Department
for International
Development

Operational Plan 2011-2015

DFID Private Sector Department

June 2013

This plan will be refreshed annually

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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.

As part of our increased focus on economic development, we will also work to make sure more businesses, including UK businesses, join the development push. We will do this by working with the Confederation of Business Industry (CBI), and other actors, to get business input into DFID's work agenda. We will look at joint work with businesses to tackle specific challenges, for example, the recent tragedy in Bangladesh demonstrates the need to improve working conditions and safety in factories supplying UK retailers and brands with ready-made garments.

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1) Context

There is increased interest across in how to engage with the private sector to foster inclusive growth and poverty reduction, enabling an end to aid dependency through growth and jobs. We know that economic growth is the primary driver of poverty reduction and that the private sector is the engine of that growth; promoting new jobs, opportunities, markets and prosperity. On 11 March 2013 Secretary of State for International Development, Justine Greening, again emphasised the need to engage with the private sector in her speech "Investing in growth: How DFID works in new and emerging markets" saying " . . . what I've set out today is intended to signal a real shift in my department's work – driving economic growth alongside core work on basic services, working hand in hand with business to do that."

Private investment in developing countries needs to increase to raise growth rates and to create jobs and opportunities for people to lift themselves out of poverty. Just 2% of foreign direct investment (FDI) flows to the least developed countries and entrepreneurs and businesses in low-income countries are held back by poor infrastructure and a lack of access to finance that weaken their ability to generate jobs and incomes; only one in four Africans has access to electricity and 2.7 billion people worldwide do not have access to formal financial services.

Private enterprise can generate wealth and be a provider of critical basic services. Many poor people buy their healthcare from private and other non-state providers – over 50% in sub-Saharan Africa, and over 80% in South Asia – or choose to pay for their children's education – more than half of children in school in Lagos, Nigeria attend low-cost private schools.

DFID's work with private enterprise is focused on two results:

i. Increasing successful private investment in firms, sectors and people, particularly in fragile states; and,
ii. Delivering better and more affordable basic services, including financial services, for poor people.

There are three principal ways that we do this:

i. Improving property rights and the investment climate; and,
ii. Engaging private enterprise directly in shaping and implementing development programmes and policy.
iii. Working with businesses, including UK businesses, to harness their impact for good in developing countries.

Private Sector Department (PSD) is the focal point for DFID's engagement with business, including UK business, and DFID works with business throughout the organisation, both in developing countries and at head quarters, on issues such as getting the investment climate right. We design strategic interventions that enable businesses to play their part in development and we maintain relationships directly with businesses. We work with a number of external business networks including the Confederation of Industry (CBI) to ensure we draw on the views and experience of businesses.

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2) Vision

Overview

Private Sector Department aims to end aid dependency through jobs and growth in developing countries. We work with the private sector directly and through intermediaries to enable businesses to increase investment and trade in developing countries and to support responsible investment and inclusive business practices. Our work supports responsible businesses to creates jobs, raise growth rates and delivers critical basic services in developing countries.

Alignment to DFID and wider UK Government priorities

We will work to ensure that UK businesses, alongside other businesses, join the development push. We will foster private sector growth in developing countries, thereby also helping them become more attractive trading partners for the UK and better able to deal with disasters, disease and environmental degradation. We will work directly with businesses, business associations, like the Confederation of Business Industry (CBI), and networks for business and development, to ensure we tap into the invaluable information business holds on the opportunities and constraints to trade and investment in developing countries. We will work to ensure that we are better at linking business to the various partners, facilities and other Government departments that may be of assistance.

What we will stop doing

PSD will only engage with business and development partners with a view to achieve identified outcomes. We will stop open-ended general engagements. We will reduce time spent managing central programmes that are not closely linked-up with DFID Country Offices to enable us to spend more time working with other parts of DFID to support our overall engagement with the private sector. We will ensure our programmes are of a sufficient scale to deliver value for money; we will stop smaller programmes and projects or restructure them into larger consolidated ones to reduce the administrative burden. We continue to reduce the amount of our time spent on programme design, focussing on the implementation of our programmes and increasing our policy work.

