

# Operational Plan 2011-2015

## DFID - Corporate Performance Directorate

FY 2011/12

*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 context for delivering DFID's work is changing. This has major implications for the range of work Corporate Performance Group (CPG) undertakes: "business as usual" is not an option. The next four years will mark a period of significant change in the nature and scope of CPG's work and its offer to the rest of DFID.

- The UK Government's **spending on development will grow significantly over the Spending Review period, reaching 0.7% of the UK's Gross National Income (GNI) from 2013**. CPG is central to implementing this commitment – ensuring that DFID has the capability and systems to spend increased resources effectively, and that other government departments (ODGs) fulfil their commitments on official development aid (ODA) spending.
- **Scrutiny of that expenditure, both publicly and within government, will grow significantly. CPG has a key role both in embedding value for money (VfM) and results in the way DFID allocates and manages its expenditure, and in demonstrating that spending on development represents value for taxpayers.**
- **A step change in transparency and accountability are key to the Government's approach, and will help to build public engagement and confidence in the UK's development assistance, as well as to promote better aid internationally. CPG will ensure DFID data is transparent, accurate and consistent; and that we lead by example internationally.**
- Our spending review settlement will lead to a **substantial reshaping of DFID, with more resources devoted to frontline work, and less to corporate functions and administration costs generally. CPG needs to support the wider organisation in delivering this change, while at the same time transforming DFID's corporate functions to further improve cost effectiveness and to absorb a smaller proportion of DFID staff**
- Pressures and opportunities for **increased cross government working are growing in all corporate areas, both domestically and overseas. CPG needs to respond to these, while also ensuring that services meet DFID's particular needs.**
- The next four years are also expected to bring the most **significant changes in information and communications technologies (ICT) for more than a decade. CPG will use emerging technologies to drive efficiency and improve ways of working across DFID.**

## 2) Vision

Against this background, CPG's vision is to be a **committed, professional and innovative** team which supports and challenges DFID to **maximise impact on poverty reduction** and which provides **good quality, cost effective corporate services**.

Specifically, that means that by 2014/15 DFID will:

- Be spending 0.7% GNI as official development assistance (ODA) and have this commitment enshrined in law;
- Be recognised as a global leader in delivering results, value for money, and greater transparency; and have achieved international commitments on these principles;
- Have strengthened public support for and engagement in what we do, and confidence that UK aid is well spent;
- Be spending fewer resources on corporate functions and more on supporting development outcomes, through transforming the way CPG works, and its support for the wider business;
- Have the capability, infrastructure and systems to operate across the world, to deliver strategic priorities and to respond to sudden or emerging needs;
- Be recognised as an employer of choice for people interested in working in development;
- Be recognised as an efficient and well-run Department, which performs strongly against cross-government benchmarks and legislative requirements.

