



Department
for International
Development

Operational Plan 2011-2016

DFID Bangladesh

Updated December 2014

Contents

Introduction	3
Context	4
Vision	5
Results 2011/12-2015/16	6
Delivery and Resources	10
Delivering Value for Money	13
Monitoring and Evaluation	14
Transparency	15
Annex A: Changes to Operational Plan	16
Annex B: UK Human Rights Assessment (HRA)	17

Introduction

In 2013 the UK became the first G7 country to meet the United Nations target of spending 0.7% of gross national income on international development. The Department for International Development (DFID) uses that investment to help countries to lift themselves out of poverty and leave poverty behind. Operational plans set out to the public how we plan to deliver results across policy areas and for every country we work in. These plans clearly explain why, and how, DFID is targeting its resources and what we expect to achieve; covering the period up until March 2016.

DFID is focused on spending in the right ways, on the right things, in the right places. The portfolio of our projects is already shifting to deliver a more coherent, focused and ambitious approach to economic development. We are helping to build strong and investable business environments in developing countries and improving access to finance for entrepreneurs.

Improving the prospects for girls and women in developing countries is a priority. Investing in girls and women is the smart thing to do, as well as the right thing to do. By unleashing their potential, we see returns for girls and women themselves, their families and communities, and for their economies and countries. No country can successfully develop if it leaves half its population behind.

Life-saving humanitarian assistance remains one of DFID's most fundamental responsibilities. When disaster strikes or conflict erupts we are first on the ground to support the most vulnerable people. We are also increasing our efforts to help those countries that are at higher risk of natural disasters to become more resilient in the first place.

DFID continues to drive value for money in everything we do on behalf of the British taxpayer. We have improved our procurement and programme management, increased our internal audit oversight and we are ensuring that staff have the skills to deliver the Department's priorities.

On the international stage we are working hard to agree a new set of global development goals to replace the Millennium Development Goals when they expire next year. We are determined to secure a clear and inspiring set of goals for the post 2015 development framework that leave no one behind.

Increasingly we will take new and innovative approaches and we will work with new partners. This will include businesses who are increasingly major development players. During the Secretary of State's time as co-chair of the Global Partnership for Effective Development Cooperation, DFID played a key role in encouraging different development actors to work together and use internationally agreed principles for aid and development effectiveness.

3 As our operational plans set out, our approach to international development is ambitious and innovative. We are determined to ensure that every pound DFID spends has the biggest possible impact on the ground. Ultimately by investing in developing countries, we can end aid dependency for good and build a better, more prosperous world for us all.

Context

Bangladesh has unquestioned potential. Goldman Sachs listed it in their 'Next 11' economies, with high potential to become one of the world's largest economies in the 21st century. However, the country has been sliding down the World Bank/IFC Ease of Doing Business rankings (currently 173rd out of 189 countries) in recent years. Foreign investment is relatively low, but exports exceeded \$25.6bn in 2011, 48% up on 2009, largely from the garment, jute, leather, frozen fish and seafood sectors.

Achievement of the MDGs

Bangladesh has made some good progress on the MDGs, particularly in terms of reducing income poverty, getting nearly all boys and girls enrolled in primary school, and reducing child and maternal mortality. Bangladesh has strengthened its disaster preparedness and effectively leads the Least Developed Countries caucus in global climate change negotiations. It shows commitment to robust adaptation planning through innovative climate financing mechanisms using its own revenue, which is complemented by donor funds, and through active participation in a South Asia regional initiative on water resource management.

Key development challenges

Bangladesh is a poor, populous and rapidly urbanising country which is highly vulnerable to natural disasters and already experiencing the effects of climate change. High levels of poverty and inequality exist, with more than 4 in 10 people living on less than \$1.25 per day and over three quarters of the population on less than \$2.00. Population growth is a continuing challenge with about 150 million people living in an area the size of England and Wales. One in nineteen children die before they are 5 years old, 120,000 babies die every year in their first month of life, and over a third of children are underweight. A quarter of women are undernourished, and thousands die each year due to complications of pregnancy and childbirth. Bangladesh is most off track on MDG7 (access to water and sanitation) and was off-track on MDG 5 (improving maternal health), until data from the 2010 maternal mortality survey showed significant progress over the last decade, indicating that strategies are working; but there is much still to do.

