

Operational Plan 2011-2015

DFID CARIBBEAN

Refreshed June 2012

This plan will be refreshed annually

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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.

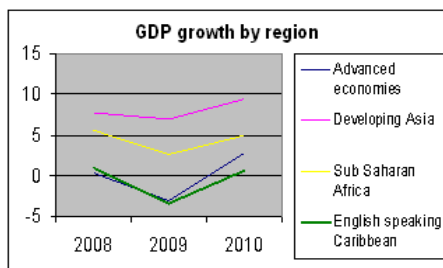
The UK Aid Transparency Guarantee commits DFID to making our aid fully transparent to citizens in both the UK and developing countries. As part of this commitment we are publishing Operational Plans for country programmes. The Operational Plans set out the vision, priorities and results that will be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

1) Context

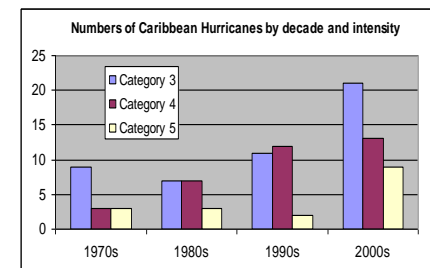
The Caribbean matters to the UK. We have strong historical and cultural links, and 12 Caribbean countries are Commonwealth members. There is a large Caribbean Diaspora in the UK with the Afro-Caribbean community accounting for at least 1% of the UK population. Up to 100,000 actual or potential UK passport holders live in Jamaica alone. UK census data suggest these figures may be twice as high for the English-speaking Caribbean as a whole.

All but one Caribbean countries (Haiti) have reached middle-income status and are on track to achieve the majority of the Millennium Development Goals (progress is slowest on Goal 3 - Promote Gender Equality & Empower Women and Goal 7 – Environmental Sustainability). However, the region remains particularly prone to economic shocks, high levels of violent and organised crime, natural disasters and climate change. Each of these areas is a significant threat to development advances made in the Caribbean. The key development agenda is to reduce the Caribbean's vulnerability, and our programme priorities are aligned with those of the Caribbean on economic growth, security and climate resilience, as well as with wider UK Government priorities.



Debt to GDP ratio (%)	
St Kitts and Nevis	179
Jamaica	140
Antigua and Barbuda	115
Grenada	113

Murder rates per 100,000	2003	2007/8
Jamaica	37.1	59.5
Antigua and Barbuda	8.5	23.8
Trinidad and Tobago	17.5	39.7



Growth rates have slowed dramatically, falling from 4.3% in the 1970s to just 0.9% since 2000. Adjusting to the loss of historical trade preferences has been painful with the region losing ground in an increasingly competitive global economy. Growth prospects are impaired by public debt which is higher than in any other region, averaging over 100% of GDP in the Eastern Caribbean and 125% in Jamaica. Half of the Governments in the region sought IMF assistance after the financial crisis and, with many economies dependent on tourism and financial services, the recovery is expected to be slower than elsewhere.

Organised crime and gang violence have resulted in the highest regional murder rate in the world, with some Jamaican inner city communities suffering a murder rate more than 65 times higher than the UK for example. Links between criminals, the police and politicians in some cases threaten stability. Drug-related crime is threatening Jamaica and small states elsewhere in the Caribbean. With many countries so heavily dependent on tourism, it is essential that the security situation improves. The security situation is also a major threat to investment prospects, particularly foreign direct investment, across the economy. The Caribbean is also a major transshipment point of drugs and gang culture to the UK. DFID's preventive work will therefore reap rewards both in the Caribbean and the UK.

The Caribbean is highly vulnerable to natural disasters and the effects of climate change. Recently, hurricanes have increased in regularity and intensity. 60% of the population lives, and nearly all tourism is located, within 1.5 km of the coast. Climate change is increasing the threat of coastal submergence, flooding and storms.

DFID Caribbean (DFID C)'s Operational Plan is built on close cross-UK Government working relationships on programme delivery, as well as administration. We work closely with the Foreign and Commonwealth Office (FCO), Department of Energy and Climate Change (DECC), Department for Business, Innovation and Skills (BIS), the Metropolitan Police, Ministry of Defence (MOD) and Serious and Organised Crime Agency (SOCA) on climate change, security and corruption in particular. In Jamaica and Guyana, our staff are based within the British High Commissions. Our Barbados office was co-located with the High Commission in August 2011.

