

## PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2013/14

<b>Name</b>	<b>Department</b>
<b>Mark Lowcock</b>	<b>Department for International Development (DFID)</b>

<b>1. Business delivery objectives:</b>	<b>Performance Measures:</b>	<b>Milestones:</b>
<ul style="list-style-type: none"> <li>• Delivery of April 2013 Department for International Development (DFID) Business Plan, in particular: <ul style="list-style-type: none"> <li>• Ensure DFID <b>supports global and UK economic growth</b> by collaborating with the private sector, particularly Small Medium Enterprises (SMEs), to tackle development challenges and to invest in developing countries.</li> <li>• Ensure British and global international development policy is more focused on <b>boosting global economic growth and good governance and women and girls' rights</b>, including through the Prime Minister's post-Millennium Development Goals (MDGs)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from Secretary of State, departmental Ministers, No 10, Cabinet Office, lead Non-Executive Director, Cabinet Secretary and Head of the Civil Service.</li> <li>• Business Plan deliverables on track.</li> <li>• CDC Group (UK's development finance institution) and Private Infrastructure Development Group reform on track. DFID Private Sector Strategy on track, including Centre for Shared Value and collaboration with International Finance Corporation. Good collaboration with HM Revenue and Customs on tax, and Department for Business, Innovation and Skills on higher education.</li> <li>• Panel report reflects UK priorities on open economies and societies, and women and girls. Successful G8 development agenda on extractive industries and transparency.</li> </ul>	<ul style="list-style-type: none"> <li>• Agree budget allocation with Ministers.</li> <li>• Bi-monthly Departmental Boards.</li> <li>• Departmental Board stocktake on economic development and private sector strategy (by spring 2014). DFID-funded HM Revenue and Customs developing country tax capacity-building facility launched (October). DFID-Department for Business, Innovation and Skills Higher Education Task Force launched (autumn).</li> <li>• Monthly meetings with Prime Minister's Envoy on post-Millennium Development Goals (MDGs). Panel report in May 2013. G8 Summit in June 2013.</li> </ul>

<p>Panel and the G8 development agenda</p> <ul style="list-style-type: none"> <li>• Make British aid more effective by focusing on <b>results</b>, and improving <b>value for money, transparency and openness</b>.</li> <li>• Support investment in <b>research, science and technology</b> to come up with innovative new ways to tackle disease, malnutrition and other development challenges.</li> <li>• Support developing countries' <b>climate adaptation and low-carbon growth strategies</b>.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual publication of DFID Results Framework. Implementation of new Supplier Code of Conduct, Finance Improvement Plan (FIP), and Independent Commission on Aid Impact recommendations on anti-corruption.</li> <li>• Effective contribution to Global Vaccines Summit. Successful "Nutrition for Growth, Beating Hunger through Business and Science" event.</li> <li>• DFID Future Fit strategy agreed and on track.</li> </ul>	<ul style="list-style-type: none"> <li>• Bi-annual results and Finance Improvement Plan (FIP) stock takes in Executive Management Committee. Bi-annual progress reports to the Independent Commission for Aid Impact (ICAI).</li> <li>• Summit (24-25 April). Nutrition event (8 June).</li> <li>• Departmental Board discussion (2 May). Future Fit launch (summer).</li> </ul>
<ul style="list-style-type: none"> <li>• Effective DFID contribution to the UK's key priorities on <b>global and national security</b>, and conflict prevention.</li> </ul>	<ul style="list-style-type: none"> <li>• National Security Council (NSC) support for DFID programmes underpinned by good collaboration with Foreign and Commonwealth Office and Ministry of Defence. National Security Council (Officials) (NSC(O)) increases focus on international economic issues which affect UK interests.</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly National Security Council (Officials) (NSC(O)) meetings. DFID programmes in Afghanistan, Pakistan, Libya and the Middle East, Syria, Nigeria and Somalia on track.</li> </ul>
<ul style="list-style-type: none"> <li>• To deliver <b>fiscal consolidation</b> by ensuring spending outturns are consistent with plans; and by</li> </ul>	<ul style="list-style-type: none"> <li>• Treasury assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Monthly Executive Management Committee Finance Reports</li> </ul>

<p>putting in place credible and sustainable plans to deliver spending totals agreed for 2014-15 and 2015-16</p>		
<p><b>2. Corporate objectives:</b></p>	<p><b>Performance Measures:</b></p>	<p><b>Milestones:</b></p>
<ul style="list-style-type: none"> <li>• Leadership on <b>Civil Service Reform</b>, including through chairing the Civil Service Reform groups on 'modernising management practices' and 'accountability'</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from other Permanent Secretaries, Head of the Civil Service, Cabinet Secretary and the Minister for the Cabinet Office.</li> <li>• Departmental Improvement Plans completed in 4 Departments and next wave underway.</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability group meetings. DFID Improvement Plan agreed (May-June 2013).</li> </ul>
<ul style="list-style-type: none"> <li>• Deliver the actions set out in the <b>single savings plan for government</b> once this has been agreed between Departments, HM Treasury and Efficiency and Reform Group, including all existing Public Expenditure: sub committee on Efficiency and Reform (PEX(ER)) mandates and those agreed during 2013/14, including administrative savings programme.</li> </ul>	<ul style="list-style-type: none"> <li>• As agreed with the Cabinet Office.</li> <li>• Actions implemented on time. Feedback from Cabinet Office.</li> <li>• SMART objectives, reflecting ministerial policies, in place for senior civil service, and cascaded below by managers.</li> </ul>	<ul style="list-style-type: none"> <li>• As agreed with the Cabinet Office.</li> </ul>
<ul style="list-style-type: none"> <li>• Constructive engagement in Whitehall to further <b>cross-Government objectives</b> on</li> </ul>	<ul style="list-style-type: none"> <li>• Feedback from National Security Adviser, Prime Minister's Europe and Global adviser, Foreign and</li> </ul>	<ul style="list-style-type: none"> <li>• End of year 360 feedback report (April 2014).</li> </ul>

<p>economic growth, international trade and national security</p>	<p>Commonwealth Office, HM Revenue and Customs and Department for Business, Innovation and Skills Permanent Secretaries.</p>	
<p><b>3. Capability building objectives:</b></p>	<p><b>Performance Measures:</b></p>	<p><b>Milestones:</b></p>
<ul style="list-style-type: none"> <li>• Implementation of 2013 DFID Improvement Plan, in particular: <ul style="list-style-type: none"> <li>• Deliver <b>Civil Service Reform Programme</b></li> <li>• Lead performance by <b>delivering results</b> through sustained leadership and improved programme management.</li> <li>• Understand and plan to adapt to the future development environment. To be pursued by the work on the Department's <b>post-2015 Business Model</b> to be completed later in 2013.</li> <li>• Build a <b>sustainable staffing model</b> that can flex and adapt to the changing development environment.</li> <li>• Lead <b>management of change</b></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Actions completed on time.</li> </ul>	

<p>by understanding what we've learnt and building on what we've achieved.</p> <ul style="list-style-type: none"> <li>• Drive <b>continuous cost reduction</b> by leading and driving year on year efficiencies across the organisation.</li> <li>• Ensure good <b>corporate governance</b> through Departmental Board and Non-Executive Directors</li> </ul>		
<ul style="list-style-type: none"> <li>• <b>Strong leadership</b> of DFID through implementation of the DFID 2015 Vision and 2012 People Survey Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Stocktake on '2015 Vision'. Improvement in managing change staff score in 2013 staff survey.</li> </ul>	<ul style="list-style-type: none"> <li>• Staff survey (Oct-Nov 2013).</li> </ul>