Politics and Economy

Bangladesh is classified as a fragile state with unstable politics and weak state capacity. Widespread civil unrest and frequent strikes (hartals) were a feature of the period running up to the elections in January 2014 and following the judgements of the war crimes tribunal. The political situation has calmed somewhat but future volatility cannot be ruled out. The country suffers as a result of endemic corruption, but the economy has nonetheless grown by 5-6% a year since the early 1990s and Bangladesh has weathered recent global turmoil well. But achieving the aspiration of middle income status by 2021 requires sustained annual growth of 7-8%. The prospects of achieving this are constrained by inadequate infrastructure, bureaucratic barriers to investment and political instability.

Whilst macroeconomic policy has been generally sound, Bangladesh is acutely exposed to rising world food and fuel prices, and inflation remains a risk. A relatively loose monetary policy and poor regulation has resulted in the need for an International Monetary Fund (IMF) extended credit facility of \$987 million (agreed April 2012). The IMF programme going off-track is a risk.

The UK's influence in Bangladesh.

The UK has a long-standing and positive relationship with Bangladesh, with strong cultural ties. We have a proven development track record and highly regarded technical expertise. But we do not overestimate our ability to shape overall policy, and will focus on areas where we can make the greatest difference. As the largest grant donor, the UK plays an influential role among development partners. We will continue to support government efforts to lead donors and improve coherence with national strategies, budgets and planning. Bangladesh is not aid dependent: total aid is about 2% of GDP.

Our development partnership is central to the UK's objectives of promoting prosperity and security, and works with the grain of Bangladesh's own ambitions. Our programme will help more than 15 million very poor Bangladeshis by getting more children a better quality education, improving family planning and reducing deaths in childbirth, encouraging private investment, helping more people adapt for the future, and strengthening key democratic systems and institutions.

Vision

Overview

Bangladesh faces several challenges: meeting the demands of a large, and increasingly urban population, while absorbing the shocks of natural disasters and climate change. It is one of the poorest states in which we work and amongst the most fragile – both physically and politically. To reach middle income status by 2021, Bangladesh needs to increase its growth rate from the current 6% to 7-8% in an inclusive and sustainable manner. We will facilitate inclusive economic development to transform the lives of millions of poor people by a balanced mix of direct assistance to the poorest, strengthening state capability to finance and deliver social services, support for faster inclusive economic growth, and helping more people adapt to extreme climate shocks. We will continue to work in partnership with government, civil society, the private sector and other donors, to maximise the coherence and effectiveness of all external aid to Bangladesh.

Strategic priorities:

- Expand programmes to strengthen the enabling environment for the private sector and inclusive economic growth, and support Bangladesh's competitiveness as a destination for international investment. We will also support continued increase in exports particularly through implementation of standards in the ready-made garments sector. At the household level, expand initiatives to increase access to credit and to markets. Strengthen the labour market through skills development, linked to market demand and private sector provision.
- Strengthen people's ability and opportunity to earn, to improve their quality of life, to participate in decision making, and to increase their resilience to natural disasters and climate change. We will target the poorest 10% of the population, those living on less than 30 pence a day, in both urban and rural areas.
- Strengthen state capability and resilience so that Bangladesh can better meet the needs of the poorest and most vulnerable. Support inclusive political settlements and democratic processes by building capacity of elected representatives, supporting elections and strengthening the public's ability to hold government and local officials to account. Continue to strengthen core functions of government including public financial management, civil service administration, and the justice sector.
- Provide significantly more support for basic social services, in particular to improve maternal health and primary education attainment. This will involve both increased investment in government led approaches and continued support for civil society provision for the poorest and most marginalised.

Key themes running through all of the programme:

5

- We have implemented the conclusions of a strategic programme review to ensure our programmes promote long-term climate resilience whilst minimising their own short-term climate impacts.
- We will help improve the economic and social status of women through all our work, especially relating to jobs, reproductive health, and tackling violence against women.
- We will provide targeted support for nutrition activities within wider health, education and livelihoods programmes, to help achieve improved health, education and income indicators, and thereby reduce the cost of under-nourished people currently estimated at 2-3% of GDP (equivalent to total aid to Bangladesh).