2) Vision

We will deliver programmes directly focused on the region's main vulnerabilities, with our three focus pillars creating a 'virtuous circle'. Our impact will be maximised by working with effective regional institutions and pooling resources with other donors. We will maintain and strengthen our cooperation with other UK Government departments, particularly on security, corruption and climate change.

Our **wealth creation** activities will support the region's efforts to access global markets, particularly through implementing the Economic Partnership Agreement (EPA) with Europe, and to improve the investment climate across the region. We will work with the private sector to encourage innovation through 40 new innovative business models, and improve competitiveness, with a demonstrable effect on job creation and export volumes (to be demonstrated through improvements in the Export Concentration Index). We will support women entrepreneurs, with 15 business environment reforms targeted specifically at women. We will also support efforts to improve the fiscal and debt position of governments across the region, freeing up savings for more productive investments such as skills and infrastructure. We have chosen activities that address the core problems preventing growth in the region, and to provide new livelihood opportunities for disadvantaged groups.

Through our **governance and security** programme, we will reach the most vulnerable people (mainly at-risk male youth) in Jamaica, living in some of the world's most violent communities and offer them an alternative to criminal gangs. Much of the work in violent communities will be targeted at young men and boys who are overwhelmingly the main perpetrators and victims of violence. We will work to stamp out the corruption in the Jamaica police force that has undermined its effectiveness for decades and help restore shattered police/community relations. We will work in support of the Jamaican Prime Minister to attempt to break the links between politicians and organised crime once and for all. In the Eastern Caribbean, we will continue our pioneering partnership with law enforcement agencies working to seize the assets of organised criminals through 200 new confiscation cases supported by the Eastern Caribbean Financial Investigations Advisory Team. We have chosen to focus about 80% of our governance and security portfolio in Jamaica, where crime is most acute, and have now completed our bilateral work in Guyana.

Our **climate change** programme will build the evidence base on vulnerability and risk (by gender and sector) to help Caribbean governments take action to mitigate and adapt to climate change, including through better access to the international funds available. We will boost community adaptation and resilience, and help protect homes, livelihoods, investments and infrastructure, including through a new climate resilience fund, at least 50% of the beneficiaries of which will be women. We will also help the region achieve its targets to introduce renewable and low carbon energy investments by supporting competitions to encourage innovation and demonstrations that can be replicated at scale across the region. There is strong consensus among all states of the Caribbean that climate change is a shared problem – we will work with regional institutions to develop risk management and adaptation plans in all countries. We will also increase our focus at community level.

Through this Operational Plan, we will contribute to DFID's business plan including by:

Boosting wealth creation – by supporting over 45 business environment reforms to reduce the cost of doing business and providing matching grants to firms to help them develop innovative products and services to strengthen regional exports. This should create 20 significant new export opportunities and 10,000 jobs.

Strengthening governance and security - by tackling violent crime, drug trafficking and corruption in Jamaica whilst improving opportunities for marginalised, at risk youth in 50 of the most violent, volatile inner city communities.

Combating climate change - by building the resilience of 160 vulnerable communities, developing affordable hazard insurance to protect the incomes of 18,000 of the poorest and 50,000 small farm workers when disasters do strike, as well as mobilising institutions to deliver effective national risk reduction and adaptation.

What we will stop doing

We will complete our current commitment to reduce the stigma around HIV/AIDS, but will not fund any further work on HIV/AIDS. Although the region has the second highest prevalence rate in the world, this sector is well served by other donors. Our community security work in Guyana was completed in late 2011, after which we have focused our governance and security support on Jamaica and the Eastern Caribbean. Our debt relief programme to Jamaica, Antigua and Barbuda and St Kitts and Nevis should end by 2013/14. We will also exit from disaster risk reduction work in Haiti by September 2012, when DFID's commitment of £2 million following the 2010 earthquake will have been delivered.

