



Department
for International
Development

Operational Plan 2011-2016

Civil Society Department

Updated December 2014

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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.

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

The **Policy and Global Programmes Directorate:**

- delivers development results at scale;
- influences change in the international system;
- manages international partnerships;
- develops new solutions, policy products, knowledge and instruments in support of Ministerial priorities and development outcomes.

It is made up of the **Policy, International Relations** and **Research and Evidence** divisions and the **Global Funds Department**.

The **Policy Division** delivers development results at scale through multi-country projects to tackle specific development problems where this approach offers better value for money than working through individual country offices. The division influences change on matters such as anti-corruption work, international tax reform, supporting girls and women and climate change. It does this across the UK Government, internationally, with civil society and academia. The Division supports new policy development and provides technical knowledge to overseas programmes. The Division manages major partnerships and funding to a wide variety of Civil Society organisations, and ensures DFID learns from their insights.

International Relations Division delivers development results at scale by providing funding through the European Union, The United Nations and Commonwealth. It influences change by leading UK work on the post-2015 development agenda, financing for development and working closely with other governments, the G7, the G20, philanthropic foundations and others to help improve the effectiveness and efficiency of our collective development efforts. The Division manages partnerships with the United Nations, European Union and Commonwealth development institutions, working with them to improve the development effectiveness of our contributions.

Research and Evidence Division concentrates on longer term research to produce new knowledge, both to support UK action and inform development work more generally. The Research and Evidence Division also helps to ensure quality evaluations of DFID projects and that the technical knowledge of DFID staff stays current.

The **Global Funds Department** delivers results at scale as the department responsible for managing the UK's contribution to international funds on health and education. It manages our partnerships with the funds and uses our involvement to influence the work of the funds.

Civil Society Department is part of **Policy Division**. The department delivers results at scale by funding small, medium and large NGOs to reducing poverty, promote wealth creation, achieve the MDGs, tackle climate change and deal with conflict. It also supports DFID to deliver commitments made in the Strategic Vision for Girls and Women, as well as by effecting social change for girls and women through programmes with multilateral, donor and CSO partners.

It influences change in the international system by securing international progress on girls' and women's rights as well as supporting civil society to influence and hold their governments to account.

The department manages major partnerships with the world's leading International NGOs and with a range of smaller CSOs based in the UK and in DFID priority countries. It works with other donors and governments to maintain a space for an active civil society and has a strategic collaboration with the Nike Foundation through the Girl Hub.

The department develops knowledge and policy on critical aspects of inclusive development, particularly on: the role of civil society in development; CSO funding mechanisms; girls and women's empowerment; disability; LGBT rights; faith and youth.

Vision

To achieve sustainable development for everyone, including tackling the underlying causes of poverty and conflict, the UK recognises the vital role of inclusive societies, where every person has the enduring opportunity to meet their full potential, supported by an effective civil society as part of an inclusive political settlement.

Achieving sustainable poverty reduction requires reducing exclusion, discrimination, persistent inequalities and disadvantage, increasing voice and decision-making of excluded and poor people, empowering girls and women and ensuring inclusion and accountability in politics, policy and practice of institutions and societies for all people. This is the core power of **'Leave No-one Behind'**, a development aim to which the UK is fully committed.

Discrimination, violence, denial of opportunities, harmful social norms and the way multiple inequalities overlap for girls, women, people with disabilities, LGBT groups and others requires a response of both universal and specific, targeted actions. Investing in rights, changing harmful social norms, equality, opportunity and inclusive political settlements transforms people's lives. Empowering girls, women and those suffering exclusion to have full choices in their lives, freedom from violence and greater control over their future will impact on long term economic growth and social development and is essential to sustainable development outcomes for all.

Civil society plays a vital role in creating open, accountable and inclusive political settlements, reducing inequalities and achieving better outcomes for poor and excluded groups through effective voice, shifting social norms, social mobilisation, inclusion and representation. Civil society's diversity, including faith and diaspora groups, community-based organisations and social movements, is a key strength. Its ability and need to adapt to new challenges and contexts is a key feature. The Accra Agenda for Action and the Global Partnership for Effective Development Cooperation (GPDEC) aid effectiveness agreements highlight the need to deepen engagement with civil society. DFID has five specific objectives for civil society to deliver the objectives above: (i) people in developing countries hold governments and others to account; (ii) address exclusion and support decision-making and the voice of poor and excluded people; (iii) goods and services to the poor, particularly excluded and hard to reach people; (iv) build support for development; and (v) build and maintain capacity for a future-fit, effective and evidence-based civil society sector.

