



Operational Plan 2011-2015

DFID Growth and Resilience Department (GRD)

Updated June 2013

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Introduction

The UK Government is determined to help end extreme poverty around the world. We believe that international development is not just the right thing to do, but the smart thing to do. Britain has never stood on the sidelines, and it is in all our interests for countries around the world to be stable and secure, to have educated and healthy populations and to have growing economies. DFID aims to end aid dependency through jobs – building the economies of developing countries so that they can stand on their own feet.

No country can develop with only half of the population involved, that is why DFID is scaling up its support for women and girls across all of our country programmes, including an increased emphasis on girls education and preventing violence against women and girls.

We are also focussing on what works, investing in research and taking advantage of new technology to ensure that UK development support has the greatest impact.

DFID is committed to being a global leader on transparency, and in 2012 was ranked the top aid organisation in the world for transparency. Transparency is fundamental to improving accountability both to UK citizens and to citizens in the countries where we work. Transparency also helps us achieve greater value for money and improves the effectiveness of aid. As part of our commitment to transparency we publish Operational Plans for each area of our work setting out what we will achieve and how we will achieve it. In June 2013 DFID launched a new online tool, Development Tracker, to provide an easy way to access information and data about DFID programmes.

With less than 1000 days to go, we will continue to focus our efforts on delivering 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

In the last decade, many developing countries have experienced fast growth, and in most parts of the world poverty has been decreasing. However, there are still over 1 billion people living in extreme poverty, mostly in sub-Saharan Africa and South Asia. 22 of the 34 countries furthest from reaching the Millennium Development Goals (MDGs) are in or are emerging from violent conflict, most of which have an associated, protracted humanitarian crisis. Much poverty also remains in countries that have reached middle income status.

In the period to 2015 DFID will continue to focus on progress on the MDGs in those low income fragile and conflict-affected states in which none of the MDGs have yet been met; we will tackle global public problems: finally eradicating polio, tackling pandemics, and dealing with problems created by ungoverned spaces – such as terrorism and organised crime; and consider what we can do as a development agency to help tackle poverty in middle income countries. Emerging global powers such as India and China are changing the way development happens and will be critical to solving these global problems.

The context for Policy Division (PD) will be to provide the best policy options to help DFID focus its efforts on building economic, social and political institutions that provide the environment for sustained growth and poverty reduction, as well as social and political inclusion, including for girls and women.

Economic development is central to poverty reduction. It takes place when a country achieves high rates of economic growth and when this is accompanied by a wider economic transformation. No country has eliminated poverty, or graduated from aid, without growth. The Commission on Growth and Development (2008) outlined the necessary ingredients for sustained and sustainable poverty reduction, including a committed and credible Government and good institutions. Successful economic development is about understanding the opportunities and constraints for the private sector and the actions that enable Governments to remove these constraints. DFID helps put in place the building blocks of growth, economic development and prosperity through an enabling trade and investment climate, including infrastructure, in order for the private sector to flourish.

But more will need to be done to ensure prosperity is shared, and poor people, in particular poor women and girls, are able to access opportunities to raise their incomes. Any possible post-MDG goal such as Zero Poverty, will require greater efforts to increase growth and to ensure inequality does not blunt the impact of higher growth on poverty reduction. DFID facilitates dynamic markets which work for poor people in order to provide jobs and incomes. It also advocates for robust social policies including investment in human capital; including in nutrition, the provision of social protection, and sound stewardship of natural resources so that prosperity is shared, and countries and populations are more resilient to economic and environmental shocks.

DFID recognises that there is no single recipe for growth. Some countries need peace and stability in order to kick-start growth and economic development; some need to move to a higher and more sustainable growth path which does not compromise prospects for future generations, whilst others need to ensure that growth translates into wider economic development and shared prosperity. Some are also in the process of graduating from developing country status. DFID's approach therefore relies on country based analysis, advice and programmes that are tailored to the specific context to support graduation from aid.



