind UK development priorities and makes a positive impact in developing countries.</p>	<p>Development integrated into G20 agenda and contributing towards promoting growth in low income countries; in particular through actions on food security, infrastructure, green growth and trade, in the context of the Seoul Multi-Year Action Plan.</p> <p>A sound and value-adding successor G20 development agenda agreed once the Seoul Action Plan reaches completion.</p> <p>G20 takes forward the bulk of the '3Ts' agenda from our G8 Presidency, on tax and transparency in particular.</p>	<p>Seoul Summit outcomes 2010.</p>	<p>The Mexican G20 presidency (2011) deliverables included food security and green growth to support sustainable development. The Russian Presidency (2012) produced an accountability report to assess progress on the Seoul Multi-Year Action Plan and agreed new actions in the Saint Petersburg Development Outlook (2013).</p> <p>The Australian G20 Presidency (2013) development priorities are aligned to UK objectives, in particular on tax and development.</p>	<p>Delivery of all actions agreed in the Seoul Multi Year Action Plan expected by 2012/13 including on UK priorities of infrastructure, food security and trade.</p> <p>Green growth established on G20 agenda in 2012.</p> <p>Successor development agenda agreed in 2013 for the medium term.</p> <p>G20 activities support the implementation of the post-2015 development agenda, through actions to boost the international enabling environment on tax, transparency, financial inclusion and remittances, infrastructure, domestic resource mobilisation, and food security.</p>
<p>UK relationship with emerging powers on global development issues is strengthened.</p>	<p>Partnership agreements, formal dialogues and joint programmes with emerging powers (particularly China, Brazil, India, South Africa and the Gulf).</p>	<p>Status of partnerships in 2010.</p>	<p>UK-UAE MOU on development agreed (2012); Sino-UK Development Dialogue (2011 and 2012); Brazil-UK co-hosted Olympic Hunger Summit (2012). Collaborative programmes agreed to share China and Brazil experience on agriculture with Africa (2012), and Brazil's experience in food security and social protection. UK-China Development Bank MOU (2013). UK-Brazil Development MOU.</p>	<p>Collaboration with emerging powers on i) making development assistance more effective: ii) enhancing the development impact of investment in poorer countries and regions: iii) responding better to global challenges, and iv) an international system that reflects the needs of poor countries.</p>

Pillar / Strategic priority	Indicator	Baseline	Progress towards results (including year)	Expected results (end year included)
<p>Enhanced bilateral cooperation with key members of the OECD DAC and strategic partnerships with philanthropic organisations and foundations promotes UK development priorities, improved development cooperation and development impact.</p>	<p>Enhanced engagement with bilateral donor partners on areas of shared priority. Formal dialogues, Partnership agreements and areas of co-ordinating donor action.</p> <p>Strategic partnerships with key philanthropic organisations and foundations in cutting edge areas of development practice.</p>	<p>Status of partnerships in 2010.</p>	<p>Successfully enhanced engagement with bilateral partners, engagement at key summits and high level meetings e.g. the OECD DAC High Level Forum (2012). Engagement with priority donors (on-going).</p> <p>Five senior-level meetings with Gates Foundation, Omidyar Network and Open Society Foundation, which considered progress in areas of collaboration and horizon scanned for new areas of activity.</p>	<p>Strong, productive and vibrant relationships with donor partners and UK influence on coordination and implementation.</p> <p>Strong, productive and entrepreneurial relationship with key foundations/philanthropic organisations working in the development space.</p>
<p>Outcome of the General Assembly process on post-2015 sustainable development goals and Financing for Development (FFD) achieves UK objectives</p>	<p>A zero draft negotiating text on the goal framework in the UN, and set of EU council conclusions, that reflects UK priorities.</p> <p>A zero draft outcome document for the UN Financing for Development (FFD) Conference in July 2015 that reflects UK priorities.</p>	<p>The Open Working Group (OWG) report on Sustainable Development Goals; the report of the UN Intergovernmental Committee of Sustainable Development Finance (ICESDF).</p>	<p>Baseline from August 2014 – reporting to start next year</p>	<p>Agreement at the UN Summit in September 2015 on a compelling and workable set of sustainable development goals that inspire action, participation and accountability.</p> <p>Agreement at the UN Financing for Development (FFD) Conference in July 2015 on a more effective development finance system, including national and international enabling policies, the effective mobilisation and use of all finance sources, and an enhanced ability of national policy-makers to address multiple objectives, especially poverty eradication and sustainability/climate change.</p>