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3) Results

Headline results

Pillar / Strategic Priority	Indicator	Baseline (incl. year)	Expected Results (incl. year)
Wealth Creation	**Investment mobilised** New pro-poor investment mobilised by centrally-funded programmes (including an attributed share of our partners' results but excluding CDC) The ratio of new capital mobilised to new DFID funding is maintained above 1:8	£795 million (in 2009/10) >1.8	£5,750 million (2011/12 to 2014/15) >1:8
	Access to finance The number of people with access to financial services as a result of PSD-funded programmes; where feasible split by gender.	422,000	31 million by 2014/15
	CDC CDC publishes a new strategy by May 2012 to increase its development impact and achieves its targets over the period to 2015	n/a	Strategy published May 2012
	Access to infrastructure services Number of poor people with access to new or improved infrastructure (ideally split by gender)	42.4 million (cumulative to 2010)	3.2 million additional people by end 2012
	Prompting and supporting DFID-wide culture change Proportion of DFID projects by value working with or on the private sector.	4.1%	8% in 2014/15
Health	**Non state basic services** Number of people with access to improved health services as a result of PSD and Country Office funded programmes where feasible split by gender.	n/a	2 million by 2015

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3) Results (continued)

Evidence supporting results

We know that economic growth is the most powerful instrument for reducing poverty and improving the quality of life in developing countries. The facts are compelling. No country has been able to eradicate poverty without economic growth and no country is likely to graduate from aid without it. Wherever long-term growth has exceeded 3% per capita, poverty has always fallen. Growth results from increases in economic activity primarily driven by the private sector. This in turn reduces poverty through jobs, by raising incomes and providing resources to governments which allow them to deliver vital public services such as health and education. Evidence, including Kray (2006), tells us that four fifths of poverty reduction is due to growth in average incomes and suggests that policies, institutions and programmes that promote broad-based growth are central to the pro-poor economic development. Cross-country research and country case studies provide evidence that rapid and sustained growth is critical to making faster progress towards the Millennium Development Goals.

The evidence presents a strong case for giving priority to economic development in developing countries and ensuring that the right business environments and incentives exist for the private sector to invest, trade and grow. Our focus on infrastructure and finance seeks to address some of the biggest and most binding constraints on growth in developing countries. There is consensus that infrastructure and economic growth are closely linked, both as infrastructure facilitates growth and growth creates demand for new investment in infrastructure. Surveys of businesses, such as the World Bank's Enterprise Survey, frequently rank access to finance and access to infrastructure in the top constraints to doing business.

Whilst the case for support to economic development is clear, there is still more to learn on where we should prioritise our work with the private sector and how we can make best use of new and innovative approaches. Our pioneering support to impact investment, for example, is new. Programmes that tread new ground have been carefully designed to learn lessons before scaling up the most effective approaches and require an on-going focus on risk management and building the evidence base for the whole development community.

Value for Money (VfM) rationale

Self-sustaining economic growth is in many ways the best value for money outcome that can be achieved with development assistance. At the programme level we will seek to deliver maximum value for money by scaling up programmes that are delivering strong results and innovating to tackle new challenges. We will look for opportunities that are scalable and replicable and deliver significant leverage on our resources (both financial and human).

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4) Delivery and Resources

To deliver on the Secretary of State's vision, PSD needs to be a highly skilled and flexible department that catalyses innovation. We will use a portfolio approach to manage our programmes that enables us strategically to reprioritise resources towards those investments offering the greatest return. Our programmes will have funding windows where strong performance can be scaled up and poor performance can have funding either cut or withdrawn all together. Given the scale of our funding to the PIDG, we are developing a contestable financing mechanism to channel some of our funding towards the PIDG facilities that show themselves most effective at delivering results. We will also work with business networks, including CBI, to develop an approach to business consultation that enables business, including UK business, to join the development push by including development issues in their core business activities and which will enhance the design of our economic development portfolio.