CSD responsibilities for this Operational Plan period cover four key areas:

1. Policy professionalism, knowledge and evidence generation to achieve greater social and political inclusion; developing and widely deploying policy expertise, evidence and results on inclusion and exclusion, civil society, girls and women, violence against women and girls (VAWG), faith, disability, Lesbian, Gay, Bisexual and Transsexual (LGBT) issues and youth;
2. Contributing to DFID's effectiveness: promoting and deploying policy, evidence and practice across DFID to strengthen knowledge, expertise, policy and practice. Our work covers inclusion, social and structural transformation, tackling exclusion, working with civil society, increasing organisational performance for people with disabilities, youth and LGBT groups. We also lead and report on DFID's work to deliver its Strategic Vision for Girls and Women and its work on tackling violence against women and girls;
3. Supporting and influencing international actions, agreements, effectiveness and practice across civil society, bilateral, multilateral, government and other agencies and the private sector to achieve inclusive societies and political settlements, shift social norms, support effective civil society, maximise the contribution of faith to development and maximise outcomes for girls and women, people with disabilities, LGBT and youth;
4. Programme management: high quality management and relationships to achieve value for money, development outcomes and results across a portfolio of £194m in 2014/15. This includes increasing the value for money of programmes and strengthening commercial discipline.

As the focal point for DFID's work with civil society, girls and women, violence against women and girls, youth, LGBT, faith and disability, CSD works closely across Policy Division (PD), with DFID Country Offices other DFID departments (Research and Evaluation, CHASE, Finance and Communications Divisions, economic development directorate), other Whitehall Departments including Foreign and Commonwealth Office posts overseas, Cabinet Office, the Charity Commission and international partners. CSD also represents the UK in coordination meetings with other donors working on girls and women and civil society issues. We will help establish the UK as a global leader on inclusive societies, holding girls and women, civil society, LGBT, disability, youth and faith central to international and national development and ensuring no-one is left behind.

Results 2011/12-2015/16

Headline results (MDG related results represent the proportion of results that CSD is funding; all other results CSD is contributing to)

Pillar / Strategic Priority	Indicator	Baseline	Progress towards results (as of March 2014)	Expected Results (to March 2016)
MDG: Education	Number of people supported in education through DFID support. <i>(Annual, attributed to DFID support)</i>	108,881	380,462	787,352
MDG: Health	Number of people benefitting from health services supported by DFID. <i>(Total, attributed to DFID support)</i>	0	3,980,153	9,409,753
MDG: Health	Number of couple years of protection* (CYP) provided as a result of DFID-funded support. <i>(Total, attributed to DFID support)</i>	0	1,989,783	4,093,696
MDG: Water and Sanitation	Number of people benefitting from DFID supported water or sanitation interventions. <i>(Total, attributed to DFID support)</i>	0	649,328	1,114,307
Governance	Number of civil society organisations supported by DFID to monitor government performance or influence government decision making	100	1,378 organisations supported through the Governance and Transparency Fund (GTF) up to its closure in March 2014	1,378 organisations were supported through the Governance and Transparency Fund (GTF) up to its closure in March 2014
Global Partnerships	Percentage of civil society organisations funded by Civil Society Department that are IATI (International Aid Transparency Initiative) compliant.	0	97% of PPA agencies publishing material 74.8% of GPAF agencies	100% of PPA agencies and 90% of GPAF.
Global Partnerships	Number of civil society organisations, funded by Civil Society Department, piloting learning products produced with support from DFID.	0	As of August 2014: 338 organisations using BOND tools	345 organisations using BOND tools