### 3) Structural Reform Plan actions

Action	Description	Start	End
1.1	<p><b>Honour UK commitment to spend 0.7% of GNI on overseas aid from 2013, enshrine this commitment in law and encourage other countries to fulfil their aid commitments.</b></p> <p><i>"There's one more area where, despite the economic pressures we face, this new government has been determined to hold firm: our commitment to spend 0.7% of our GDP on aid by 2013. We will meet that target and we will do so for good reasons" PM David Cameron, Nov 2010</i></p>		
1.1 (i)	Enshrine in law our commitment to spend 0.7% of national income on official development assistance (ODA) from 2013, as soon as Parliamentary time allows.	Started	April 2012
1.1 (ii)	Develop and implement an ODA monitoring strategy with HMT to ensure all departments meet agreed contributions to UK ODA targets set out in the 2010 Spending Review.	Started	March 2015
1.1 (iii)	Release data every March/April showing percentage of gross national income spent as ODA by calendar year	Started	March 2015
1.1 (iv)	Ensure 0.7 % of gross national income is spent as ODA	2013 onwards	
1.4	<p><b>Develop a long-term programme to enhance UK 'soft power' (FCO lead)</b></p> <p><i>"I want to emphasise the fact that this is often the projection of soft power - it is aid not just from Britain, but for Britain, and strongly for Britain's interest" International Development Secretary Andrew Mitchell, March 2011</i></p>		
1.4 (i)	Work with other government departments to agree a joint approach to enhance British 'soft power', that uses all our national instruments, including a world class programme of aid.	<b>Started</b>	<b>May 2011</b>
1.5	<p><b>Create International Citizen Service (ICS) to give young volunteers the opportunity to help some of the world's poorest people abroad.</b></p> <p><i>"..to give thousands of our young people, those who couldn't otherwise afford it, the chance to see the world and serve others" PM David Cameron, October 2010</i></p>		
1.5 (i)	Launch and implement ICS pilot for around 1,000 young people and up to 250 people from other groups.	Started	April 2012
1.5 (ii)	Develop and publish plans for roll out, including plans to scale up the programme over Parliament, drawing on evaluation of early experience from the pilots.	Aug 2011	Jan 2012
1.5 (iii)	Award contract for ICS to run from summer 2012.	Feb 2012	Feb 2012
1.5 (iv)	Publish annual data showing the number of ICS participants.	March 2012	March 2015

### 3) Structural Reform Plan actions

Action	Description	Start	End
2.1	<p><b>Increase independent scrutiny through establishing the Independent Commission for Aid Impact and by strengthening evaluation throughout DFID.</b></p> <p><i>"We need a fundamental change of direction – we need to focus on results and outcomes, not just inputs. Aid spending decisions should be made on the basis of evidence, not guesswork. That is why we have taken the first steps towards creating a new independent aid watchdog" International Development Secretary Andrew Mitchell, June 2010</i></p>		
2.1 (ii)	Launch Independent Commission for Aid Impact (ICAI) to lead independent scrutiny of UK's aid projects and programmes.	Started	June 2011
2.2	<p><b>Introduce full transparency in aid and publish details of all new UK aid spending.</b></p> <p><i>"We should support those who want to analyse and use data to hold us and developing country governments accountable for using aid money wisely" International Development Secretary Andrew Mitchell, July 2010</i></p>		
2.2 (iv)	Lead international efforts to encourage other donors to implement IATI in the run up to the Korea High Level Forum.	Started	Nov 2011
2.2 (v)	Put in place new mechanisms to promote feedback and accessibility from aid beneficiaries.	Jan 2011	March 2012
2.2 (vi)	Review progress on implementation of the UK Aid Transparency Guarantee.	Jan 2012	March 2012
2.2 (vii)	Publish (a) individual DFID administrative and project transactions over £500 incurred after 1st April 2011, and (b) new project reviews and project completion reports due from 1st April 2011.	April 2011	Ongoing
2.3	<p><b>Create new mechanism to give British people a direct say in how an element of the aid budget is spent.</b></p> <p><i>"...it is our ambition to distribute power and opportunity to people.... build the free, fair and responsible society we want to see" Coalition foreword, PM David Cameron and DPM Nick Clegg, May 2010</i></p>		
2.3 (i)	Establish and launch new mechanism.	Started	June 2011
2.4	<p><b>Re-orientate DFID's programmes to focus on results.</b></p> <p><i>"My top priority is to secure maximum value for money in aid through greater transparency, rigorous independent evaluation and an unrelenting focus on results". "Our bargain with taxpayers is this: in return for contributing your hard-earned money to helping the world's poorest people, it is our duty to spend every penny of aid effectively" International Development Secretary Andrew Mitchell, May 2010</i></p>		
2.4 (i)	Pilot Results-Based Aid and cash on delivery contracts in 3 developing countries.	Started	Nov 2011
2.4 (vi)	Publish consolidated results of aid reviews and Operational Plans.	Started	May 2011