Headline results

Global Partnerships Department's work will continue into 15/16, with a particular focus on delivering UK objectives on the post-2015 agenda at the Financing for Development Conference in Ethiopia in July 2015 and at UNGA in September 2015. Our membership of the G7 and G20, as well as our relationships with other donor partners and philanthropic foundations will be mobilised in support of these priorities.

Our emerging powers work will continue to be underpinned by the Global Development Partnerships Programme (GDPP). Our GDPP programme spend will remain targeted on a select number of countries (Brazil, India, China, South Africa and the Gulf), with the focus of the GDPP portfolio shifting to reflect the priority attached to economic development and girls and women. We will also support engagement with a wider set of emerging power partners through senior visits, dialogue and secondments.

Global Partnerships Department will also continue to have strong links to other DFID priorities. For example our emerging powers network is a useful resource for engaging with the BRICS (Brazil, Russia, India, China and South Africa) on the work of the Global Partnership for Effective Development Cooperation (GPEDC).

Evidence supporting results

Global Partnerships Department shapes and delivers DFID's objectives through working with others – other UK government departments, donors, philanthropists, emerging powers – to influence the outcomes of international processes. Our approach enables us to draw convincing links between the use of our resources and the outcomes we seek to deliver.

Sources of evidence include our engagement strategies, designed to enable us to prioritise and fine-tune our efforts to maximise delivery.

The Global Development Partnerships Programme will allocate resources to country, regional and policy teams on the basis of business cases setting out the results to be delivered. We regularly review our results framework to ensure it reflects completed activities and changing priorities.

Delivery and resources

Instruments of delivery

Global Partnerships Department is managed to ensure it is fit for purpose in an evolving context. Its workforce, objectives and resources are constantly reviewed and changes implemented as required – it has, since 2009, streamlined structures and created surge capacity within existing resources by redeploying staff as priorities require. It has also scaled back resources when necessary, for example following the UK's G8 Presidency in 2013.

In mid-2011 Global Partnerships Department implemented a new operating model, reflecting the changes in the Department's focus, with a new emphasis on partnerships with the emerging powers, the establishment of the Global Development Partnership Programme and the Secretary of State's desire to strengthen both new and old partnerships.

Global Partnerships Department, spread between 22 Whitehall and Abercrombie House, is currently composed of 5 teams – Bilateral Relations, Development Finance, G7/Foundations, Emerging Powers and G20.

DFID leads the UK Government engagement on the post-2015 development agenda, working closely with No 10. The post-2015 team is a standalone unit in Global Partnerships Department, based in 22 Whitehall. The post-2015 agenda is led by the UK Envoy, David Hallam, supported by a team of 6 staff. The team establishes the UK position through a cross Whitehall process, co-ordinated by Cabinet Office. Global Partnerships Department also leads for the UK on financing for development and the post-2015 'means of implementation' agenda. This is led by the Development Finance Team within Global Partnerships Department, working in close collaboration with the post-2015 team.

Other delivery mechanisms and partners

Apart from the Global Development Partnership Programme (GDPP) and a small amount of programme spend to support the post-2015 agenda, Global Partnerships Department is not a programme spending department. The spend for which we are responsible in Brazil is part of the GDPP. We meet our objectives through building and maintaining relationships with development partners; and using those relationships to work with others to deliver positive results for poverty reduction from international processes.

Within the UK Government, we work particularly closely with No.10, Cabinet Office, Her Majesty's Treasury (HMT), and the Foreign and Commonwealth Office (FCO). We also work closely with the UK missions in Brussels, New York, Paris and Washington.

Externally we work with a broad range of development partners, including the EU, the US, other donors and emerging powers; in fora such as the G20 and G7; and with philanthropists and foundations. Under the GDPP, we are focusing more coherently on strengthening the UK's relationships with emerging powers, such as Brazil. We have 4 staff based at the UK Embassy in Brasilia. We also have a member of staff based at the OECD in Paris and in Washington DC.

