

PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2012/13

Name	Department		
Mark Lowcock	DFID		
Business delivery objectives:	Performance Measures:	Milestones:	
<p>1. Delivery of April 2012 Department for International Development (DFID) Business Plan, in particular:</p>	<ul style="list-style-type: none"> • Feedback from Secretary of State, departmental Ministers, No 10, Cabinet Office, lead Non-Executive Director, Cabinet Secretary and Head of the Civil Service. • Business Plan deliverables on track. • Draft report of the post-Millennium Development Goals (MDGs) Panel reflects UK priorities on open economies and societies. Successful G8 development agenda on extractive industries and transparency. DFID Private Sector strategy on track. • CDC reform on track. 	<ul style="list-style-type: none"> • Agree budget allocation with ministers. • Quarterly Departmental Boards. • Monthly meetings with Prime Minister's Envoy on post-MDGs. Draft Panel report in spring 2013. G8 Summit (June 2013). Stocktake on private sector strategy at autumn 2012 Ministerial Board. • Bi-annual results stocktakes in Management Board (May 2012, Nov 2012). Bi-annual progress reports to ICAI (Sept 2012, March 2013). ATC launch by Mar 2013. • Strategic Climate Programme Reviews completed in all African country programmes (December 2012). 	

<ul style="list-style-type: none"> • Make British and global international development policy more focused on boosting global economic growth and good governance, including by collaborating more closely with the private sector and helping strengthen links between CDC and the City of London to promote growth. • Make British aid more effective by focusing on results, and improving value for money, transparency and openness. • Support developing countries' climate adaptation and low-carbon growth strategies. 	<ul style="list-style-type: none"> • Annual publication of DFID Results Framework. Implementation of Independent Commission on Aid Impact (ICAI) recommendations on anti-corruption. Aid Transparency Challenge (ATC) • DFID Climate strategy on track. 	
<p>2. Effective DFID contribution to the UK's key priorities on global and national security, and conflict prevention.</p>	<ul style="list-style-type: none"> • National Security Council (NSC) support for DFID programmes underpinned by good collaboration with FCO and MOD. National Security Council (Officials) (NSC(O)) increases focus on international economic issues which affect UK interests. 	<ul style="list-style-type: none"> • Weekly NSC(O) meetings. DFID programmes in Afghanistan, Pakistan, Libya and the Middle East, Nigeria and Somalia on track.

Corporate objectives:	Performance Measures:	Milestones:
<p>3. Leadership on Civil Service Reform, including through chairing the Civil Service reform groups on 'modernising management practices' and 'accountability'</p>	<ul style="list-style-type: none"> • Feedback from other Permanent Secretaries, Head of the Civil Service, Cabinet Secretary and the Minister for the Cabinet Office. • Departmental Improvement Plans underway in at least 2 Departments. 	<ul style="list-style-type: none"> • Monthly group meetings. New Departmental Improvement Plan system in place (autumn 2012).
<p>4. Strong leadership of DFID through implementation of the DFID 2015 Vision and 2011 People Survey action plan</p>	<ul style="list-style-type: none"> • Successful '2015 Vision: one year on' launch. Improvement in staff engagement, Management Board vision, learning and development, and workload scores in 2012 staff survey. 	<ul style="list-style-type: none"> • Staff survey (Oct-Nov 2012).
<p>5. Secure the effective delivery of the agreed Efficiency and Reform action plan for DFID, including administrative savings programme.</p> <p>6. Delivery of Civil Service Reform objectives</p>	<ul style="list-style-type: none"> • As agreed with the Cabinet Office. • Actions implemented on time. Feedback from Cabinet Office. • SMART objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers. 	<ul style="list-style-type: none"> • As agreed with the Cabinet Office.

Capability building objective	Performance Measures:	Milestones:
<p>7. Implementation of 2012 DFID Capability Action Plan, in particular:</p> <ul style="list-style-type: none"> • Embed value for money approach, including with partner organisations; • Improve talent management; • Adapt long-term strategy to external changes. • Senior Civil Servants deliver against clear and measurable objectives. • Radically improve performance management. 	<ul style="list-style-type: none"> • Actions completed on time. • Implementation of Finance Improvement Plan (FIP). Positive National Audit Office (NAO) Value for Money (VFM) report on the Multilateral Aid Review. • New A1 (Grade 6) talent management approach. • Annual horizon-scans. Staff engagement exercise on DFID in 2020. • Effective accountability mechanism in place, ensuring leaders are delivering against all of their objectives. • Improved performance management with managers encouraging and rewarding good performance, while dealing rigorously with poor performers. 	<ul style="list-style-type: none"> • Bi-annual Capability Action Plan stocktakes (Oct 2012, April 2013). • Bi-annual FIP stocktakes in Management Board (September 2012, March 2013). NAO report publication (September 2012). • Talent discussions with all A1s at mid-year (Oct 2012). Management Board discussion on talent management strategy (Nov 2012). • Ministerial Advisory Group discussion (Sept 2012). Management Board annual horizon scan discussion (Nov 2012). 2020 team presentation at Senior Civil Service annual conference (Mar 2013).

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