3) Results

Headline results

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
Wealth Creation	Number of direct jobs created with DFID's support	0	10,000 (2015, of which at least 5,000 for women).
Wealth Creation	Average score of Caribbean countries in the World Bank Ease of Doing Business Index	0.514 (2010)	0.411 (20% improvement on 2010 score by 2015)
Governance and Security	Number of people supported to have choice and control over their own development and to hold decision-makers to account	58,800 (29,400 male, 29,400 female) (2010)	165,420 (82,710 male, 82,710 female) (2015)
Governance and Security	Number of people with trust and confidence in the police (National Crime and Victimisation Survey)	63% (2008) or 1,221,000 people (598,000 male, 623,000 female)	74% (2015) or 1,434,000 people (704,000 male, 730,000 female)
Climate Change	Number of people better able to cope with the effects of climate change through support from DFID-funded programmes	0 (2010)	228,000 (2015) (112,200 male, 115,800 female)
Climate Change	Number of new private sector investments and developers providing affordable low carbon energy	0 (2011)	14 (FY 2015) (tbc)
Climate Change	Number of regional, national and sectoral implementation plans using updated climatic risk data, gender analysis and result baselines	0 (2010)	1 regional climate resilience implementation plan 12 National plans 4 Comprehensive Disaster Management (CDM) programmes (2015)

3) Results (continued)

Evidence supporting results

Reasonable evidence is available to inform our programme, with efforts to improve quantification, monitoring and the evidence base part of our work in all three pillars:

In **wealth creation**, IMF Article IV surveillance, as well as studies by DFID, the World Bank and others have demonstrated the long term trend of declining growth rates since the 1970s, averaging only 1.2% over the last ten years, as well as the impact of the loss of trade preferences in traditional agricultural sectors. This analysis points to opportunities for the Caribbean presented by its geographical advantages, the English language, relative political stability, well established property rights and the signing of regional trade agreements. A series of DFID-funded Investment Climate Assessments has been completed, and work is currently underway that will guide prioritisation and sequencing of reforms to create a more dynamic and creative export sector.

There is also extensive evidence on the value of greater female participation in the economy, including a DFID-funded study on challenges facing women business owners. This will feed directly into our efforts to strengthen their role in the policymaking process. Where the evidence base is less strong around the drivers of (and obstacles to) economic integration within the region, DFID is funding analysis to stimulate regional debate and inform our support.

The scope of the **Governance and Security** portfolio set out here draws upon extensive lessons learned by DFID, other parts of the UK Government, other donors and partners. Jamaica is one of three countries selected by Harvard University to develop new justice and security indicators and data collection systems. These will greatly enhance our ability to measure progress during the next four years. DFID has already helped the Jamaican police improve its evidence base by encouraging a monitoring, evaluation and performance management culture within the force. This will be measured through the development, for the first time, of a comprehensive Staff Survey. In other areas, our programme will include support to develop baselines and monitoring, for example, in the Eastern Caribbean, we are working with DFID's anti-corruption team on a 'theory of change' to provide evidence on how anti-money laundering activities address corruption and poverty reduction. Our work on tackling political corruption is likely to prove most challenging in respect of providing evidence and demonstrating results. On community security, a recent independent review of several programmes has enabled us to identify which interventions are most likely to yield results at community level. Evidence supporting results on trust and confidence in police, as well as perceptions of safety, will be drawn from biennial National Crime Victimization Survey (NCVS) and Latin America Public Opinion Survey (LAPOP). These national surveys will be complemented by community level monitoring, feedback and surveys within target communities.

Our **climate change and disaster risk reduction** programme* has been informed by reports and evidence from the United Nations Inter-Governmental Panel on Climate Change, the International Strategy on Disaster Risk Reduction and the World Bank, as well as regional studies. This evidence is of varying quality. A key challenge is that climate models do not provide accurate resolution for small islands and some Caribbean islands are shown as sea rather than land. We are awaiting results of studies which improve the resolution for the Eastern Caribbean. We have adopted a cautious approach to the use of data on changes to polar ice sheets and rising sea levels given the uncertainty around such modelling. We have used models demonstrating the economic impact of climate change in the Caribbean, including a risk atlas specifically for tourism investments to assist in identifying target interventions. Evidence of natural disaster impacts is more robust. Post-impact damage and loss data is systematically collected and insurance and academic institutions have developed sophisticated models. In 2010, thorough baseline data (including gender indicators) was collected to underpin the regional disaster management strategy.

**DFID Climate Change Programming is subject to the strategy and allocations of the U.K.'s cross-Government International Climate Fund (ICF).*

3) Results (continued)

VFM rationale

The **effectiveness** of programme interventions has shaped the focus of all three pillars. In the context of the Caribbean's small island states, it is a priority to ensure that development gains are not lost by the region slipping back due to economic vulnerability, insecurity and vulnerability to disasters and climate change.