PSD will deliver through both centrally-funded programmes and support to DFID Country Offices, regional and policy departments, and CDC and IFC. We are designing PSD-funded programmes to help achieve the objectives of DFID Country Offices and other departments, for example the Global Small and Medium Enterprise (SME) Finance Initiative is a joint programme with DFID offices including Nigeria and Mozambique. We have also developed a multi-country programme to support innovative start-up businesses, which has been co-designed and will be co-funded with country offices, starting with Kenya and Ghana. We also encourage organisations such as IFC, CDC and the PIDG to work more closely with DFID Country Offices. PSD are working up a new programme to use open and collaborative innovation as well as human-centred design to address stubborn development challenges. We hope to broaden the range of actors that DFID engages to create new products, services and business models suited to the needs of low-income communities.

In PSD-funded programmes, we will look at adapting the PIDG model in which a like-minded group of agencies fund an integrated range of initiatives that seek to address sector-specific government and market failures. The approach facilitates the use of public capital in innovative ways to reduce risk and entry costs for private investors, and separates DFID from investment decisions. Management of the PIDG group is delegated to a Project Management Unit with overall strategic direction of the PIDG reserved to the PIDG donor council, and DFID assumes the chair in October 2013. The initiatives are run by entrepreneurially-driven enterprises with professional boards, operating within tightly defined investment policy frameworks (geographical/sector/instrument). During 2012 DFID gained approval for the Green Africa Power business case (to be funded jointly with the Department of Energy and Climate Change (DECC)), to comprise a new PIDG facility in 2013. In 2012 DFID also contributed to the PIDG strategic review, which initiated studies on extending the sectoral remit into agriculture and water.

Harnessing Non-State Actors for Better Health for the Poor (HANSHEP) is a group of development agencies, foundations and developing country governments aiming to support poor people's utilisation of good quality, affordable healthcare provided in the non-state sector. Through HANSHEP, DFID co-funds projects with other donors, contributes to and leverages global expertise and experience, and benefits from the services of the HANSHEP Secretariat to manage member collaboration, develop a knowledge sharing platform, and coordinate the HANSHEP project portfolio.

4) Delivery and Resources (continued)

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Planned Programme Spend

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL	
	Resource £m	Capital £m	Resource £m	Capital £m	Resource £m	Capital £m	Resource £m	Capital £m	Resource £m	Capital £m	Resource £m	Capital £m
Wealth Creation	18.7	18.9	28.6	42.9	50.0	35.5	88.7	116.0	73.5	118.0	259.5	331.3
Climate Change	0.3	0.0	0.0	0.0	0.0	0.0	0.9	9.0	0.9	12.0	2.1	21.0
Governance and Security	0.2	0.0	0.6	0.0	0.6	0.0	1.0	0.0	1.0	0.0	3.4	0.0
Education	0.0	0.0	0.0	0.0	1.3	0.0	3.2	0.0	5.6	0.0	10.1	0.0
Reproductive, Maternal and Newborn Health	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Malaria	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.1	0.0
HIV/Aids	0.0	0.0	0.0	0.0	0.2	0.0	0.0	0.0	0.0	0.0	0.2	0.0
Other Health	0.0	0.0	1.1	0.0	3.5	0.0	20.5	0.0	16.5	0.0	41.6	0.0
Water and Sanitation	5.4	6.3	3.3	5.0	3.7	0.0	9.1	0.0	8.9	0.0	30.4	11.5
Poverty, Hunger and Vulnerability	0.5	0.0	4.4	0.0	4.4	0.0	11.0	0.0	11.0	0.0	31.3	0.0
Humanitarian	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Other MDG's	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Global Partnerships	0.3	0.0	0.6	0.0	1.1	0.0	52.4	163.5	52.4	197.0	106.8	360.5
TOTAL	**25.4**	**25.2**	**38.6**	**47.9**	**64.9**	**35.5**	**186.8**	**288.5**	**155.3**	**327**	**485.5**	**724.3**

*DFID climate change programming is subject to the strategy and allocations of the UK's cross-Government International Climate Fund (ICF).