Alignment to DFID and wider UK Government priorities

- The development programme contributes directly to the UK's key objectives for Bangladesh of security and prosperity, by addressing governance issues, economic growth and commercial relationships, climate change, disaster preparedness and poverty reduction. DFID will increasingly integrate its work with the Foreign and Commonwealth Office, to achieve seamless stakeholder and relationship management and to project a coherent HMG approach. The DFID office co-located with the High Commission in 2013.

Results 2011/12-2015/16

Headline results (those with a * directly attributable to DFID. In all other cases, DFID is contributing to the results)

Pillar/Strategic	Indicator	Baseline	Progress towards results (including year)	Expected (end year included)
Governance and security	Number of registered tax payers	3 million 2010	<i>720,000 additional registered tax payers (2013/14)</i>	Assist the government to increase the number of registered tax payers by 1 million by 2015
	Access to community-led legal services increased	35% (2007): baseline to be confirmed by September 2012	<i>Access to community led legal services increased by 11.3% (2013/14).</i> <i>(Deleted: as guidance states that forecasts and any indication of being on/off track should not be included: A project that will increase access to community legal services by 15% points by 2015 has begun)</i>	Access to community led legal services increases by 15% points by 2015
Wealth creation/economic development	Increased income for selected groups	0 (varies by project)	<i>Net accumulated increase of \$157 million in income for 1.4 million farmers/small businesses. (2013/14)</i>	\$140 million increase in income for 1.15 million farmers/businesses by 2015
MDGs: Education	Primary school completion	0 (2010/11)	<i>366,000 children supported to complete primary education, of whom 208,000 are girls (2013/14)</i>	500,000 boys and girls supported to complete primary education by 2015 (58% girls). 145,000 in 2015/16
MDGs: Health	Number of births attended by skilled personnel	0 (2010/11)	<i>352,000 births attended by skilled personnel (2013/14)</i>	500,000 births will be assisted by 2015. 200,000 in 2015/16.
MDGs: Poverty, Hunger, Vulnerability	Number of people lifted out of extreme poverty	0 (2010/11)	<i>740,000 people lifted out of extreme poverty of whom 410,000 were women and girls (2013/14)</i>	1.5 million lifted out of extreme poverty by 2015 (56% women and girls). 290,000 in 2015/16
Climate change	Number of people with access to early warning systems for floods and cyclones	0 (2010/11)	<i>(target met) 27.5 million people with access to interactive voice response system for warning and disaster information (2013/14)</i>	15 million people by 2015

Pillar/Strategic	Indicator	Baseline	Progress towards results (including year)	Expected (end year included)
MDGs: Water and sanitation	Numbers of poor people with access to clean drinking water and adequate sanitation.	0 (2010/11)	<p><i>1.5 million people for water of whom 760,000 girls and women (2013/14)</i></p> <p><i>4 million people for sanitation of whom 2 million girls and women (2013/14)</i></p>	<p>1.3 million more people, for water by 2015. (49% girls and women)</p> <p>2.8 million more people, for sanitation by 2015 (49% girls and women)</p>

Headline Results

Governance and security - governance will remain a priority, but with a shift in scope of our support to address the challenges of state capability and institutional change (the 'golden thread') more effectively. We will do less on tax administration, where multilaterals are planning significant investments. Existing voice and accountability work will be broadened to support local leadership in both government and private sector. Violence against women is likely to be a unifying theme in future support in the justice sector. Our mix of results reporting will change in coming years to reflect our change in scope, however we expect to be able to report against at least one of the Departmental Results Framework (DRF) governance indicators in 2015/16

Wealth Creation/Economic development - economic development will continue to be a priority for new spend. This will include some low cost, high impact policy influence, higher cost bilateral programming (e.g. a new urban programme). We will continue to work with buyers and regulators on the garment sector. We already report against a number of relevant economic development indicators but will look to evolve our reporting alongside the new economic development results framework that is under development.