The results areas selected represent major development challenges shared across the region, where there is either a high potential payoff or strong indication from the available evidence that the interventions will be successful. For instance:

- The global financial crisis has hit the region harder than elsewhere and exposed vulnerabilities created by poor macroeconomic policy making and high debt levels. Around £1m in DFID support to the Government of Jamaica to help restructure its public debts has reduced debt servicing costs by 2% of GDP, equivalent to over £160m a year;
- Adaptation measures (such as flood defences and improved community resilience) to offset vulnerability to natural disasters and climate change have been shown to have very high returns. A recent study concluded that risk management programmes can prevent 90% of anticipated losses from climate change. In Antigua, for example, every £1 spend of inland flood adaptation measures will save £64;
- The losses resulting from insecurity (particularly in Jamaica) have guided project prioritisation, for instance strengthening the ability of Governments to seize the assets of those convicted of involvement in organised crime will both act as a deterrent and raise revenues. The World Bank estimates that the *direct* costs of crime in Jamaica are 3.7% of GDP and the indirect costs are 14%. In the Eastern Caribbean, our pilot programme to strengthen the capacity of law enforcement agencies on financial investigations has a current rate of return on asset seizures of 433%.

There are also considerations of **efficiency and economy** in delivering a regional programme rather than individual country programmes. The regional approach has proved more cost effective for delivery than having a presence and programme in 15 individual states, and it also helps support the Caribbean's own regional integration agenda. Working across the region allows us to exploit economies of scale, create demonstration effects and effectively leverage small investments. DFID has also supported efforts to encourage regional implementation partners to streamline business practices and reduce administrative overheads. DFID C continues to pay close attention to economy and value for money in the administrative costs of our partnerships – as part of the negotiation of our programme of support for the Caribbean Technical Assistance Centre (CARTAC), for example, we succeeded in reducing the cost of administrative overheads by 20%, with agreement for a review after one year that might enable further savings.

4) Delivery and Resources

This Operational Plan is a regional one. Our preferred partners will be effective regional institutions and like-minded donors. We will also develop targeted bilateral interventions, particularly to address security and corruption in Jamaica.

The Inter-American Development Bank (IDB) will be a key partner for us (private sector, community security and possibly also community climate resilience). We will partner with IDB in areas where they were judged in the Multilateral Aid Review (MAR) to be “highly innovative”, such as social and climate change, as well as their cross-region partnerships with Governments.

On **wealth creation**, we will predominantly be working through multilateral and regional partners, except where there is the need to focus bilaterally, for example on improving debt management in Jamaica. We will use the local knowledge and the legitimacy of the Caribbean Development Bank to deliver DFID’s support to regional integration and the implementation of trade agreements. The Caribbean Community (CARICOM) Secretariat will help guide the prioritisation and monitoring of this work. We will work in partnership (to pool resources and expertise) with the IDB and Canadian International Development Agency (CIDA) to deliver a programme helping improve the competitiveness of Caribbean exporters. We will also work with the International Monetary Fund (IMF) to fund macroeconomic advice and training, building on their clear expertise and established regional presence.

On **governance and security**, the acute governance and security challenges in Jamaica can only be tackled bilaterally. DFID’s engagement is part of a cross-Whitehall strategy and we will work closely with other government departments including the Foreign and Commonwealth Office (FCO), Ministry of Defence, Serious Organised Crime Agency and the Metropolitan Police. DFID has long established partnerships with the Ministry of National Security (MNS). As we expand our work in volatile communities, DFID will enter into a new partnership with the IDB and MNS to deliver a harmonised programme which is regarded as the central plank of the Prime Minister’s programme for transformation. The programme will be delivered in close co-operation with the private sector and Non Governmental Organisations (NGOs). We are developing a joint programme with the US Agency for International Development (USAID) on political corruption that will provide support to the Office of the Prime Minister (through a respected think tank) on a range of governance reforms. The Commissioner of Police will be our main counterpart on improving the accountability and effectiveness of the police. Our work on serious corruption is undertaken jointly with the US State Department and Canadian Ministry of Foreign Affairs, with the close engagement of the Metropolitan Police. In the future, we see greater opportunities to work with SOCA on organised crime. In the Eastern Caribbean, we have also developed a strong partnership with the FCO on a programme to support law enforcement agencies seize the assets of organised criminals.