# 3) Results

Strategic Priority	Measurable Indicator	Baseline (including year)	Expected Results (including year)
<p><b>1) CPG will deliver the commitment to spend 0.7% of gross national income on overseas development assistance from 2013</b></p>	<p>i) ODA as a % of GNI by calendar year.</p>	<p>i) 0.56% in 2010.</p>	<p>i) 0.56% in 2011 and 2012, and 0.7% in 2013 and 2014.</p>
<p><b>2) CPG will ensure Value for Money and use of evidence are embedded in how DFID works to maximise the impact of development assistance</b></p>	<p>i) Portfolio Quality Index of DFID's programmes.</p>	<p>i) Index = 74.4% (Q4 2010/11).</p>	<p>i) Maintain baseline value throughout 2011 during development of new scoring system (new project scoring system to be implemented from Jan 2012).</p>
<p><b>3) CPG will make UK aid more effective and accountable by improving its transparency, and will encourage greater international aid transparency</b></p>	<p>i) % global aid published in an International Aid Transparency Initiative (IATI) compatible format.            ii) % of UK ODA subject to the Aid Transparency Guarantee.            iii) % of Freedom of Information (FOI), Public Enquiry Point (PEP) and Official enquiries resolved within deadlines.</p>	<p>i) 0% in 2010.            ii) 0% in 2010.            iii) 96% of FOI requests and 90% of PEP and Official enquiries (2010).</p>	<p><b>i) At least 8% in 2011 rising to at least 50% by 2014/15.</b>            ii) At least 88% in 2011 rising to at least 95% in 2013/14.            iii) Maintain at least 96% response rate &amp; Maintain at least 90% response rate.</p>
<p><b>4) CPG will improve public understanding, support and engagement in development aid.</b></p>	<p>i) Number of people visiting DFID's website.            ii) Number of subscribers to the ebulletin.            iii) Number of people using DFID social media.</p>	<p>i) 8.64 million page views in 2010/11 and 1.3 million unique visitors in FY 2010/11.            ii) 20,500 in FY 2010/11.            iii) 336,000 in FY 2010/11.</p>	<p>i) Over 9 million website page views and over 1.4 million unique visitors by end FY 2011/12.            ii) Over 22,000 by end FY 2011/12.            iii) 400,000 by end FY 2011/12.</p>

### 3) Results

Strategic Priority	Measurable indicators	Baseline	Expected results
<b>5) CPG will support the reshaping of DFID to respond to needs and challenges.</b>	<ul style="list-style-type: none"> <li>i) Future staffing requirements. Ratio of admin funded posts to frontline.</li> <li>ii) Employee Engagement index from Civil Service People Survey.</li> <li>iii) Average working days lost to sick absence.</li> </ul>	<ul style="list-style-type: none"> <li>i) Ratio of 2.5 admin funded posts to 1 front line FY 2010/11.</li> <li>ii) 71% 2010.</li> <li>iii) 5.2 for 2010 calendar year.</li> </ul>	<ul style="list-style-type: none"> <li>i) Ratio of 1.2 admin funded posts to 1 frontline by end FY 2014/15.</li> <li>ii) Maintain at least 71% 2011.</li> <li>iii) 4.7 for 2011 calendar year.</li> </ul>
<b>6) CPG will deliver a high quality, safe, secure, sustainable and cost effective operating environment to enable DFID to work more effectively across the world.</b>	<ul style="list-style-type: none"> <li>i) Volume of space per full time staff member (measured by Property Benchmarking Service Annual Performance Statement)</li> <li>ii) Carbon Emissions (as measured against Greening Government Commitments report)</li> <li>iii) % of positive responses to health and safety question in people survey.</li> <li>iv) Number of sites using new overseas ICT network. (ECHO).</li> <li>v) The number of DFID/FCO co-locations overseas.</li> </ul>	<ul style="list-style-type: none"> <li>i) 15.2 sq m per person across UK estate – FY 2010/11. And total UK property cost (inc security guarding) of £11.5m - FY 2010/11.</li> <li>ii) 3818 tonnes CO2 from UK estate – FY 2009/10.</li> <li>iii) 70% in 2010.</li> <li>iv) ECHO rolled out in 3 sites by end 2010/11.</li> <li>v) Currently 28 co-locations.</li> </ul>	<ul style="list-style-type: none"> <li>i) 12 sq m by FY 2014/15 and £7.7m by FY 2014/15.</li> <li>ii) 10% reduction in CO2 emissions by May 2011 and ongoing improvement thereafter in accordance with new Greening Government Commitments (to be announced June 2011).</li> <li>iii) Maintain 70% positive (Jan 2012).</li> <li>iv) ECHO rolled out in 34 sites by end 2011/12 and annual savings of £1m realised.</li> <li>v) Increase to 34 by end 2012/13.</li> </ul>