MDGs: education, health and water & sanitation - in health, we will target our support more directly to health services in hard-to-reach areas with poor, disadvantaged populations. We will focus support to the government on quality of care, strengthening human resources and regulation. We will continue to report against the two health related DRF indicators in 2015/16. In education, we will shift our focus more to secondary education. In the primary sector, we will focus on minimising inequity and improving quality, consolidating gains from earlier programmes. As a result of this change in focus we might have begun to report against the DRF secondary school indicator by 2015/16 and results reported against the primary school indicators are likely to have begun to decrease. We will stop direct support for Water & Sanitation, reporting against the relevant WASH (water, sanitation, health) indicators will have begun to decrease by 2015/16

MDGs: poverty, hunger and vulnerability; and climate change - we will build on what we have learnt from existing investments to raise incomes and strengthen the livelihoods of extremely poor men, women, girls and boys in vulnerable and marginalised communities. We will in particular focus on girls and women, and other excluded groups including the disabled, building on existing experience and evidence and identifying new ways to reduce discrimination; violence against girls and women; and early and forced marriage. We will continue to report against the relevant poverty, vulnerability, nutrition and hunger (PVNH) indicators in the DRF in 2015/16.

We will look to use International Climate Fund (ICF) funding more strategically across the whole breadth of our portfolio, in particular on economic development (exploring opportunities for mobilising private sector investment in off-grid energy, changing agricultural yields, insurance etc.), social protection and urban poverty reduction. We will maintain the flexibility of our humanitarian spending, and complement it with ICF funding to ensure we build back better in a way that is proof against future shocks and stresses. We will continue to report against the relevant DRF and ICF indicators, the number of indicators we report against should increase as the breadth of our climate portfolio expands and climate considerations become more mainstreamed across the office.

Evidence supporting results

The availability of high-quality evidence in Bangladesh is good compared to many Least Developed Countries. Government data collection and analysis are improving, and there are a range of surveys and studies providing good evidence on what works. DFID has funded a wide range of research and evaluation in current and past programmes which will help inform the design and delivery of new programmes based on tried and tested approaches. Our strong record in Bangladesh, allied with a renewed focus on exacting evidence-building research, makes us well placed to fund a range of innovative programmes backed by substantial indirect evidence. Where evidence is weaker, we will improve it through enhanced evaluation and data gathering. Our overall theory of change is underpinned by the state-building framework: the evidence is clear that strong relations between state and broader society are critical to building the effective, legitimate and resilient state we want Bangladesh to become.

Governance and security – our core programmes are strongly based on existing evidence: that NGO provided community legal services are the most effective mechanism for the poor to access justice¹; that organising people to increase political participation delivers economic benefits and reduces corruption²; and that strengthening public financial management requires both short-term technical fixes and long-term institutional transformation³. We will improve the evidence where it is not as extensive, for example on working with political parties.

Wealth creation/economic development - there is strong evidence that economic growth and employment is driven by private investment and greater competitiveness⁴. Evidence from existing programmes demonstrates that our chosen interventions are likely to drive improvements in these areas. There is also extensive evidence that strong and inclusive financial sectors enable businesses to grow, and empower the poor (especially women) with tools to manage their finances⁵.

MDGs: education, health and water & sanitation - in health, the planned focus on maternal mortality is backed by evidence from Bangladesh that providing vouchers to poor pregnant women – combined with incentives for doctors and nurses - increases the number of births delivered by skilled personnel⁶; and by international evidence that institutional reform of government health systems is essential to deliver services to scale. In education, the evidence base is a robust mix of global and local lessons and success stories: in particular, improved education quality is critical to Bangladesh⁷. The evidence is weaker on how institutional reform should best be pursued; we will therefore experiment and evaluate a range of options in this area.

MDGs: poverty, hunger and vulnerability; and climate change - our approach is backed by a wealth of evidence from existing programmes. Innovations in Bangladesh over the last decade have refined the asset and cash transfer model we use⁸. International evidence on the impact of our direct nutrition interventions and climate change work is also strong: Bangladesh has pioneered important innovations in both areas, including natural disaster early warning systems. We will strengthen evidence around how the poor can most effectively be linked to broader markets and economic opportunities. We will also look to strengthen evidence around urban development and links with climate resilience.