The 2010/11 figures reflect actual outturn as the baseline year before the current spending review period. Figures for 2011/12 and 2012/13 reflect actual outturn. Figures for 2013/14 and 14/15 are planned budgets in the spending review period; figures for 2014/15 are subject to update in subsequent years.

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4) Delivery and Resources (continued)

Planned Operating Costs

	2010/11	2011/12	2012/13	2013/14	2014/15	Total
	£	£	£	£	£	£
Frontline staff costs - Pay		21,978	241,902	270,000	298,000	**831,880**
Frontline staff costs - Non Pay		2,828	17,853	19,000	19,000	**58,681**
Administrative Costs - Pay	269,352	1,453,112	1,864,088	1,891,000	2,002,000	**7,479,552**
Administrative Costs - Non Pay	282,192	297,659	163,149	197,000	194,000	**1,134,000**
Total	551,544	1,775,577	2,286,992	2,377,000	2,513,000	**9,504,113**

The 2010/11 figures reflect actual outturn as the baseline year before the current spending review period. Figures for 2011/12 and 2012/13 reflect actual outturn. Figures for 2013/14 and 14/15 are planned budgets in the spending review period; figures for 2014/15 are subject to update in subsequent years.

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4) Delivery and Resources (continued)

Planned efficiency savings

Private Sector Department was established in January 2011 following a design process that sought to make it a lean, fit-for-purpose department from the outset. We have continued to keep under active review opportunities to make operational savings. Since 2011/12, we have reduced training costs and non-pay costs although our staffing compliment has increased to meet delivery needs. The training savings below represent the actual savings against our original staff compliment.

Delivering Programme Efficiencies

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

	2011/12		2012/13		2013/14		2014/15	
Administrative Cost Savings Initiative	PAY £	Non Pay £	PAY £	Non Pay £	PAY £	Non Pay £	PAY £	Non Pay £
Reduction in Consultancy Payments								
Reduction in Travel								
Reduction in Training				9,600				
Reduction in Estates and Property Costs								
Reduction in costs as a result of Office Restructuring								
Other Reductions								

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5) Delivering Value for Money

We will embed a rigorous value for money assessment through our programme selection, design, monitoring and evaluation. Programmes will require rigorous project documentation based upon the best possible information to ensure maximum value for UK taxpayers.

We intend to structure our programmes using the most appropriate instruments to drive up value for money. We will where feasible:

- Use competition in funding and design decisions to drive maximum impact;
- Use private sector delivery to maximise efficiency in delivery; we will engage external expertise including – as in the PIDG facilities – the use of private companies with professional boards to decide which investments deliver the greatest return;
- Use output- and results-based approaches to incentivise the delivery of results;
- Ensure risks are faced by those best able to manage them and that reward accurately reflects risk;
- Manage the risks we face and mitigate against these risks wherever possible;
- Seek maximum leverage for UK taxpayers;
- Challenge our partners to reduce the cost of their services to us and challenge the organisations we have a stake in to be more efficient in delivering impact.

We will develop metrics in our programmes to ensure value for money is targeted and achieved, these will depend on the nature of the programme, for example tracking key unit costs. We will face challenges in measuring attribution and value for money particularly where the impact of our efforts are indirect and hard to separate from broader economic trends. In these areas we will continue to work with our partners to develop the evidence base.

The MAR assessed the PIDG as very good value for money and the IFC as good value for money. The outcome and reform priorities drawn out by the MAR set a clear path for pursuing greater value for money from these agencies and are embedded in our work-plans for these institutions. In response, the PIDG has commissioned a system for classifying gender impacts of projects and improving their transparency. We will press for rapid implementation of these systems and for a closer collaboration with DFID Country Offices. The IFC has increased its engagement with DFID Country Offices and the IFC Roadmap for 2012-14 set targets for investments in IDA countries and for advisory services in fragile states. The IFC has continued to develop its “Development Goals” to help drive strategy and operational decision-making with greater attention on development impact. We will press for the IFC to reach their internal targets and deepen partnership with DFID Country Offices.