# 3) Results

Strategic Priority	Measurable Indicators	Baseline	Expected results
<p><b>7) CPG will implement a programme of reform to deliver improved quality and more consistent corporate work across DFID at lower cost and with reduced staffing levels.</b></p>	<p>Implementation of CPG reform with emphasis on:</p> <ul style="list-style-type: none"> <li>i. Ratio of corporate posts supporting DFID wide business.</li> <li>ii. Number of enquiries to CPG helpdesks.</li> <li>iii. Number of management layers.</li> <li>iv. DFID performance on common areas of spend.</li> </ul>	<ul style="list-style-type: none"> <li>i) 1:3 as at March 2011</li> <li>ii) c86,000 enquiries dealt with by helpdesks in 2009</li> <li>iii) Up to 10 layers, with an average span of 2.9 direct reports per leader.</li> <li>iv) £6,356 cost of UK estate per FTE as at March 2010.</li> <li>v) DFID total of £17.6 million for 3<sup>rd</sup> Party ICT (CPG total £11.2m) as at March 2010.</li> <li>vi) £1,173 desktop cost per FTE as at March 2010.</li> <li>vii) £19.98m spend on Corporate Services as at March 2010.</li> <li>viii) % of valid invoices paid within 5 days of receipt. 78.6% in 2010/11.</li> <li>ix) DFID administrative consultancy spend - £6.2m FY 2010/11.</li> </ul>	<ul style="list-style-type: none"> <li>i) 1:5 by 2015 (CPG reducing to 398 from 551 by end FY 2014/15 supporting 2000 non corporate jobs).</li> <li>ii) Reduce number of routine enquires/calls to the helpdesks by 30% by developing a a single self service portal for corporate services by end of 2012.</li> <li>iii) Final goal is maximum of 6 layers and minimum of 5 +/- direct reports per leader (final target to be confirmed by end December 2011).</li> <li>iv) reduction of 15% in the cost of the estate by 2014/15,</li> <li>v) 40% reduction in CPG spend by end FY 2014/15.</li> <li>vi) Reduction to £950 or less (*inflation adjusted) by end FY 2014/15.</li> <li>vii) 30% reduction by end FY 2014/15.</li> <li>viii) At least 80% in 2011/12.</li> <li>ix) Achieve 50% savings by end FY 2014/15.</li> </ul>

### 3) Results (continued)

#### Evidence supporting results

CPG's headline results are ambitious yet both realistic and achievable. They are supported by:

- (1) Government commitments on DFID spending and priorities set out in the Coalition's 'Programme for Government', DFID's Structural Reform Plan, and its Spending Review 2010 settlement.
- (2) The need for CPG to continue delivering core corporate services for DFID's operations and staff across the world. CPG will explore ways to improve the cost-effectiveness of these services but they will remain the major driver for CPG's work in the areas of finance, procurement, human resources (HR), ICT and estates.