On **climate change and disaster risk reduction**, we will build on established partnerships with the regionally mandated Caribbean Community Climate Change Centre (CCCCC) and the Caribbean Disaster Emergency Management Agency (CDEMA), strengthening their ability to represent the Caribbean in global negotiations, access resources from global funds and support members in developing adaptation plans. Over the next four years, our focus will evolve from building an evidence base and regional capacity to supporting practical, tangible sectoral and community-based interventions that will help the most vulnerable adapt to climate change and manage disaster risk. For example, we have entered into an innovative partnership with CaribRM, a private sector company that is devising insurance products for microfinance entrepreneurs and vulnerable sectors (such as small scale agriculture) to protect their livelihoods after a disaster. We will also continue to work closely with FCO and Department for Energy and Climate Change (DECC).

4) Delivery and Resources (cont)

Planned Programme Spend

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL 2011 to 2015	
	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	7,500		7,500		6,250		7,000		6,500		27,250	
Climate Change	2,350		5,000		5,500		5,500		6,500		22,500	
Governance and Security	3,400		6,250		7,000		6,250		5,750		25,250	
TOTAL	13,250		18,750		18,750		18,750		18,750		75,000	

Figures for 2010/11 to 2014/15 are the planning figures to the end of the Spending Review period as previously published. The 2012/13 planning figures have been updated to take account of revisions agreed by Ministers when annual budgets were finalised, The 2013/14 and 2014/15 planning figures will be subject to revision under future budget cycles.

4) Delivery and Resources (cont)

Planned Operating Costs

	2010/11	2011/12	2012/13	2013/14	2014/15	Total 2011 to 2015
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	845	932	958	957	957	3,804
Frontline staff costs - Non Pay	1,267	1,330	1,302	1,290	1,270	5,192
Administrative Costs - Pay	68	72	68	74	74	288
Administrative Costs - Non Pay	88	34	28	22	22	106
Total	2,268	2,368	2,356	2,343	2,323	9,390

Figures for 2010/11 to 2014/15 are the planning figures to the end of the Spending Review period as previously published. The 2012/13 planning figures have been updated to take account of revisions agreed by Ministers when annual budgets were finalised, The 2013/14 and 2014/15 planning figures will be subject to revision under future budget cycles.

4) Delivery and Resources (cont)

Planned Efficiency Savings

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

Administrative Cost Savings Initiative	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in Consultancy Payments				-				
Reduction in Travel				5		5		5
Reduction in Training				5		5		5
Reduction in Estates & Property Costs						5		5
Reduction in costs as a result of Office Restructuring				-		-		0
Other Reductions				-		-		5
Total	-	-	-	10	-	15	0	20

In 2011/12 our budget increased to reflect an addition to our staff complement (1 HCS - Results Adviser) with the associated relocation and property costs. While the budget has increased, we will monitor costs to try to reduce discretionary costs where possible during the year. Our main areas of focus will be:

Travel & Training - We will monitor travel costs and encourage staff to utilise video conferencing, where possible. This will also reduce our carbon footprint. We will focus on staff development, but encourage staff to participate in on-line courses and other VC training. In 2010/11, we generated savings of £35,000 in travel and training costs.

Estates and Property - We have embarked on number of energy efficiency initiatives to generate savings. Overall utility costs reduced in 2010/11 by £10,000. However, there will be corresponding increases in utilities, rent, security and other property related costs from the addition in staff. As indicated in the workforce planning, we will consider localising other HCS positions as they become vacant, which would allow savings from property and related costs.

Office Relocation - In September 2011, the Barbados office was co-located with the Foreign and Commonwealth Office (FCO). We had anticipated to generate significant savings, but, this now seems unlikely. However, we will work with the FCO to determine areas where costs can be reduced.

5) Delivering Value for Money (VfM)

Cost levels are relatively high in the Caribbean compared to similar interventions in low income countries, but so too are the related benefits of the work. We recognise the need to improve the evidence we have on Value for Money (VfM) in our programme.