Pillar / Strategic Priority	Indicator	Baseline	Progress towards results (as of March 2014)	Expected Results (to March 2016)
Improve the lives of girls and women (SRP Priority 5) Responding to ministerial priorities	Contribute to improving the lives of girls and women by coordinating the Vision for Girls and Women as measured by contributing to the following outcomes: 1. Number of girls supported through secondary school 2. Number of women provided with improved access to justice services 3. Number of women provided with access to modern methods of family planning 4. Number of women supported to access financial services 5. Number of women supported through DFID programmes to improve their rights to land and property	Zero (Indicator first reported in DFID Annual Report 2011-12)	1. 730,000 2. 10,780,000 3. 4,970,000 4. 26,910,000 5. 740,000 (Achieved results in the DFID Annual Report 2013-14)	1. 700,000 by 2014/15 2. over 10 million by 2014/15 3. at least 10 million by 2014/2015 4. 18 million women by 2014/15 5. 4.5 million by 2014/15 [Source: DFID Strategic Vision for Girls and Women]
Improve the lives of girls and women (SRP Priority 5) Responding to ministerial priorities	Change attitudes to adolescent girls, by helping them to have greater voice, value and agency through the Girl Hub, as measured by: 1. Percentage change in girls' self-belief and agency 2. Percentage change in girls' supportive social networks 3. Percentage change in boys', parents' and gatekeepers' perception and behaviour Source: Participatory research in Rwanda and Northern Nigeria; longitudinal story collection/attitude survey	1. Rwanda: 79.4%, Nigeria: 80% 2. Rwanda: 22.94%, and Nigeria: 17% 3. Rwanda: 64.49% boys, 73.18% parents/caregivers, Nigeria: 41% boys, 37% men, 23% fathers.	Update expected May 2015	5 % Improvements in perceptions scores for all three indicators between 2012 and May 2015

Pillar / Strategic Priority	Indicator	Baseline	Progress towards results (as of March 2014)	Expected Results (to March 2016)
<p>Improve the lives of girls and women (SRP Priority 5)</p> <p>Engaging with international organisations</p>	<p>Influence relevant international institutions to effectively use evidence in policy making, particularly in the policy areas relevant to the Strategic Vision as measured by:</p> <p>UN Women: 1. Number of countries in which UN Women works which incorporate temporary special measures for women in constitutions, legal frameworks and policies.</p> <p>[Source: UN Women Data Companion]</p> <p>World Bank: 2. Women receiving antenatal care during a visit to a health provider funded by IDA</p>	<p>1. 14 countries (2011)</p> <p>2. 700,000 (annual average 2006-2009)</p>	<p>1. 28 countries (Data Companion 2013)</p> <p>2. 50 million (FY 2012)</p>	<p>1. 33 countries by 2015</p> <p>2. Up to 1 million by 2015</p>

*Couple Years of Protection (CYP) is a commonly used measure for reporting family planning service levels. CYP refers to “the estimate protection provided by contraceptive methods during a one-year period based upon the volume of all contraceptives sold or distributed free of charge to clients during that period.

Headline Results

2014 was a key year in DFID's commitment to funding civil society with the announcements of a new funding commitment, and extension funding for high-value, high-profile core funding.

Results through strategic funding to key international non-governmental organisations

In April 2014 the Secretary of State extended funding through the Programme Partnership Arrangement (PPA) for 24 months from April 2014 to March 2016, bringing the total for PPAs to £600 million for 2011-2016. The high-level anticipated outcome of PPA funding is the enhanced delivery of results by NGOs, identified as leaders in their field, which provide value for money and are supported by the increased generation and use of evidence to improve programming; and, in turn, stimulate the mainstreaming of best policy and practice across the sector (e.g. gender, disability), targeting strategies and geographical focus. CSD's overall results framework depends on the PPA fund. The extension funding aims to leverage deepened results, transparency and value for money. A key part of CSD's work in this period will be to define choices and options for the future of strategic funding post 2015/16, understanding the vision of and working in close consultation with partners as we do.

Access, accountability, empowerment and social change will be delivered through the UK Aid Direct fund and by the civil society sector. This fund, announced by the Secretary of State in September 2014 is a five year £150m programme designed to support the achievement of the MDGs and post-2015 sustainable development goals. Through it, small and medium sized organisations will be supported to increase access to services; change and challenge social norms and harmful practices (such as FGM, early marriage and social discrimination); and increase economic empowerment

Girls and women: DFID's Governance, Open Societies and Anti-corruption Department (GOSAC) has kept DFID a leader in gender and is beginning to tackle the "harder" enabling environment: child, early and forced marriage (CEFM), women's leadership and political participation, and strengthening gender outcomes from social protection. New results, particularly on CEFM, are being developed following the 2014 Girl Summit. CSD is working with GOSAC to ensure that when the Gender Team move in November 2014 the level of ambition and quality of reporting on gender results is maintained.