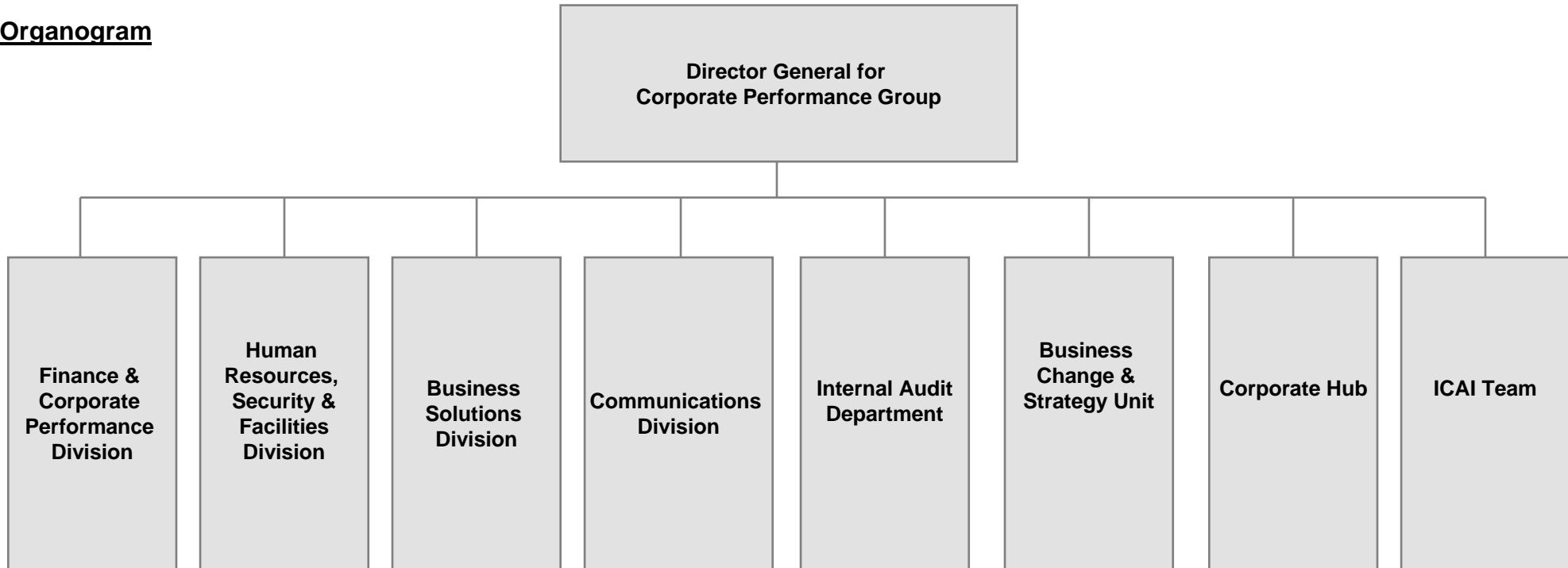
#### Value for Money (VfM) rationale

CPG's results provide VfM in the following ways:

- (1) Spending 0.7% GNI as official development assistance represents both an international commitment and an investment in Britain's national interest. It is "good for our economy, our safety, our health and our future" (Secretary of State, Structural Reform Plan Vision).
- (2) Investing in VfM and Results will provide the evidence base for what works well and what doesn't. This will enable DFID to improve the impact of its spending, and facilitate better spending by partners including developing country governments and donors – further widening the impact of this work.
- (3) Focusing on Transparency and enabling citizens to participate in development will increase engagement and public scrutiny of development spending. This will help improve efficiency; help improve donor systems; empower both taxpayers and aid recipients; and build DFID's resilience to future challenges.
- (4) Providing core corporate services to the organisation underpins DFID's ability to deliver its core objectives, from achieving the MDGs, to boosting wealth creation, reducing conflict and tackling climate change. Put simply, DFID could not deliver without the services CPG provides.

# 4) Delivery and Resources

## Organogram



## Partnerships

Corporate Performance Group delivers core corporate services to the whole of DFID. This underpins DFID’s ability to deliver all of its core objectives as set out Business Plan and Strategic Reform Plan (SRP) deliverables. In addition, CPG works with:

- Other Government Departments to deliver on cross-government efficiency and reform initiatives covering HR, ICT, communications, procurement and cross-government benchmarking of operational efficiency;
- International bodies on aid transparency and effectiveness and public financial management;
- Non-governmental organisations (NGOs) to deliver SRP commitments on engaging citizens in development work.
- CPG also works in support of the Independent Commission on Aid Impact (ICAI) to bring transparency and accountability for the funds DFID spends.