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6) Monitoring and Evaluation

Monitoring

PSD's Operation Plan will be subject to full review on an annual basis, this review will be led and signed-off by the Head of Department. The annual review will entail a full appraisal of performance against the plan as well as a refresh of the plan and our targets as appropriate.

Our partners will be responsible for reporting the results they achieve with DFID funding. The MAR found PIDG and IFC have strong results frameworks that will allow us to monitor progress. Business cases for PSD-funded programmes and the Key Performance Indicators of our partners will provide further detail of results achieved through PSD resources. Team leaders will be responsible for the results reporting of their programmes which is an on-going task in line with regular programme management. The objectives and results within this plan are cascaded down into individual level objectives.

Protecting funds against corruption is a critical part of our monitoring work. We have in the course of 2012/13 completed a review of anti-corruption policies and procedures implemented in the programmes funded by PSD, and where necessary we are proceeding to assist independent programme managers to enhance their controls as required to ensure funds are protected.

Evaluation

Our existing major programmes are designed with independent evaluations built in, for example, PIDG has a rolling programme of evaluations which will be continued and the Investment and Finance Team is working in partnership with Research and Evaluation Department (RED) and external partners to develop a new evaluation framework for evaluating the impact of DFID's portfolio of financial sector development programmes. We will continue to ensure rigorous independent evaluation is part of the design for all our major and most innovative programmes. These evaluations both evaluate performance against programme objectives and recognising the innovative nature of many of our programmes will also contributed to developing the evidence base. We will ensure evaluation findings are acted upon through pro-active engagement with our partners for existing programmes and through programme design for new programmes.

We will work with colleagues with specialist evaluation expertise in DFID's Evaluation Department and in the International Directors Office.

Building capacity of partners

PSD will focus on working with our partners to strengthen results management systems and work together to fill gaps where they are identified. Our partners are receptive to results measurement and have good capacity and systems in place, areas remain where these systems can be strengthened and we will continue to work with our partners on these.

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7) Transparency

We will improve transparency across all aspects of our work, making information available wherever possible. We will meet, and wherever possible exceed the commitments, made by DFID in the UK Aid Transparency Guarantee, publishing comprehensive details of all new projects and programmes on our website. We will improve the ability of the public to take advantage of increased transparency by better signposting on the DFID website of private sector and related programmes.

We will respond promptly to Freedom of Information requests, Parliamentary Questions and Ministerial correspondence.

We will embed a transparency element into the development of all our project documentation so it becomes a constant presence in our work and we will publish all expenditure over £500. We have published summaries of the Multilateral Aid Review assessments for PIDG and IFC and we will make funding decisions on the basis of these reviews and in line with published criteria.

Our default approach will be to publish wherever possible and we will seek to mirror any information available within DFID on the DFID website. We will provide access to information and the opportunity for beneficiaries or other actors to feedback on the DFID website. There must be a very strong case for withholding any information, but we must also be rigorous about respecting commercial sensitivity. We will develop transparency guidance for engagement with the private sector to define the level of transparency that is expected and ensure consistency across DFID.

We will make clear through a signposting system on the DFID website what support is available from DFID and our partners and how this can be accessed, as well as making clear where support is not available. We will also promote a culture across DFID of openness to the opportunities available through the private sector to deliver DFID’s objectives.

We will work with our partners to increase their transparency both at headquarters and country level. Many of our partners and challenge funds already place significant amounts of information in the public domain, although there are some necessary constraints due to commercial sensitivity. The MAR identified transparency as an area where progress is needed from the PIDG. We will ask the PIDG to update its disclosure policies – and at our request PIDG has already agreed to publish all its evaluations. PIDG will begin reporting results consistent with the standards set by the International Aid Transparency Initiative (IATI).