Value for Money (VfM) Rationale

Given the scale of poverty in Bangladesh, and also the strength of our ability to achieve results, value for money is likely to be particularly high for DFID's work in country. This is underlined by a range of existing return-on-investment studies. Our comparative advantages are in strong advisory inputs to sector dialogue at the national level, together with funding innovative programmes which can both reach poor people directly and influence this broader debate. Results identified in this plan have been prioritised as follows:

- on the basis of the huge numbers of poor people in Bangladesh, and the cost-effective way that services can be delivered;
- using a balance of ability to work with and influence large government systems, and the potential for DFID to fund smaller, innovative interventions;
- working with a range of partners where appropriate: to leverage funds; share the benefits of diverse expertise; and drive innovation;
- integrating our work across programmes (for example, water and sanitation approaches will be integrated in programmes targeting the extreme poor); and
- noting evidence that relatively small investments (e.g. in early warning systems for natural disasters) can bring huge savings in lives and property saved.

Delivery and Resources

Introduction

The UK's development programme in Bangladesh will have significantly increased ambition in terms of desired results by 2015. We will deploy our resources to achieve transformational change through strategically targeted programmes. We will apply greater leverage to influence government, steer donor actions, and offer technical expertise in sector specific strategies. We will maximise our impact in key policy areas, using both DFID's global reputation and programmes and our high calibre technical staff.

Key partnerships and the UK's influence

We have a strong track record of delivering flexibly and effectively in partnership with others. We will continue to work closely with government, multilateral agencies, other bilateral donors, and civil society organisations.

We will work closely with the Foreign and Commonwealth Office (FCO) and other UK departments to harness their skills for development objectives, for example in sensitive policy negotiations; and to ensure the development programme properly supports the UK's wider objectives. We will make efficiency savings by formally sharing our corporate services (transport, security etc) with FCO from 1 April 2015 – freeing our staff up to focus on delivery.

Budget support is not at present a viable mechanism for UK aid given concerns about fiduciary risks. We are supporting, with others, a programme to strengthen public financial management, including through a Public Expenditure and Financial Analysis. In the education and health sectors, we channel funds to government through multi-donor mechanisms which reimburse government expenditure. This approach helps strengthen the government's public financial management systems, deliver increased quality and volume of public services, and provide fiduciary assurances.

Aid effectiveness in Bangladesh

We will continue to invest UK efforts to support Bangladesh's national development efforts through implementation of the Bangladesh Joint Cooperation Strategy and Action Plan, which sets out a mutual commitment by Government and Development Partners to improve aid effectiveness. We have developed a Policy Influencing Strategy and work across the development community to coordinate messaging and harmonise programming.

Programme delivery mechanisms

We have scaled up activity in wealth creation, health, education, poverty, hunger and vulnerability, climate change (including disaster preparedness), and governance and security. Our 2011-2015 portfolio builds on tried and tested approaches and modalities, whilst allowing scope for innovation and learning within evolving programmes.

We maintain a diverse spread of delivery mechanisms to mitigate against political, operational and fiduciary risk. This mix also reflects our strategic approach of balancing direct support to poor people in the short term with building state capacity and stimulating economic growth over the medium to long term. We use four types of mechanism: direct contracting by DFID; channelling funds through multilateral agencies; multi-donor government led mechanisms; and delivery through civil society organisations. Decisions are based on our experience and the comparative advantage of implementing partners.

We continue to try new approaches and manage risks intelligently. For example, we have embarked (with Australia's Department for Foreign Affairs and Trade (formerly AusAid)) on a new strategic partnership agreement with BRAC to support its development programmes as a whole, rather than discrete operations.

We will appoint Senior Responsible Owners for each of our projects, who will be accountable for delivery. We will continue to invest in training and equipping our staff with the core professional financial, commercial and programme management skills they need.

We have embedded the focus on results, use of evidence of impact and value for money in all direct contracts and agreements with third parties. Implementing partners must take responsibility for demonstrating that UK tax payers' money has been effectively used to achieve real change for Bangladesh.