2) Vision

Overview

PD will shape, drive and deliver policy to transform poor people's lives. It will be the 'go to' place for cutting edge knowledge, innovation and expertise on what works/doesn't work and how to measure impact. PD will support analysis on approaches or partnerships which DFID will want to prioritise in the future (e.g. working with the private sector, a stronger focus on innovation and technology) and how DFID should engage in countries where it does not have a traditional bilateral programme.

Growth and Resilience Department (GRD) will help poor people move from poverty to prosperity through broad based economic development

1. At the people level, GRD will support a scaling up of effective **social protection programmes**, building resilience to shocks and graduation from poverty, ensuring inequality does not constrain development outcomes. GRD will lead on the **economic empowerment of girls and women**.
2. At the sectoral level, GRD will support agricultural transformation and help drive improved **food security and nutrition** through the G8 and G20, and the Scaling Up Nutrition (SUN) movement.
3. At the economy level, GRD will lead efforts to enable private sector development, specifically **making it easier to do business and improve the investment climate**, through better regulatory and policy environments, improved property rights and commercial justice, and markets that work better for poor people.
4. At the macro level, GRD will focus on **improving the policy frameworks for growth, economic development and productive investments** through identifying the constraints to growth, facilitating world class growth advice, including on infrastructure, helping in the creation of productive jobs, and good management of natural resources with a focus on structural transformation.
5. GRD's support to growth, at country and international levels, will be further defined by on-going work following a review of DFID's portfolio of economic growth work.

Alignment to DFID and wider UK Government priorities

We will use the best ideas, evidence, and analysis to: (1) support the delivery of the bilateral programme through lesson learning across the portfolio; expertise on value for money, indicators and unit costs of investments; knowledge sharing and facilitation; capturing experience from innovation; etc.; (2) provide analysis and advice in support of Ministerial policy requests and business plan/ Structural Reform Plan priorities; (3) continue to promote change internationally and in international organisations by helping develop UK Government policy positions for the G8, G20, post-2015 framework, international summits, and climate negotiations; and coordinating actions and policy positions with other donors, philanthropic organisations and international bodies; (4) engage in Whitehall policy discussions around aid and non aid (e.g. migration); (5) build public and parliamentary support for the UK's development effort (PD answers half of all of DFID's Parliamentary Questions); and, (6) deliver selected aid results that are better funded centrally e.g. eliminating polio and neglected tropical diseases; the international growth centre; and climate knowledge network.

GRD will continue to lead across Whitehall and internationally through the UK presidency of the G8 on land, food security and extractives industries, and the pre-G8 Nutrition for Growth event. The level of engagement on the G8 will reduce following the Summit in June 2013, when GRD will integrate new policy commitments, including on nutrition, into its work.



3) Results

Pillar/ Strategic Priority	Indicators	Baseline (including year)	Expected Results (including year)
<p>Wealth Creation Promote inclusive and sustainable growth</p>	<p>Independent, world class economic advice and research on growth and economic policy provided to partner governments.</p>	<p>Advice from the International Growth Centre (IGC) has shaped growth policy in three countries. (2011)</p>	<p>14 countries with a combined population close to one billion (of which around 40% are estimated to be living in poverty), have acted on world class advice to change policy and raise their growth rates by March 2015.</p>
<p>Wealth Creation Promote inclusive and sustainable growth</p>	<p>Lead the G8 extractives work stream and provide direct support to the Extractive Industries Transparency Initiative (EITI) to raise international standards on extractive management, through</p> <ul style="list-style-type: none"> • Additional countries signing up to EITI • A new internationally agreed EITI standard • Agreed set of fast track countries implementing new EITI standard and building capacity to manage extractives. • Improved approaches to accountability for use of extractives resources. 	<p>28 candidate countries (nine DFID) and five compliant countries (two DFID) with EITI</p>	<p>By March 2015</p> <ul style="list-style-type: none"> • 42 candidate countries (five DFID focus) and 25 fully EITI compliant countries (eight DFID focus) • five fast track countries delivering results from enhanced extractive initiatives as agreed in 2013 • Programming for improved accountability developed in five countries
<p>Wealth Creation Promote a vibrant private sector in developing countries</p>	<p>Effective policy and advisory support to DFID Country Offices and work with international partners to improve the Investment Climate in at least six DFID partner countries.</p>	<p>2010/11 Data for each selected DFID partner country on Ease of Doing Business, as published in the World Bank Doing Business Indicators.</p>	<p>By 2016, contribute to enhancing country Investment Climate reform programmes (Country Office indicating how they have integrated GRD's advice) that help secure an absolute improvement in the Ease of Doing Business in at least six DFID partner countries, as measured by their relevant Doing Business Change Score in 2015.</p>