CDC has reviewed its approach on transparency and now has a new disclosure policy, substantially more corporate and investment data published on its website and is the first bilateral DFI to become an IATI signatory. We will work with CDC to build on this, in accordance with both the UK’s Aid Transparency Guarantee and its successors as well as the Busan High Level Forum commitments on transparency.

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Annex A: Revisions to Operational Plan 2012/13

Introduction - the introduction has been amended to reflect the most recent speech from the Secretary of State on the PSD vision (see Justine Greening's speech of March 2013.)
1) Context - the context has been amended to reflect the most recent speech from the Secretary of State on the PSD vision (see Justine Greening's speech of March 2013**.**
2) Vision - the vision has been amended to reflect the most recent speech from the Secretary of State on the PSD vision (see Justine Greening's speech of March 2013.
3) Results - access to finance has been amended to 31 million by 2014/15 (this result was 36 million and has been adjusted per FCPD's advice on multilaterals). Evidence has been updated to reflect increased emphasis on economic development as outlined in the most recent speech from the Secretary of State on the PSD vision (see Justine Greening's speech of March 2013).
4) Delivery and Resources - this section has been updated to reflect the latest developments on the PIDG (Private Infrastructure Development Group), including GAP (Green Africa Power) and on HANSHEP (Harnessing non-state actors for better health for the poor), plus other minor changes.
4) Delivery and Resources - Programme Spend and Operating Costs have been updated with figures provided by Divisional Accountant.
6) Monitoring and Evaluation - paragraph 4 on anti-corruption has been updated.
7) Transparency - paragraph 6 has been amended to note that the PIDG will begin reporting to IATI standards.

Annex: References - reference has been included to the Secretary of State's speech to the Stock Exchange on 11 March 2013.
Annex: Results Progress - this Annex is now included.
Annex: Revisions to Operational Plan 2012/13 - this Annex is now included.

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Annex B: Results Progress

Progress towards headline results*

Pillar/ Strategic Priority	Indicator	Baseline *(include year)*	Progress towards results (*include year)*	Expected Results *(include year)*
Wealth Creation	**Investment mobilised -** New pro-poor investment mobilised by centrally-funded programmes (including an attributed share of our partners' results but excluding CDC) The ratio of new capital mobilised to new DFID funding is maintained above 1:8.	£795 million (in 2009/10) >1.8	£1,916 million mobilised in 2011/12, data is not yet available for 2012/13.	£5,750 million (2011/12 to 2014/15) >1:8
Wealth Creation	**Access to finance -** The number of people with access to financial services as a result of PSD-funded programmes; where feasible gender disaggregated.	422,000	20 million number of people have access to financial services by end 2012 as a result of PSD-funded programmes.	31 million by 2014/15
Wealth Creation	**CDC -** CDC publishes a new strategy by May 2012 to increase its development impact and achieves its targets over the period to 2015.	n/a	The strategy was published in May 2012 in line with the timetable. Targets for the first year of implementation have been achieved.	Strategy was published May 2012
Wealth Creation	**Access to infrastructure services -** Number of poor people with access to new or improved infrastructure (ideally gender disaggregated)	42.4 million (cumulative to 2010)	An increase of 32.6 million people has been achieved by end 2012 from the 12 projects that have become operational since end 2010.	33 million additional people by 2014/15
Wealth Creation	**Prompting and supporting DFID-wide culture change -** Proportion of DFID projects by value working with or on the private sector.	4.1%	Results not yet available.	8% in 2014/15
Health	**Non state basic services -** Number of people with access to improved health services as a result of PSD and Country Office funded programmes where feasible split by gender.	**n/a**	HANSHEP was founded in 2010 and by March 2013 has 10 members in addition to DFID and has nine programmes at various stages of design and implementation. The DFID-funded Meghalaya Universal Health Insurance PPP transaction has been closed and will benefit 800,000 beneficiaries.	2 million by 2015