Planned Programme Spend

Pillar/Strategic	2011/12		2012/13		2013/14		2014/15		2015/16 (provisional*)
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total Resource and Capital £'000
Climate Change	2,324	6,435	3815	4,903	4,350	25,000	3,649	9,831	
Education	39,903	4,200	38,510	3,248	49,067	150	23,638	3,082	
Global Partnership	200		755		449				
Governance and Security	24,763	2,160	24,209	2,134	39,369	1,754	20,045	209	
Humanitarian	535		1,200		3,224		3,500		
Poverty, hunger and vulnerability	9,997	1052	4,610	3,905	5,783	422	76,789	2,000	
Water and Sanitation	10,544	2,948	12,987	5,011	11,542	539			
Wealth Creation/economic development	51,265	5689	59,993	1,301	74,588	4,832	14,816	500	
Health	38,357	2,430	27,885	1,483	40,483	500	30,401	500	
TOTAL	177,888	24,914	173,964	21,985	228,855	33,197	172,838	16,122	191,000

*Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements.

Planned Operating Costs

	2011/12	2012/13	2013/14	2014/15	2015/16 (provisional*)
	£'000	£'000	£'000	£'000	£'000
Frontline Delivery Costs – Pay	2,036	2,297	2,867	2,650	
Frontline Delivery Costs – Non Pay	708	719	661	951	
Administrative costs - Pay	411	426	394	295	
Administrative costs – Non Pay	397	530	366	334	
TOTAL	3,552	3,972	4,288	4,230	4,230

**Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements.”

Delivering Value for Money

Challenges to ensuring value for money centre around: (i) the risks presented by high levels of corruption in Bangladesh; (ii) the diversity and capacity of delivery partners; and (iii) the difficulties in identifying value for money 'metrics' which allow us to compare between activities within Bangladesh and globally.

Strengthening our own commercial awareness and core skills

- All new programmes will be assessed in terms of the value for money they offer. This will include looking at unit costs and international comparisons in order to validate and compare alternative delivery modalities, and inform programme decisions.
 - We will engage with DFID's Procurement and Commercial Department early in the programme design stage to (i) minimise the time taken to get programmes running, and (ii) fully incorporate commercial considerations into the design process. We will encourage supplier innovation by avoiding over-prescription in bidding documents, and consider early on the ability of the local market to supply cost-effective solutions. We will continue to work with Crown Agents to ensure best practice in commercial transactions, value for money in procurement, and reduce fiduciary risk.
 - We will improve our knowledge and information management, further developing our systems effectively to handle partnerships, including delivery track records, unit costs and running costs, and contractual norms around payment on results. We will build a better knowledge sharing system, sharing information with Procurement and Commercial Department, other country offices and other partners, to drive down wastage and improve value for money.
 - We will establish greater clarity on roles and responsibilities in the office in relation to the commercial aspects of our business. To ensure this, and to drive down costs across the portfolio, we appointed a Commercial Adviser in 2011. We will also promote greater staff awareness, build knowledge and skills, and incorporate new practices into staff development plans including a focus on technical procurement regulations and performance based programme management. In April 2014 we appointed a Finance Advisor to increase finance capability within DFID-B, improving budgeting, forecasting, due diligence and meeting the challenges we face in dealing with the risk of fraud and corruption in the difficult environments in which we work. We also appointed an Evaluation Advisor to work closely with programme teams, providing ex-ante and ex-post business case expertise and support, so that we learn what approaches do and do not work— ensuring that existing and new programmes are more likely to achieve greater value for money.
 - We have also saved £183,000 in 2013-14 by negotiating reductions in local contract proposals. We do project reviews largely in-house or with colleagues from other offices to save on consultancy fees. We will focus on using in-house and/or regional training capacity. We will host training and recruitment activities where possible.
- ↪ • Our transactional procurement is generally good but will evolve over the Operational Plan period to be joined up with other parts of UK Government to drive greater efficiency. This will include developing more shared services, including travel agents, banking, office supplies and maintenance, transport fleet use, and estates management. We will continue to seek local solutions with the FCO on shared cost structures to guarantee value for money. Co-location on the main British High Commission compound in 2013 has generated significant savings on rental, security, maintenance and transport costs.

Strengthening capacity of delivery partners

- We will drive forward improved supplier/ partner performance by (i) strengthening our knowledge and practices so as to be more astute in contract management (including knowledge of the local market); and (ii) increasing staff understanding of costs to ensure more consistent charging structures. This will allow us to be more prescriptive on financial aspects of delivery.
- We will scrutinise more closely 3rd party procurement practices to ensure they are robust on value for money issues. This scrutiny will inform decisions about alternative delivery mechanisms. Where we work with government and multilaterals (e.g. the World Bank) we will assess the value for money provided by the national or international procurement regulations and ensure additional oversight is provided where required.
- Project Cycle – we will set baselines for unit costs where possible, and monitor and evaluate throughout the lifetime of the programme to drive down costs.