3) Results (continued)

Pillar/ Strategic Priority	Indicators	Baseline (including year)	Expected Results (including year)
<p>Promote economic empowerment of girls and women</p>	<ul style="list-style-type: none"> DFID and Nike Foundation "Economic Assets Direct to Girls Programme" established to test and evaluate innovative solutions for getting tangible products and financial services directly to girls. Value-added advisory support on development of at least 10 DFID programmes promoting the economic empowerment of girls and women. 	<p>Limited systematic evidence of country level programming / spending on the economic empowerment of girls and women to date.</p>	<p>By 2015, GRD will contribute to delivering DFID's commitments on improving the economic empowerment of girls and women, including through access to property rights and financial services in DFID priority countries by providing support in at least 10 countries.</p>
<p>Support actions to help achieve the MDGs Reduce poverty, hunger and vulnerability</p>	<p>Scale-up and effective delivery of social protection programmes, with improved value for money and results measurement, through DFID bilateral programmes and multilateral partners</p>	<p>Seven DFID countries with social protection programmes (2009)</p>	<p>A doubling of the number of countries where DFID support social protection programmes from seven to 15 and six million people are covered by social protection</p>
<p>Support actions to help achieve the MDGs Reduce poverty, hunger and vulnerability</p>	<p>Successful "Nutrition for Growth" event on 8 June 2013 delivers greater political leadership on nutrition, commitments to new deliverables, financing, business action, New Alliance progress and accountability (tbc following event).</p> <p>Number of countries that have reached Stage 3 of readiness, according to the Scaling Up Nutrition M&E framework (this includes political leadership, an effective multi stakeholder platform, agreed flow of financial resources and a common results framework with alignment of nutrition specific and sensitive).</p> <p>Reported on annually in the SUN progress report (Sept)</p>	<p>Three countries at Stage three in Sept 2011, 11 at Stage three in Feb 2013. \$300 million ODA per year. (2010)</p> <p>Weak global governance and leadership for nutrition. 2008 Lancet series on Nutrition, architecture analysis for SUN's set up (2010)</p>	<p>Successful UK G8 Presidency delivers transformation in global efforts to improve food and nutritional security (by end of 2013)</p> <p>At least 15 countries have leadership, budgets and structures to scale up nutrition programmes and deliver reductions in malnutrition (by Dec 2016)</p>



3) Results (continued)

Evidence supporting results

- The evidence base across the GRD agenda and its impact on poverty is strong. **Economic growth** is central to poverty reduction. No country has ever managed to eliminate poverty without growth. All countries that have managed to bring \$2 poverty down to under 20% have also had GDP of at least \$2,000 per capita. **High inequality** reduces the impact of growth on poverty, and has a negative impact on growth's ability to lead to development outcomes.
- **Independent world class economic advice** is in high demand and is already producing results. Advice on oil revenue management is estimated to generate at least \$19 billion in Government revenue over the next 20 years, and advice in Pakistan has led to an extra 1% of GDP in revenues (around \$1.3 billion). **Increasing transparency in the extractives sector**, through the EITI, has led to the reporting of \$130 billion of revenues in Africa between 2003 and 2008.
- **The investment climate** is a critical ingredient for economic growth and sustained poverty reduction. According to the World Bank significantly better business regulation and infrastructure can add up to two percentage points to growth. Studies show that significantly reducing the cost to start a business can raise productivity per worker by 14% and increase the number of new firms created by 10%.
- **Economic empowerment of girls and women** is important for them, for their communities and for growth: Africa's agricultural output could rise by 20% if women had the same access to agricultural inputs as men. Women with economic assets can increase their incomes and productivity, and protect themselves and their households against shocks.
- On **social protection**, the evidence for the impact of cash transfer programmes on reducing poverty, hunger and vulnerability is strong, and evidence is growing on how they help even the poorest take advantage of economic development. There is a need for more evidence on sustainable financing, political economy and institutional co-ordination of national social protection systems.
- **Nutrition** is a relatively neglected area in development, yet the Copenhagen Consensus concluded that five of the 10 most cost effective development investments were nutrition interventions. Evidence points to increasing **food price volatility**, exacerbating the already unacceptably high levels of world hunger and **food security** has the most potential for impact on the global burden of hunger.