Our VfM Approach

We have developed a comprehensive VfM strategy in collaboration with key partners. This includes:

Building our own capacity for VfM delivery

- We have recruited a Results Adviser and established a Results and VfM Team, to support staff in embedding and delivering VfM.
- Continue to focus on improving core skills and individual skills deficits across the DFID C team.
- Started to deliver VfM training to all staff, tailored as appropriate according to role and skill gaps.
- Conduct an annual DFID C VfM review and forward look.

Strengthening our financial management:

- Ensure that staff continue to understand their role and responsibilities in financial management, take responsibility for it and this is reflected in personal appraisal objectives.
- Provide online introductory financial management training to staff where necessary.
- Harness Corporate and Divisional financial management strategies and tools to ensure we have the correct systems, procedures and practice in place to drive continued improvement in financial management.
- Improve the accuracy of our financial forecasting and profiling, including regular updates to forecasts.
- Monthly meetings with budget holders as well as with Division to identify and correct variances.

Strengthening VfM analysis in our programme cycle management

- Ensure that pillar teams are clear on the overall results chain (and underpinning issues) for each pillar and identify any evidence gaps.
- Continue to strengthen programme and project logframes, milestones and objectives.
- Identify appropriate VfM measures (particularly for not easily quantified outcomes) comparators and unit costs for all three pillars.
- Introduce a tailored DFID C approach to business case development which ensures that VfM is at the centre of project cycle management.
- All new projects to be reviewed by the Results and VfM team as part of their appraisal, before business case is submitted for approval.
- Encourage better identification of alternative pathways to the targeted outcomes and impacts. Identify minimum standards for approval.
- Ensure that VfM questions are a focal point of all project Annual Reviews.

Promoting VfM when working with others (multilaterals and regional institution/government partners)

- Support VfM improvement at project and institutional levels with our partners, building on the findings of their Multilateral Aid Review assessments.
- Involve VfM team in negotiating administration fees with partners for all new programming.

6) Monitoring and Evaluation

Monitoring

DFID Caribbean will embed a culture of monitoring, evaluation (M&E) and lesson-learning across our programme. We have developed an M&E strategy and building on this will now focus on deepening our evaluation skills across the office.

Building capacity on M&E

- A new Results Adviser post has been filled and the Adviser has started to work with staff across the office to build capacity.
- All DFID C staff have received Evaluation training to develop their awareness and skills.

Strengthening Monitoring in our programme cycle management

How: All programmes will have objectively measurable baselines, indicators and targets. We will increase the emphasis on strong quantitative evidence as well as the harder-to-measure qualitative information on issues such as confidence, safety, legitimacy and resilience. We will use this information to guide the future trajectory of the programmes. Specialised surveys will be conducted where appropriate as part of programme monitoring according to their own schedules (e.g. the Latin American Public Opinion survey).

What: All new programmes will have M&E clearly built into their design. In new programmes and thematic areas where the evidence base is weaker, we will ensure that our work includes support to strengthen this evidence base.

Who: DFID Caribbean lead advisers are responsible for the day to day M&E of their programmes, advised by the Results and VfM team.

When: We will rigorously track progress in all programmes against outputs as part of our programme management, as well as in mid-term and annual reviews. The DFID C results framework and operational plan will be reviewed annually.

Strengthening Evaluation in our programme cycle management

- We will ensure that provision is made in the budgets of novel or innovative programmes for independent evaluation.
- We will complete biennial standardised international assessments of investment climate and competitiveness to track impact and set priorities.
- We will encourage participatory monitoring and greater feedback in programmes we support.
- We will consider how best to learn from lessons in other DFID programmes, and how to communicate lessons learnt in our work.
- We will incorporate the outcomes from the Strategic Climate Review into our portfolio.

Promoting M&E when working with others

Much of our portfolio is delivered through others. DFID C has a strong track record of helping build the M&E capacity of partners. A significant proportion of the monitoring will continue to be shared (e.g. a single comprehensive monitoring and evaluation framework to be shared across a multi-donor programme) or led by our partners (e.g. UNDP's monitoring framework for community security). We will work with partners to develop capacity on monitoring and evaluation if this does not already exist, including by offering technical assistance and training where needed. In particular, we will:

- support a monitoring, evaluation and performance management culture for the police in Jamaica through the development of a comprehensive Staff Survey, externally validated by the University of the West Indies.
- help strengthen the Caribbean Development Bank's ability to track impact and disseminate lessons learnt on Aid for Trade support.
- continue to support regional institutions and Governments to develop systems for monitoring and assessing the impact of climate change and disaster risk reduction programmes, for example the regional Comprehensive Disaster Management and Climate Resilience Development Frameworks.