Monitoring and Evaluation

Monitoring

We will ensure that monitoring takes place at all levels (inputs, outputs, outcome and impact), building appropriate monitoring systems, baselines and impact assessment approaches into the design and inception phase of all programmes. Monitoring of individual programmes will feed in to our portfolio wide Results Framework. We will allow sufficient budget and expertise for monitoring in all projects and programmes.

We will, through DFID lead advisers and project managers, ensure adequate attention is given to monitoring and evaluation (M&E). Primary responsibility for monitoring rests with programme partners, some of whom, such as BRAC are already leading the way globally. Project and programme level monitoring by implementing partners will be continuous, with 6 monthly or quarterly reporting. All M&E plans and logical frameworks will be peer reviewed to drive continuous improvement, and portfolio wide indicators will be encouraged to allow aggregation of impact.

Through our results and evaluation adviser we will ensure the quality of our monitoring work, building skills of staff and implementing partners where needed.

We will ensure higher quality, rigour and consistency of annual reviews, while driving down costs, by ensuring at least 25% involve peer reviewers from other parts of DFID and HMG. We will ensure that we align reviews for multi-donor programmes with the relevant programme calendar, to avoid duplication of effort. Reviews will track progress, and refine monitoring frameworks where needed, to ensure consistency in results tracking over time. We will ensure monitoring systems provide data to track value for money.

Evaluation

We will update the DFID Bangladesh evaluation strategy to reflect DFID's new central evaluation strategy, ensuring that evaluation and evidence remain at the heart of the portfolio, improving the impact of our investments. Implementation of the strategy will be supported by an DFID entry scheme advisor (DESA) in Evaluation, in post from July 2014.

We will strengthen programme design to ensure high quality and appropriate evaluation is built in, well planned and budgeted for, using clear criteria to determine which programmes should be evaluated. We will also identify appropriate opportunities for impact evaluation.

We will put systems in place to enable evaluation to be embedded across the office, building evaluation capacity both internally and among partners. We will capture lessons emerging from evaluations, incorporating them into programme design and implementation, and sharing them with key partners.

We will ensure evaluations are independently led and of high quality, and are committed to publishing and widely disseminating the results. In addition to programme evaluations, we will identify opportunities for strategic cross-cutting evaluations as well as ex-post evaluations that can take place up to 2 years after programme completion.

Building capacity of partners

We are committed to building the capacity of partners, particularly government, to carry out effective monitoring and evaluation. M&E capacity is integrated into all operations. Some programmes have a specific focus on M&E, for example the Strengthening Public Expenditure Management Programme. We will build closer links with the Bangladesh Bureau of Statistics, which has a critical role in national monitoring and evaluation. The Bureau already receives support from the World Bank and UNICEF, though we will consider the need for additional support for the organisation (not necessarily from DFID) in the context of the Joint Development Results process, which is a product of joint government/development partner collaboration.

We will continue to support evaluation work by major non-governmental organisations (NGOs), for example through our strategic partnership with BRAC and our ongoing support for Transparency International Bangladesh.

Transparency

Transparency is one of the top priorities for the UK Government. It helps people see where money is going and for what purpose. It helps improve value for money and makes governments everywhere more accountable to their citizens. DFID is a world leader in aid transparency and has an ambitious vision for both DFID and its partners. We will ensure that we play our part in continuing to work towards that vision – set out in a suite of commitments: the Aid Transparency Guarantee (ATG), Aid Transparency Challenge (ATC) and DFID's Open Data Strategy.

Publication of Information

We will ensure that key project documents are published on the Development Tracker:
<http://devtracker.dfid.gov.uk/countries/BD/>

We will ensure that all information in the public domain is accessible, accurate, timely and written in plain English.

We will publish summaries of key documents in English and Bangla to make information more accessible and useful to local partners and citizens.

We will map our programmes so that we can visualise where our support is targeted across Bangladesh.