Value for Money (VfM) rationale

- Given the potential returns from changes in the policy environment and the extractives sector, the VfM of investing resources and staff-time is justified as it can lead to economy wide impacts far beyond the limited impact of single programmes and projects
- A focus on girls and women has been shown to have wider economic and social benefits including on health and education outcomes
- The focus on metrics and VfM in social protection programmes ensures they are better targeted and expand reach to maximise impact.
- The focus of using DFID's technical and financial resources to leverage global nutrition outcomes and a global solution.
- Investment climate reforms have significant value for money because they are relatively low cost changes to government practices, address systemic constraints that benefit most firms meaning wider and more sustained impact.



4) Delivery and Resources

Resourcing Overview

The Growth and Resilience Department (GRD) was launched on 1 April 2011 as a result of a restructuring to improve the coherence of Policy Division's work on poverty/inequality, growth/investment, food security, nutrition and cash transfers/social protection.

Compared with our fore-runner departments, our delivery focus will change to be even more country facing - with DFID country office demand increasingly shaping our priorities and work programmes, and GRD increasingly helping to improve the impact/VfM of bilateral programming. We will do this by making full use of Front Line Delivery staff, who can offer the required degree of technical back up from HQ. We will also make maximum use of existing specialist skills that a few GRD staff possess (e.g. on the extractives sectors), whilst expanding the skill sets of others (including in VfM and impact assessment). This will enable GRD to engage on key growth and resilience issues over the long-term, yet remain nimble enough to respond rapidly on any new shorter-term issues that may arise.

GRD will focus on **technical support to country offices** through up to date real-time knowledge about: what is going on across the DFID portfolio; what others (including the multilaterals and bilaterals) are doing; what the relevant metrics are for results, impact and VfM; what is best practice; what innovations are going on in DFID and internationally; who is doing the most exciting thinking.

We will produce less 'supply driven' development of products, guidelines and policy papers, and foster peer-to-peer, horizontal learning and knowledge exchange, exploiting new technologies such as wiki/huddles to promote the widest interaction between stakeholders. We will also build new relationships with think tanks/academics and the private sector in the emerging economies and in low income countries. We will engage in **international influencing** in priority areas including working with international partners on: G20 – food price volatility and the G8 L'Aquila Food Security (AFSI) commitments; Scaling Up Nutrition; scaling up social protection systems development in low income countries, EITI and the Natural Resource Charter; and the post-2015 framework.

GRD will continue to work closely with other DFID departments (**Private Sector Department**, Trade Policy Unit, Governance and Fragile States Department, Climate and Environment Department, **Research and Evidence Division**); as well as with other Whitehall Departments (e.g. **UK Department for Business, Innovation and Skills (BIS)**, **The Office of Fair Trading (OFT)**, Department for Environment, Food and Rural Affairs (DEFRA), **Ministry of Justice (MoJ)**, Department of Energy and Climate Change (DECC), HM Treasury (HMT)); and key partners from the **private sector** and **NGOs**.



