

Operational Plan 2011-2015

DFID GLOBAL PARTNERSHIPS DEPARTMENT

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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 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 and other key parts of DFID's work. The Operational Plans set out the vision, priorities and results that will be delivered.
- 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 international development agenda remains framed by the Millennium Declaration and the Millennium Development Goals (MDGs). The next four years will determine what further progress will be made towards the 2015 MDG targets, and how international development priorities will be reshaped. The key relationships and fora are changing: traditional donors, and aid as a development instrument, are less central in development debates; the drive in the international system is shifting from the G8 to the G20; major UN Summits need to start shaping a new set of priorities rather than just monitoring an old set; and international attention needs to continue shifting from inputs to results, transparency and accountability.

Global Partnerships Department (GPD) contributes to shaping global development policies and priorities as well as bolstering accountability in a rapidly evolving international system. Our focus is on ensuring an international focus on economic growth and poverty reduction in poor countries to meet the MDGs. We rely on the soft influencing power the UK derives from strong relations with key partners, old and new.

2) Vision

Overview

- The context in which DFID operates is changing rapidly. The Global Partnerships Department works to maintain the UK at the heart of the ever evolving international architecture by helping to shape and bring coherence to DFID's international objectives; and delivering these objectives effectively through our relationships with Whitehall – from No 10 to the Sherpa's Office, with NGOs, foundations and development partners, old and new.

This means, *inter alia*:

- influencing the G20 development agenda whilst keeping the G8 on track to deliver its development commitments
- developing relationships with the emerging powers, private foundations and other groups of partners whilst strengthening existing relationships
- working to secure transformational reform in the Development Assistance Committee (DAC) / Organisation for Economic Co-operation and Development (OECD) to enable it to meet the development challenges post Paris and the MDGs.

Alignment to DFID and wider UK Government priorities

- The 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 official's time through prioritised, well-briefed engagement with others and coordinating one voice for DFID at selected 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 the emerging powers.

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

- The Global Partnerships Department support to the Fourth High Level Forum on Aid Effectiveness (HLF4) process in November 2011; Tidewater in July 2011 - a one-off event for DFID; engagement in the Fourth United Nations conference on the Least Developed Countries (LDC IV) in June 2011; shift to lower level engagement with some donor partners; reduce investment in G8 processes.
- The Global Partnerships Department manages objectives and team resources to ensure it remains fit for purpose in rapidly evolving international and domestic contexts. Since 2009, we have cut our operating costs and have redirected our resources to ensure that our efforts are sharply focussed on priority outcomes.

3) Results

Headline results

Pillar / Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
Other countries fulfil their aid commitments	G8 and EU Official Development Assistance (ODA) levels rise. EU and G8 accountability processes are in place Foreign Affairs Committee (FAC) Reports and European Council discussions as well as ODA is addressed in G8 Accountability report).	Targets agreed in 2005; 2010 ODA outturns	EU meets 0.7% Gross National Product (GNP) target by 2015; on track by 2013
G8 delivers strong commitment behind UK development priorities	Comprehensive accountability report covering health, food security and ODA delivered at Deauville. Communiqué language and follow up agreed on G8 support for free trade in Africa. Communiqué language and follow up on transparency and results.	Muskoka Accountability Report 2010	Discernible progress on improving coherence of G8 members' efforts to support Africa's free trade agenda – 2011. G8 reporting routinely and transparently on progress on outstanding commitments - 2012. Transparency and results agenda boosted by G8 action – 2011.
G20 delivers strong commitment behind UK development priorities	UK priorities in Multi-Year Assistance Program (MYAP) delivered on time. Trade pillar delivers increased commitment to Duty Free Quota Free (DFQF) amongst G20 members.	Seoul Summit outcomes 2010	High Level Panel's recommendations implemented and begin to deliver increased financing for infrastructure. Progress towards DFQF by November 2011 summit.
UK Government policy on Emerging Powers reflects DFID priorities	Global Development Partnership Programme (GDPP) contributing to delivery of agreed National Security Council priorities for emerging powers, as reflected in country strategies.	Various – to be drawn from National Security Council strategies	By 2015: Collaborating with Emerging Powers on (i) improved global food security (ii) improved deal for Low Income Countries in DOHA trade round (iii) greater shared knowledge on global public policy (iv) improved global emergency preparedness (v) improved collaboration in conflict in fragile states (vi) improved national development co-operation capacity

3) Results (continued)

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
Outcome of High Level Forum 4 reflects UK priorities	UK approach influential in shaping outcome; engagement with other donors contributes to delivery of UK objectives.	Paris Declaration 2005; Accra Agenda for Action, 2008	Streamlined and modernised approach to aid effectiveness agreed at Busan, including mechanisms to engage non-Development Assistance Committee partners.

3) Results (continued)

Evidence supporting results

The Global Partnerships Department shapes and delivers DFID's objectives through working with others – other government departments, No.10, external partners – to influence the outcomes of international processes. The theory of change that underpins our approach enables us to draw convincing, logical 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 a business case setting out the results to be delivered. The theory of change is reflected in our results framework – regular monitoring of the results framework is not just about completed activities, but rather about active management to ensure that the logic of the framework holds and that planned activities and outputs are correctly calibrated to deliver DFID's objectives.