## 4) Delivery and Resources (continued)

### Corporate Performance Group 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
Governance	0	0	133	0	133	0	143	0	48	0	457	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 Millennium Development Goals (MDGs)*	20,500	0	70,900	0	70,200	0	74,345	0	84,326	0	320,271	0
Global Partnerships	991	0	1615	0	2517.50	0	2541	0	2541	0	10,205.50	0
<i>Gibraltar Pension Fund**</i>			6,650	0	6,650	0	6,650	0	6,650	0	26,600	0
<i>Fund Management Contract**</i>	750	0	750	0	750	0	750	0	750	0	3,750	0
<b>Total</b>	<b>22,241</b>	<b>0</b>	<b>80,048</b>	<b>0</b>	<b>80,250.50</b>	<b>0</b>	<b>84,429</b>	<b>0</b>	<b>94,315</b>	<b>0</b>	<b>361,283.5</b>	<b>0</b>

**Notes**

\*Other MDGs includes a £50M allocation: £10M for International Citizen Service (ICS) and £40M toward programmes to give the UK public a say in how part of the aid budget is spent.

\*\*Gibraltar Pension Fund and Fund Management Contract are not aligned to a specific strategic pillar or priority.

## 4) Delivery and Resources (continued)

### Efficiency savings

	2010/11	2011/12	2012/13	2013/14	2014/15
	£'000	£'000	£'000	£'000	£'000
<b>Frontline staff costs - Pay</b>	<b>0</b>	<b>128</b>	<b>128</b>	<b>128</b>	<b>128</b>
<b>Frontline staff costs - Non Pay</b>	<b>0</b>	<b>728</b>	<b>799</b>	<b>822</b>	<b>834</b>
<b>Administrative Costs - Pay</b>	<b>22,782</b>	<b>21,617</b>	<b>20,543</b>	<b>17,259</b>	<b>15,562</b>
<b>Administrative Costs - Non Pay</b>	<b>27,911</b>	<b>25,208</b>	<b>23,726</b>	<b>20,495</b>	<b>19,209</b>
<b>Total</b>	<b>50,693</b>	<b>47,681</b>	<b>45,196</b>	<b>38,704</b>	<b>35,733</b>

	2011/12			2012/13			2013/14			2014/15		
Administrative Cost Savings Initiative	PAY £'000	Non Pay £'000	Total £'000	PAY £'000	Non Pay £'000	Total £'000	PAY £'000	Non Pay £'000	Total £'000	PAY £'000	Non Pay £'000	Total £'000
Consultancy Payments		821	821		817	817		793	793		781	781
Travel		1,304	1,304		1,062	1,062		1,029	1,029		1,011	1011
Training		896	896		894	894		876	876		869	869
Estates & Property Costs		9,362	9,362		8,474	8,474		7,687	7,687		7,798	7798
<b>Total</b>	<b>0</b>	<b>12,383</b>	<b>12,383</b>	<b>0</b>	<b>11,247</b>	<b>11,247</b>	<b>0</b>	<b>10,385</b>	<b>10,385</b>	<b>0</b>	<b>10,459</b>	<b>10459</b>

## 5) Delivering Value for Money

Embedding Value for Money (VfM) into DFID-wide systems and organisational behaviour is a key pillar of CPG's work. This covers:

- Systems and processes governing DFID's resource allocation and investment decisions;
- Commercial strategy – ensuring DFID and partners are getting the best possible value from commercial suppliers;
- Advocacy to ensure international aid effectiveness agreements enshrine VfM principles;
- Providing governance structures - the Secretariat for the Investment Committee which drives DFID's Value for Money agenda; the Audit Committee which oversees financial and risk management, control and governance systems; and the Capital Portfolio Board which oversees infrastructure investment.