Multilateral organisations

Global Partnerships Department contributes un-earmarked, voluntary contributions to the OECD's Development Assistance Committee (DAC) programme of work and budget (PWB) and annual assessed contributions to the core budget of the Development Centre. Other DFID departments provide additional, earmarked voluntary contributions to cover specific work streams, such as the DAC's peace building work, or for specific work by DAC subsidiary bodies. Other DFID departments are responsible for monitoring their own contributions and for ensuring that the money represents value for money.

Shared services/Government consolidation overseas

DFID in Brazil is part of a shared platform managed by FCO.

Planned programme spend

Pillar/Strategic	2011/12		2012/13		2013/14		2014/15		2015/16 (provisional*)
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total resource and capital £000
Climate change	23	0	23	0	382	0	0	0	0
Global partnerships	1,040	0	1,016	0	1,271	0	5,094	0	
Governance and security	159	0	181	0	343	0	0	0	0
Multiple pillars	0	0	0	0	0	0	1,207	0	
Poverty, hunger and vulnerability	136	0	153	0	248	0	497	0	
Wealth creation	136	0	153	0	856	0	1,253	0	
TOTAL**	1,494	0	1,526	0	3'101	0	8,051	0	5,381

* Expenditure figures for 2015/2016 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements. .

** These figures are only representative of direct Global Partnership Department spend. We hold overall policy responsibility for the Global Development Partnerships Programme (GDPP) of up to £50 million per year from 2010/11-2014/15. However, the vast majority of the GDPP is transferred to DFID regional divisions at the beginning of each financial year to be spent through DFID country teams. It is not therefore captured in the table above.

Planned operating costs

	2011/12	2012/13	2013/14	2014/15**	2015/16 (provisional*)
	£'000	£'000	£'000	£'000	£'000
Frontline delivery costs – pay	412	548	698	736	
Frontline delivery costs – non pay	330	333	365	590	
Administrative costs - pay	836	1,012	1,292	1,646	
Administrative costs – non pay	137	136	159	253	
TOTAL	1,715	2,030	2,513	3,224	3,224

* Expenditure figures for 2015/2016 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements.

** The post-2015 team joined Global Partnerships Department from 2014/15

Savings have been found through:

- Scaling back resources on the G7 agenda following the end of the UK Presidency of the G8 in 2013;
- Reducing the number of overseas posts in Global Partnerships Department;
- Reducing housing costs for staff based in Brasilia.

Delivering Value for Money (VfM)

Our priorities are determined by analysis of where our influence should best be applied to maximise delivery of UK objectives; and from direction received from the Prime Minister and Secretary of State. Our approach allows us to shift resources to follow the opportunities to influence; the 2013 UK Presidency of the G8 being a case in point. We seek to prioritise our engagement with individual partners on the basis of the likely contribution of this engagement to deliver UK objectives.

To maximise the impact of every pound that we spend in Global Partnerships Department on poor people's lives:

- Since 2009, we have evolved - taking on a wider remit (for example the G20) within a tighter resource envelope (a cut in our administration costs baseline from £1.4 million in 2010/11 to £1.1 million in 2011/12); and resources actively managed to increase value for money.
- Our engagement in international processes is being prioritised and our engagement with the UK Government's network to deliver this is being streamlined.

Further embedding and improving value for money is a key objective of the on-going change process.

Challenges:

GPD's role is to ensure the effective and efficient delivery of DFID's international objectives. We do so through engagement in international events and processes, working through relationships developed with key partners. The events and processes which we prioritise are high profile and can involve the Prime Minister, Deputy Prime Minister, our Secretary of State and Ministers, senior Ministers from other government departments and our senior management. Delivering our objectives through these international events requires a significant investment of human resources by Global Partnerships Department (for example an enlarged team dealing with the UK's Presidency of the G8), but this investment is not optional, given the high profile, senior engagement and potential reputational risk. We do prioritise and streamline ruthlessly to the extent allowed by Ministerial priorities. Further, not all outcomes from international processes are quantifiable and in some cases, our aim is to avoid a particular conclusion that might conflict with our objectives.