4) Delivery and Resources (continued)

Planned Programme Spend

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL	
	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	12,592	0	12,600	0		0	20,885	0	16,250	0	49,735	0
Climate Change							50				50	0
Governance and Security							10,623		11,215		21,838	0
Education											0	0
Reproductive, Maternal and Newborn Health											0	0
Malaria											0	0
HIV/Aids											0	0
Other Health							6,730		6,730		13,460	0
Water and Sanitation											0	0
Poverty, Hunger and Vulnerability	3,705	0	34,300	0		0	26,223	0	19,516	0	80,039	0
Humanitarian											0	0
Other MDG's							477		2,150		2,627	0
Global Partnerships	0	0	100	0		0	7,195	0	7,069	0	14,364	0
TOTAL	16,297	0	47,000	0	23,975	0	72,183	0	62,930	0	182,113	0

The 2010/11 figures reflect actual outturn as the baseline year before the current spending review period.

The 2012/13 figures reflect the actual outturn. 2013/14 and 2014/15 figures are subject to updates in subsequent years.



4) Delivery and Resources (continued)

Planned Operating Costs

	2010/11 (Outturn)	2011/12	2012/13 (outturn)	2013/14	2014/15	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	250	1,283	862	968	1,154	4,267
Frontline staff costs - Non Pay	290	680	133	63	68	944
Total Frontline Costs	540	1,963	995	1,031	1,222	5,211
Administrative Costs - Pay	2,815	1,264	1,320	1,552	1,281	5,417
Administrative Costs - Non Pay	546	177	83	107	87	454
Total Administrative costs	3,361	1,442	1,403	1,659	1,368	
Total	3,901	3,405	2,398	2,690	2,590	5,211



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4) Delivery and Resources (continued)

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	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in Consultancy Payments		94.00				
Reduction in Travel		87.00		83.01		
Reduction in Training		22.00		15.64		
		55.35				
Reduction in costs as a result of office re-structuring.	707.40	55,350.00	114.17	7.88		
Other Reductions						
Total	707.40	55,608.35	114.17	106.53	0.00	0.00



5) Delivering Value for Money (VfM)

Key action points of a VfM Strategy for GRD:

- a) Support VfM across DFID: We will be at the centre of driving VfM across DFID, for example through work to:
 - Develop methodologies for measuring results and VfM for growth and investment climate reform interventions, including unit cost comparators, and with a gender dimension for programmes
 - Working with Research and Evidence Division (RED) colleagues, ensuring DFID research addresses key gaps
 - Measure the cost effectiveness of our investments e.g. by having nutrition as a pilot area for DFID's Embedding Evaluation work
 - Achieve economies of scale by working with country offices to develop replicable methodologies to key programming challenges (such as costing approaches for social protection programmes) and implementing Public Accounts Committee (PAC) recommendations on social transfer programmes on monitoring costs and making funding sustainable.
- b) Support VfM across the international system: For example, working with our key international partners to develop and adopt:
 - relevant nutrition indicators and metrics
 - an investment climate impact methodology and VfM metrics
 - Working with international partners on social transfers on (a) international guidance on maximising VfM (b) common definitions and common data sets (c) joint communication of evidence and evidence publications.
 - explore the possibility of developing a robust job creation methodology that can be applied universally
- c) Ensure VfM in GRD programme spend: We will implement DFID's business case approach when developing programmes, including the use of benchmarks and unit costs. We will negotiate with suppliers in respect of fees and reimbursable expenses and look to achieve savings. GRD acknowledge the value of early supplier engagement in improving VfM and will engage early with potential suppliers to allow us to shape the design and implementation of our projects and make sure they can be delivered effectively and efficiently.
- d) Ensure VfM in Admin and Front Line Delivery (FLD) spend: we will strive to identify and derive efficiency savings in all our work, being as cost conscious and mindful to demonstrate VfM in the way we work (our Admin and FLD budget) as in our programmes. For example, we will make more use of video conferencing and telecon facilities to engage with country offices and international partners. We will apply the programme business case principles to Admin and FLD choices. GRD hold a savings log to highlight to colleagues Admin or Programme savings that have been achieved and help spread best practice. We will plan travel and training at team level in advance so that we ensure forecasts are robust and fares are secured at the best price. When recruiting, posts will be advertised as being possible from either Abercrombie House (AH) or 22 Whitehall, which could bring additional admin savings should posts be filled in AH.