As well as championing VfM across the whole of DFID and with partners, CPG will ensure its own operations and spending represent VfM.

- CPG projects and programmes will be subject to the same measures as all DFID programmes to ensure that VfM is assessed at the business case, procurement, monitoring and evaluation stages
- On the operations side, a focus on economy alongside efficiency and effectiveness will help deliver significant savings on its core administration budget. This will include:
  - A drive to lower central costs, such as accommodation and ICT services, while also incentivising lower consumption;
  - Getting better value from commercial contracts when tendering work – including using cross-Government suppliers and negotiating joint contracts with other UK government partners where appropriate;
  - Simplifying and standardising corporate systems and processes and making better use of automation for transactional work;
  - Improving and promoting the use of corporate “self-help” tools available to staff online;
  - Focusing more on forthcoming, strategic corporate issues facing the organisation;
  - Making better use of the networks of corporate staff across the organisation and those with professional expertise.

# 6) Monitoring and Evaluation

## Monitoring

### Structural Reform Plan

- Progress against the CPG Strategic Reform Plan deliverables is presented on a fortnightly basis through DFID's updates to Cabinet Office.
- An annual assessment, plus a quarterly scorecard will be provided by Cabinet Office. The Director General (DG) for CPG is responsible for ensuring agreed actions and deadlines are met.
- CPG performance will also be assessed through the cross-government reporting exercise on 'common areas of spend' which measures operational efficiency.

### Operational Plan

- An assessment of each business unit's performance will be provided by the CPG Corporate Hub Team to the DG and Directors for his bi-annual and annual divisional performance meetings with Directors.
- CPG business units will develop more detailed plans at the operational level to monitor and evaluate their programmes and to drive reform.

### Budget

- Variances against spending forecasts will be discussed by DG and Directors on a monthly basis.

### Other Management Tools

- CPG will also comply with DFID-wide monitoring procedures. This includes measurement against its respective Quarterly Management Report indicators and its performance outlined in the quarterly Corporate Risk Register report.

## Evaluation

### Best Practice

- Evaluation will be embedded within CPG programmes and monitoring reviews will be conducted in line with agreed DFID standards and guidance.

### Aid Watchdog

- The Independent Commission for Aid Impact (ICAI) will deliver increased and better evidence of the impact and value for money of UK aid and this information will be used to evaluate CPG programmes.

# 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.

CPG will ensure DFID's data is published and thereby position DFID as a world leader in transparency and accountability. CPG will also support the International Aid Transparency Initiative (IATI) which aims to enhance the transparency of all international aid flows.

CPG will also ensure its own spending, procurement and HR information is published in line with agreed Government requirements.

## *CPG's role in HMG's transparency work*

Pillar	Activity	Period
Transparency administration	Set up a regular review and pre-publication process in the CPG Corporate Hub team, including preparation of submissions to obtain ministerial signoff prior to releasing data	June 2011
Spend	Ongoing monthly publication of admin and programme spend >£25,000. Monthly publication of admin and programme spend >£500 from April 2011.	Monthly April 2011
Procurement	Publish all centrally-let Tenders and Contracts over £10,000 on a central government website (ContractsFinder) from January 2011. Advertise tender opportunities (for contracts over £10,000) on ContractsFinder from April 2011. Extend scope of contracts and tender publication to cover programme and admin spend in overseas offices, liaising with key stakeholders (such as FCO) to ensure consistency.	Jan 2011 April 2011 TBA
HR and TMG	Publish updates to organograms and senior salary information. Regular publication of ministerial and top management data on meetings, travel, expenses and hospitality (TMG responsibility).	April 2011 & 6-monthly Quarterly
Further developments	"Right to data" – provide mechanism for the public to request publication of datasets. Ensure that datasets support key publications and are also published in accessible format on DFID's website. Improve quality of published datasets, increasing usability by moving towards publication of Linked Data. Publish further information of transparency of admin capital projects managed by CPG. Respond to new requests for data publication from central government.	Ongoing