Evidence supporting results

Evidence of CSOs as an effective delivery partner:

CSOs are accepted as an essential part of the global partnership to deliver the MDGs. They can play a unique role in reaching poor and marginalised communities; helping people set standards for their lives and demand that they be met, and in providing basic services and livelihoods for the hard to reach (Gaventa and Barrett 2010). This was also highlighted in the Independent Commission on Aid Impact's Review of Programme Partnership Arrangements (May 2013). Completed Annual Reviews show that over 75% of CSD projects are meeting or exceeding expectations.

CSD is committed to expanding the evidence on when and where CSOs are the most efficient delivery mechanism. Independent evaluations of the GTF, the Civil Society Challenge Fund (CSCF), the Global Poverty Action Fund (GPAF) and the ongoing evaluation of the PPAs will add to this and put us in a position at the end of this OP time period to: be able to make key funding decisions (on both high level strategic allocations and project/organisation selection) on the basis of evidence on what works and to share good practice and evidence globally.

Governance/accountability

Civil society can make a significant difference in improving governance – as innovators in service provision, developers of pro-poor policy, investigators of state abuses, monitors of state institutions and advocates with and for poor people. A strong civil society contributes to an effective state that can protect human rights, support inclusion, economic growth, tackle corruption and provide security and basic services. In a meta-case study analysis of 100 cases, Gaventa and Gregory (2011) consider outcomes of citizen engagement and participation interventions finding over 70% of citizen engagement initiatives produced positive outcomes. Their analysis suggests that citizen mobilisation or engagement has led to national level policy changes in many countries and in others citizen mobilisation has made concrete contributions to improved development outcomes. Civil society can help communicate the messages for citizens as its constituents to market, state and elected leaders.

Girls and women

There is strong evidence that (a) where girls and women are 'locked out', economies and societies remain underachieving and stunted; (b) improving gender equality can have significant mutually reinforcing impacts on economic growth and on democratic participation; and, (c) gender equality is a multiplier for other development goals and a proxy of stability and security. Rapid reviews of existing evidence have enabled us to draw strong links between gender and the 'Golden Thread' of development.

Value for Money (VfM) rationale

CSD drives VfM according to where CSOs have the greatest comparative advantage in contributing to DFID's development results. It is important to recognise the efficiency gains and strategic overview gained through central funding to CSOs, whilst balancing this against the advantage country offices have in a greater contextual understanding. Similarly, CSOs as a delivery mechanism should only be used where they represent better VfM than other options; conventional wisdom is that CSOs can target the hard to reach, operate in fragile environments and bring a greater understanding of the context they work in. However, CSD will be challenging these assumptions as it looks to expand the evidence on what works. This approach is reflected in the re-launch of the GPAF as UK Aid Direct which will be able to flexibly adapt to emerging priorities and where CSOs are the most appropriate method of achieving results.

Evidence to support headline results

The MDG headline results are based on results achieved from the first three years of the PPAs and expected results from the PPA extension period. The headline results do not set out all of the results achieved through CSD funding, but are intended to provide an insight into the kind of impact funding is having.

Previous OP results have been on the basis of three years of PPA funding. The extension period agreed by the SoS means that organisations contributing to these headline indicators can build on the results already achieved and contribute further to these indicators. Therefore the expected results have been adjusted up to reflect this.

Delivery and Resources

Instruments of delivery

CSD's results are primarily delivered through central funding schemes. These schemes have been rationalised over the SR period as follows:

- Programme Partnership Arrangements (PPAs) (£120m per year between 2011 and 2016);
- Flexible strategic support, enabling leading CSOs both in the UK and overseas to achieve mutually agreed outcomes in key DFID sectors and priorities;
- Global Poverty Action Fund (GPAF): Following the last of the originally agreed funding rounds for the GPAF, an interim themed round focusing on "Jobs and Livelihoods" was launched in November 2013, to provide funding whilst options for the future of the Fund were considered. The "Jobs and Livelihoods" round was open to both the Impact and Community Partnership windows. There have been 21 provisional grants from the Jobs and Livelihoods round approved, subject to due diligence.

The Secretary of State announced the replacement of GPAF and launched the UK Aid Direct Fund in September 2014. Initially the fund will award up to £30m in grants in the first year, aiming to make the most of smaller charities' grassroots knowledge, local contacts and specialist expertise. Future rounds of UK Aid Direct will focus on a range of different themes responding to DFID priorities. Themes will be agreed in advance with Ministers but may include areas such as, but not limited to, economic development, women and girls and urban jobs and livelihoods.