6) Monitoring and Evaluation

Monitoring

We will conduct a full annual review of the Operational Results Frameworks – with a six monthly traffic light review and quarterly updates from team leaders, coordinated by the Programme and Corporate Team.

We will support country offices in monitoring, for example:

- country teams will be supported to use internationally agreed, nationally owned food security monitoring systems which provide clear evidence of results, causal links and underlying factors, comparability across countries and regions. Progress against AFSI Results Framework will be included in G8 Accountability Report and reviewed at the Committee for (Global) Food Security
- we will track impact of our nutrition programme on first 1000 days of life when long term consequences are preventable and by determining, annually, the number of children under five and number of pregnant women reached through DFID programmes

Evaluation

Existing programmes to be reviewed/evaluated include: International Growth Centre; Investment Climate Facility; EITI; Facility for Investment Climate Advisory Services (FIAS) Investment Climate programmes

We will embed evaluation and impact assessment in all our new programmes, for example:

- we propose to ensure that at least 15 nutrition impact assessments are published by 2015
- we are committed to undertaking participatory assessments with cash transfer recipients in at least five countries by 2012
- we will work with the Evaluation Department to improve our approach to evaluation of influencing and international engagement work, drawing on approaches that have been tried and tested elsewhere in DFID.

Building capacity of partners

- The International Growth Centre improves partner governments capacity for evidence-based growth policy making. The associated network of growth experts will be a core conduit for transferring results of policy-oriented research.
- We will work with AFSI partners (27 countries and 15 international agencies) to develop a joint results framework against which to assess delivery of policy, governance and financial commitments on food security.
- Our proposed collaboration with the World Bank and UNICEF on social protection in LICs will involve development of common approaches and results frameworks for assessing progress and impact
- Similarly, work with a number of partners (e.g. World Bank, Donor Committee for Enterprise Development, Investment Climate Facility) will improve our understanding of ways to assess the impact of investment climate reforms.



8) Transparency

Transparency is one of the top priorities for the UK Government and touches on everything we do in DFID: from the projects we fund, to the money we spend, to the salaries and expenses we pay our people. We understand that this means that everything we write, and all the decisions we take (projects, procurement and spend) could be available to public scrutiny.

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. We expect that this level of transparency will provide greater visibility of our work and make us more accountable.

In addition to our UK Government commitments on Aid Transparency a key part of GRD's programme is to raise global standards on transparency. This is specifically in the areas of extractives industries and land. In the short term we will work through the G8 to ensure all G8 members make binding commitments in the area of extractives transparency, either through comparable domestic legislation such as the EU Directive or the US Dodd Frank mandatory reporting legislation or commitments to implement EITI or endorsement of the new EITI standard. In terms of land we will strive for all G8 countries to implement or endorse the UN voluntary guidelines on transparency of land deals. In addition, in these and other areas we will support the publication of open data, including geo-data.

At the programme level we will continue to fund and support the EITI and the new EITI standard which is specifically about enhancing transparency in the extractives sector. More generally, our programme work on natural resource use will be explicitly oriented to promote transparency and accountability, ensuring that revenue is not diverted and is used effectively for sustainable growth and development. We will also continue to strive for a global standard on the management of extractive resources.



Annex A: Revisions made to Operational Plan 2012/13

GRD has undertaken the following revisions:

- We have updated the context and vision slides to match the standard policy division narrative and the updated GRD narrative.
- We have updated our results framework, for example to show updated targets but there has been no fundamental change to the goals and indicators.
- We have updated the VFM, the results and the transparency sections.
- We have updated the resources section to take account of recent changes.