Monitoring and evaluation

Monitoring

There will be a light touch mid-term review, as well as an annual review, of the operational plan in line with the DFID Business Plan review, led by the Head of Department.

This will include an assessment of:

- Feedback from Private Offices and Top Management Group on quality and usefulness of briefing;
- Post mortem of key summits;
- Lesson-learning exercises;
- Stakeholder feedback;
- Quarterly review of progress against the Global Partnerships Department's action plan.

Evaluation

We regularly review our work and all projects are reviewed annually.

We completed an evaluation of our engagement with the OECD DAC and the OECD Development Centre in 2011, drawing on the findings to help prioritise our areas of focus.

We are planning an evaluation of the GDPP during 2015.

Transparency

Transparency is one of the top priorities for the UK Government. It helps people see where money is going and for what purpose. It helps improve value for money and makes governments everywhere more accountable to their citizens. DFID is a world leader in aid transparency and has an ambitious vision for both DFID and its partners. We will ensure that we play our part in continuing to work towards that vision – set out in a suite of commitments the Aid Transparency Guarantee (ATG), Aid Transparency Challenge (ATC) and DFID's Open Data Strategy.

Actions to ensure DFID meets its commitments in the UK Aid Transparency Guarantee

Publication of information

We will support DFID's transparency commitments by:

- ensuring that all project documentation is published on the Development Tracker;
- ensuring that all information in the public domain is comprehensive, accessible, accurate, timely and written in plain English.

Supporting transparency in our work

- We will increase opportunities for those directly affected by our projects to provide feedback on project performance.
- We will seek similar levels of transparency from our partners (CSOs, contractors, other donors).
- We will help government and citizens use availability of rich data.
- We will seek similar levels of transparency from our partners (CSOs, contractors, other donors)
- We will help government and citizens use availability of rich data.

Annex A: Changes to operational plan

Page number	Change made to operational plan	Reason for change
5	<i>Additional indicator added:</i> In 2014, EU recommits to reaching ODA target of 0.7% of GNI, with a clear timetable.	To reflect new time horizon
5	<i>Additional outcome added:</i> The OECD Development Assistance Committee (DAC) commits to reversing the overall decline in ODA to LDCs. A sub-set of DAC members commit to voluntary actions in 2015 to increase ODA to LDCs.	To reflect new objective for 14/15 and 15/16
5	<i>Additional outcome added:</i> DAC High-Level Meeting in December 2014 agrees on programme to modernise ODA that reflects UK priorities as a means to maximise aid commitments.	To reflect new objective for 14/15
6	<i>Expected outcome revised:</i> G7	To be clearer about outcomes each year and to reflect new objective for 14/15 and 15/16
7	<i>Additional indicator added:</i> G20 takes forward the bulk of the '3Ts' agenda from our G8 Presidency, on tax and transparency in particular.	To reflect new time horizon
7	<i>Additional outcome added:</i> G20 activities support the implementation of the post-2015 development agenda, through actions to boost the international enabling environment on tax, transparency, financial inclusion and remittances, infrastructure, domestic resource mobilisation, and food security.	To reflect new objective for 15/16
7	<i>Deletion of pillar/strategic objective:</i> Outcome of High Level Forum 4 reflects UK priorities.	To reflect transfer of policy responsibility to Finance Division
8	<i>Pillar/strategic objective amended:</i> Enhanced bilateral cooperation with key members of the OECD DAC and strategic partnerships with philanthropic organisations and foundations promotes UK development priorities, improved development cooperation and development impact.	To reflect the fact that Global Partnerships Departments has responsibility for strategic relations with foundations
8	<i>Additional indicator added:</i> Strategic partnerships with key philanthropic organisations and foundations in cutting edge areas of development practice.	To reflect new area of work
8	<i>Additional outcome added:</i> Strong, productive and entrepreneurial relationship with key foundations/ philanthropic organisations working in the development space.	To reflect new area of work
8	<i>New pillar/strategic objective added:</i> Outcome of the General Assembly process on post-2015 sustainable development goals and Financing For Development (FFD) achieves UK objectives	To reflect the fact that policy responsibility for the post-2015 agenda now sits within Global Partnerships Department. FFD objective also updated.
14	Evaluation plans updated	To reflect current plans for the year ahead

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