7) Transparency

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 including publishing detailed information about DFID projects, including programme documents and all spend above £500. We will continue to ensure that information is accessible, comparable, accurate, timely and in a common standard with other donors and that we provide opportunities for those directly affected by our projects to provide feedback. We will embed a transparency element into all our work so it becomes a constant presence. Fulfilling DFID's objectives on transparency will be included in staff annual Performance Management Frameworks.

Specifically, we will:

- publish a summary of this Operational Plan on the DFID website, as well as provide a link from the British High Commissions' websites. We will inform other donors, recipient Governments, civil society and regional organisations of the Operational Plan.
- regularly check that our programme and personal data remains correct, so information available is reliable.
- publish detailed information about all new DFID Caribbean projects and programmes on the DFID website, and all payments over the £500 threshold (except where this is not possible for security reasons). Annual project performance reporting and end of project evaluations will also be published.
- ensure that all information in the public domain is comprehensive (plain English), accessible, comparable, accurate and timely. Projects co-funded by DFID will be encouraged and assisted to meet similar standards.
- where relevant, consider translating information into French and Spanish to broaden the accessibility of our information to the non-Anglophone Caribbean. In Haiti, DFID-funded projects' information resources are already available in French and/or Creole, and DFID-funded staff speak at least French and English.
- work with FCO colleagues to improve local knowledge of our programmes and their key messages, including by proactive updates through High Commission press releases, media briefings, Facebook pages and websites.
- meet the standards set out in the International Aid Transparency Initiative (IATI), and encourage our partners in civil society, multilateral organisations and other donors to do the same. As part of this, we will encourage and directly support efforts by our partners to improve the participatory monitoring and evaluation of their work. Governments with which we work will also be encouraged to be fully transparent about their budgets, as well as adjustments and reforms needed as part of debt re-scheduling and other economic reforms.
- increase opportunities for feedback from those benefiting from DFID programmes, and take these views into account wherever possible. In Jamaica in particular, we will improve the accountability of regional and national Government by mobilising alienated communities to monitor services received and press for improvements.

Annex 1: Results Progress

Progress towards headline results – one year on*

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Progress towards results (including year)	Expected Results (including year)
Wealth Creation	Number of direct jobs created with DFID's support	0	The programme expected to deliver the major proportion of "jobs created" was launched in October 2011. Since then the challenge fund has identified innovative business ventures with the potential to increase exports from the Caribbean.	10,000 of which at least 5,000 women (2015)
Wealth Creation	Average score of Caribbean countries in the World Bank East of Doing Business Index	0.514 (2010)	0.505 (2011)	0.411 (2015)
Governance and Security	Number of people supported to have choice and control over their own development and to hold decision makers to account	58,800 (29,400 male/ 29,400 female) (2010)	Good progress has been made on this indicator in 2011-12 with the establishment, training and empowerment of legitimate community governance committees in twelve inner city communities. These committees are already pushing for the delivery of public services and hold decision makers to account	165,420 (82,710 male/ 82,710 female) (2015)
Governance and Security	Number of people with trust and confidence in the police (National Crime and Victimization Survey)	63% (2008) or 1,221,000 people (598,000 male, 623,000 female)	The National Crime & Victimization Survey was delayed. However, the University of the West Indies completed a survey which shows that good progress is being made and for Jamaica the percentage of persons thinking the police are doing a very good or good job of controlling crime is 76.8%.	74% (2015) or 1,434,000 people (704,000 male/ 730,000 female)
Climate Change	Number of people better able to cope with the effects of climate change through support from DFID funded programmes	0 (2010)	24,755 (2011-12)	228,000 (112,000 male/ 115,800 female) (2014-15)
Climate Change	Number of new private sector investments and developers providing affordable low carbon energy	0 (2011)	DFID Caribbean's support to a renewable energy and energy efficiency innovation contest was agreed in September 2011	14 (2015)
Climate Change	Number of regional, national and sectoral implementation plans using updates climatic risk data, gender analysis and results baselines	0 (2010)	5 National Plans (2011-12)	1 regional climate resilience implementation plan, 12 national plans, 4 comprehensive disaster management programmes (2015)

* These results may not be directly aggregatable with other country results due to different measurement methodologies