Annex B: Results Progress

Pillar/ Strategic Priority	Indicator	Baseline (include year)	Progress towards results (include year)	Expected Results (include year)
Wealth Creation Promote inclusive and sustainable growth	Independent, world class economic advice and research on growth and economic policy provided to partner governments.	0 (2009)	By end 2012, 13 countries have acted on policy advice from the IGC	14 countries with a combined population close to one billion have acted on world class advice to change policy and raise their growth rates by March 2015.
Wealth creation Promote inclusive and sustainable growth	<ul style="list-style-type: none"> Additional countries signing up to EITI A new internationally agreed EITI standard Agreed set of fast track countries implementing new EITI standard and building capacity to manage extractives. Improved approaches to accountability for use of extractives resources. 	28 candidates (9 DFID) and 5 compliant (2 DFID) (Feb 2011)	17 candidate countries (4 DFID) by end 2012 and 20 compliant (7 DFID). Overall increase of 4 countries implementing EITI and 15 countries moved from candidacy to compliance.	By March 2015 <ul style="list-style-type: none"> 22 candidate countries (five DFID focus) and 25 fully EITI compliant countries (eight DFID focus) five fast track countries delivering results from enhanced extractive initiatives as agreed in 2013 Programming for improved accountability developed in five countries
Wealth Creation Promote inclusive and sustainable growth	Effective policy and advisory support to DFID Country Offices and work with international partners to improve the Investment Climate in at least six DFID partner countries.	0 (2011)	29 assignments have been completed under the IFUSE programme to date, covering a range of investment climate themes benefitted 16 partner countries.	50 assignments completed in year two (2013/14).
Promote economic empowerment of girls and women	<ul style="list-style-type: none"> DFID and Nike Foundation "Economic Assets Direct to Girls Programme" established to test and evaluate innovative solutions for getting tangible products and financial services directly to girls. Value-added advisory support on development of at least 10 DFID programmes promoting the economic empowerment of girls and women (EEWG) 	Limited systematic evidence of country level programming / spending on the EEWG to date.	<ul style="list-style-type: none"> Business case complete and gone for approval, 9 July 2013 Support provided to 7 DFID country programmes (DRC, Ethiopia, Pakistan, Nigeria, Tajikistan, Rwanda and Mozambique) 	200,000 adolescent girls reached with assets and services. Support provided to at least 10 DFID priority countries by 2015
Support actions to help achieve the MDGs	Scale-up and effective delivery of social protection programmes, with improved value for money and results measurement, through DFID bilateral programmes and multilateral partners	7 countries (2009)	DFID-funded social protection programmes currently operating in 15 countries covering 6.1m people.	DFID support social protection programmes in 15 countries covering 6m people (2015)
Support actions to help achieve the MDGs Reduce poverty, hunger and vulnerability	Successful "Nutrition for Growth" event on 8 June 2013 delivers greater political leadership on nutrition, commitments to new deliverables, financing, business action, New Alliance progress and accountability Number of countries that have reached Stage 3 of readiness, according to the Scaling Up Nutrition M&E framework (this includes political leadership, an effective multi stakeholder platform, agreed flow of financial resources and a common results framework with alignment of nutrition specific and sensitive).	<ul style="list-style-type: none"> - 3 at Stage 3 in Sept 2011, 11 at Stage three in Feb 2013. \$300 million ODA per year. (2010) - Weak global governance and leadership for nutrition. 	<ul style="list-style-type: none"> - A high level declaration Global Nutrition for Growth Compact was launched in 2013 with commitments to reduce stunting by 20 million and save 1.7 million children's lives by 2020. Endorsed by more than 90 stakeholders including 24 governments. New commitments raised up to £2.7billion to tackle undernutrition between 2013 and 2020. - The Scaling Up Nutrition Movement and 16 countries agreed national nutrition costed plans in preparation for the 'Nutrition for Growth' Summit 	Successful UK G8 Presidency delivers transformation in global efforts to improve food and nutritional security (by end of 2013) At least 15 countries have leadership, budgets and structures to scale up nutrition programmes and deliver reductions in malnutrition (by Dec 2016)