Supporting transparency in our work

We will support Transparency International Bangladesh and other organisations to help local citizens demand transparency and accountability from government for providing health, education and other basic services.

We will support the Bangladesh Information Commission and other government bodies to implement the Right to Information Act and to be proactive in making information available to the public.

We will support the Government of Bangladesh to simplify and publish more information about rules and regulations online to make doing business easier in Bangladesh.

We will support the development of a new website to publish information about climate change projects in Bangladesh.

→ We will support the development of a new Aid Information Management System to capture information on all foreign aid to help government and development partners coordinate their work.

We will provide opportunities for those directly affected by our projects to provide feedback on project performance.

We will proactively explain and promote the importance of transparency in our discussions with government and other development partners. This will be the responsibility of all staff. Ministers and senior officials will promote these messages at the highest levels.

Annex A: Changes to Operational Plan

Page Number	Change made to operational Plan	Reason for change
5	Strategic Priorities	Update
6-7	Results added for 15/16	New results data added
10	Programme delivery mechanisms	Update
11	Planned Programme Spend	Update
13	Delivering Value for Money	Update
14	Monitoring and Evaluation	Update
15	Transparency	Update

Annex B: UK Human Rights Assessment (HRA)

Human rights context

- Economic and social rights: Bangladesh is ranked 142nd of 187 countries in the 2013 UNDP Human Development Index. It has made good progress on the MDGs but remains off-track on indicators for nutrition, water and sanitation. The right to an adequate standard of living is supported by a fall in the proportion of the population below the national poverty line from 57% of the population in 1992 to 32% in 2010. Significant progress has been made on rights to health and education: child mortality fell by half between 1998 and 2011 and primary school enrolment has reached 98%. Challenges remain in relation to the quality of healthcare and education.
- Non-discrimination: Ranked 115 of 151 countries in the 2013 UNDP Gender Inequality Index. Maternal mortality declined from 260 to 170 per 100,000 live births between 2005 and 2013. However, levels of violence against women and girls are very high. The Acid Survivors Foundation recorded 69 acid attacks and 85 victims during 2013. Local NGOs report discrimination and harassment of lesbian, gay, bisexual and transgender (LGBT) persons.
- Civil and political rights: Freedom House rated the status of freedom in Bangladesh as “partly free” in 2014. Parliamentary elections were held in January 2014 in accordance with the constitution but without the participation of the Opposition 18-Party Alliance and with over half of constituencies uncontested. Over 500 people are reported to have been killed in political violence in 2013. A Human Rights Watch report (2013) found that impunity of law enforcement forces continues to be a serious problem. The collapse of the Rana Plaza building in April 2013, in which over 1100 people were killed, highlighted serious concerns about working conditions and labour rights in the garment sector. A revised labour law was adopted in July 2013.
- The Universal Periodic Review reported in July 2013. Bangladesh accepted most of the recommendations but declined others, including to abolish the death penalty.

Direction of travel

- Economic and social rights are on a positive trend despite weak governance and confrontational politics. Economic growth must increase from 5-6% to 7-8% per annum if Bangladesh is to reach middle income country status by 2021. Inequalities persist and result in uneven progress across rural-urban, regional and social lines. Despite some progress, improvements in girls and women’s human rights continue to lag. Climate change effects could reverse progress in tackling extreme poverty, including through dislocating over 35 million people across 20 coastal districts by 2050.
- Civil and political rights are unlikely to improve significantly in the short-term. Freedom House identified a downward trend citing legal harassment of bloggers and deaths of protestors during demonstrations over verdicts of the international crimes tribunal. New policies and legislation developed in 2014 have generated concerns about restrictions on civil society space and media freedom.

17

UK approach and focus

- We will strongly support positive trends on social and economic rights and improve access to basic services through our development programme in partnership with the government of Bangladesh, NGOs and multilateral organisations.
- We will help build accountability institutions, building greater confidence amongst citizens to express opinions, strengthening organisations such as police, justice institutions, parliament and the auditor general, and supporting peaceful and credible elections through diplomatic activity and development programmes.
- We will increase support to civil society organisations to help marginalised communities demand basic services, land rights, fair wages and accessible education for ethnic minority groups, and empowerment of girls and women.

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