Value for Money (VfM) rationale

Our priorities are determined by rigorous 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, for example, investing less in G8 processes and more in G20; managing carefully the level of central engagement in the Least Developed Countries conference and other international processes. To the extent allowed by Ministerial interest, we seek to prioritise our engagement with individual partners on the basis of the likely contribution of this engagement to deliver UK objectives. Priorities for the Global Development Partnerships Programme are set by the National Security Council Emerging Powers Sub-Committee and are set out in detail in individual agreed Whitehall country strategies.

4) Delivery and Resources

Overview: Global Partnerships Department Design and Structure

Global Partnerships Department is actively managed to ensure it has a fit for purpose workforce in an evolving context. Its objectives and resources are constantly reviewed and changes implemented – it has, since 2009, cut staff numbers, moved to leaner and streamlined structures; and created surge capacity within existing resources by redeploying staff as priorities require.

Global Partnerships Department in London is currently composed of four teams – Bilateral Relations, G8 and G20, Development Finance and Emerging Economies. The Bilateral Relations team leads on the relationship with the US. Responsibility for other country relationships is rotated amongst the teams annually, depending on DFID's objectives vis a vis that partner (with responsibility for the relationship with France sitting this year with the G8 and 20 team). In mid-2011 the Global Partnerships Department will implement a new operating model. This will reflect 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. The department will be re-designed and the structure altered to reflect this. This will focus on having the optimal number of functional teams, an integrated network of support staff and reduced reporting layers with streamlined line management responsibilities.

Delivery mechanisms and partnerships

Apart from the Global Development Partnership Programme, which will commence in 2011/12, the Global Partnerships Department is not a programme spending department. The spend for which we are responsible in Brazil will be subsumed into the Global Development Partnership Programme. 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 closely with No.10, Cabinet Office, Her Majesty's Treasury (HMT), Foreign and Commonwealth Office (FCO) and other government departments; and with UK missions in New York, Washington, Paris, Brussels and elsewhere. Externally, we work with a broad range of donor partners, including the US, EU, other Development Assistance Committee donors and with private foundations. Under the Global Development Partnership Programme, we are focusing more coherently on strengthening the UK's relationships with emerging powers.

4) Delivery and Resources (continued)

Programme Spend

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL	
	Resource £'000	Capital £'000										
Wealth Creation											0	0
Climate Change											0	0
Governance and Security											0	0
Education											0	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	2,000		51,069		51,069		51,069		51,069		204,276	0
TOTAL	2,000	0	51,069	0	51,069	0	51,069	0	51,069	0	204,276	0

4) Delivery and Resources (continued)

Operating Costs

	2010/11	2011/12	2012/13	2013/14	2014/15	TOTAL
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	345	463	463	463	463	1852
Frontline staff costs - Non Pay	407	382	382	382	382	1528
Administrative Costs - Pay	1115	891	891	891	891	3564
Administrative Costs - Non Pay	230	199	109	109	109	526
Total	2097	1935	1845	1845	1845	7470

4) Delivery and Resources (continued)

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		10						
Reduction in Travel		35		5				
Reduction in Training				4				
Reduction in Estates & Property Costs								
Reduction in costs as a result of Office Restructuring	103		80					
Other Reductions		3						
Total	103	48	80	9	0	0	0	0

We have already made substantial saving in 2010/2011 with a baseline admin budget decrease from £1,345,594 to £1,090,000 for 2011/ 2012. Further adjustments of admin spend may arise from the change process.

5) Delivering Value for Money (VfM)

Value for money is at the heart of Global Partnerships Department's culture. Since 2009, we have evolved significantly, taking on a wider remit (for example the G20) within a tighter resource envelope (a cut in our administration costs baseline from £1.4m in 2010/11 to £1.1m 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 ongoing change process. A structured and rigorous value for money strategy will be developed once the change has been implemented during the first half of 2011.

Challenges: the Global Partnerships Department'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, 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.

The Global Development Partnerships Programme will be implemented from April 2011 and will have value for money considerations at its heart. Activities under the programme will have to be justified in a business case, which will be scrutinised by a panel chaired by the Director for International Relations.

6) Monitoring and Evaluation

Monitoring

There will be a light touch mid-year 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, Top Management Group on quality and usefulness of briefing
- post mortem of key summits
- lessons learning exercises
- stakeholder feedback
- quarterly review of progress against the Global Partnerships Department's action plan.

Evaluation

There will be an evaluation of :

- the Global Development Partnerships Programme at the end of the first year of operation
- engagement with Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) and the OECD Development Centre during the first half of 2011.

7) Transparency

Transparency is one of the top priorities for the UK Government. We will meet our commitments under the UK Aid Transparency Guarantee: 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.

Internal

The Global Partnerships Department will ensure that all staff are complying with the requirements under the Aid Transparency Guarantee and are following the guidance on plain language and business cases. We will ensure that all programme and administration spending conforms to the highest standards of transparency. All details of the Global Development Partnerships Programme will be published online.

External

We will ensure that transparency is a priority in all relevant international work. Specifically, we will work closely with the Value for Money Department to put transparency at the heart of the modernised approach to aid effectiveness which we hope will begin to emerge at the High Level Forum 4 (HLF4) in Busan in November 2011. In the period running up to HLF4 and at the meeting itself, DFID will seek to achieve consensus amongst a critical mass of actors on at least a core set of understanding on aid effectiveness, with transparency at the centre. In the G8, we will work closely with the US and others to encourage all donors to sign up to International Aid Transparency Initiative (IATI). We will explore the scope for practical action by likeminded partners, including joint country level implementation of IATI standards.