- The Civil Society Challenge Fund (CSCF): Enables small and medium sized UK CSOs to improve empowerment of the poor and their capacity to demand citizen rights. Remaining CSCF projects are due to end by 31 March 2015.

We have plans in place to improve our programme management and commercial capability, having held our first Departmental commercial Forum recently.

Other Delivery Mechanisms and Partners

CSD also supports the work of two other grant making organisations:

- Common Ground Initiative (CGI - £12m over 5 years) aims to increase funding to small and diaspora organisations to create real and sustainable change to poor and disadvantaged communities in Africa. Co-funded with Comic Relief until 2019, with more than 160 programmes funded, reaching more than a million people.
- The Disability Rights Fund (DRF - £2m over 3 years) supports capacity building and strategic collaboration among Disabled People's Organisations (DPOs).

Maximising the impact of our people

Over the last few years CSD have implemented a number of changes to maximise impact including:

- Pooling administrative tasks from across the department into a Group Management Unit (GMU), increasing efficiency, business systems coherence and expertise.
- Adopting a more flexible approach within the Department to provide increased scope and opportunities for all staff – this allows staff to work better to support priority work, as well as improving staff motivation and interest.
- Increased working with country offices to ensure improved learning and dissemination.
- Following on from implementation of the Finance Operating Model, working closely with Finance Analyst teams to provide accurate financial information and follow best practise
- Promoting flexible working patterns across the team

Increasing numbers of staff in Whitehall as a result of the Gender/LGBT team joining CSD will provide opportunities to increase the teams' flexibility to react to emerging priorities and provide additional skills and experience contributing further to already effective cross-site working.

Over the period 2014-2016, CSD will continue to supplement the skills of CSD staff to help improve knowledge, understanding and experience of DFID's work by:

- Building capability on commercial expertise, procurement processes, theories of change, results metrics and value for money.
- Supporting Team Leaders and Relationship Managers to have a good understanding of CSO work on programme management, gender equality, disability, climate change and work in fragile states and with the private sector.
- Ensuring the recruitment process attracts suitably qualified and experienced staff to fill vacancies.

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
Global Partnerships	152,660		163,796		176,897		184,797		
Governance and Security	48,434		31,567		11,132		8,864		
MDG-Poverty Hunger and Vulnerability							490		
Total	201,094		195,363		188,029		194,151		183,373

*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	231	355	346	524	
Frontline Delivery Costs – Non Pay	12	27	21	24	
Administrative costs - Pay	564	512	476	525	
Administrative costs – Non Pay	651	666	49	56	
TOTAL	1,458	1,561	892	1,129	1,459

*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

Maximising the impact of every pound that we spend in Civil Society Department on poor people's lives.

Background:

Following the 2010 Portfolio Review, CSD developed a Category Strategy to maximise Value for Money from DFID's work with civil society. Priority work based on the Category Strategy has included:

- Work with Fund Managers to ensure cost effectiveness. For example, as of March 2014, CSD has ensured match funding of on-going GPAF grants to the value of £60.4m. This is often leveraged as a result of DFID commitment and enables DFID to significantly increase the impact of its investment.
- Rationalising funds, leading to increased savings and better VfM. The redesign of the GPAF and the launch of UK Aid Direct have created a streamlined responsive fund embedding VfM at its core.
- The new management processes will require fund managers to demonstrate their VfM work annually contributing to savings and increased results. CSD will monitor progress on both.

Work with Partners:

CSD continue the drive to improve partners' understanding of VfM and the need to demonstrate improved financial management. CSD has:

- Enhanced partners understanding of VfM through active engagement with the PPA Learning Partnership, a VfM workshop, on-line webinars, 1-2-1s on VfM with all organisations and a presentation/Q&A on VfM reporting. A Frequently Asked Questions document is available to all grantees.
- All PPA agencies have been required to set out how they will enhance their VfM over the final two years of the PPA programme. CSD set and communicated a high level of ambition, assessed these, asked for improvements where required, and will judge agencies on whether they deliver on this.
- CSD has been working closely with the GPAF fund manager to ensure VfM is embedded in the day to day programme management, with a VfM assessment of each project now a core part of monitoring.

Work within CSD:

- CSD has delivered efficiency savings through a variety of means including delaying recruitment on posts and dropping plans to recruit a Statistics Adviser. Going forward, the incorporation of the Women and Girls team will require a review of the ways in which the Department works together and with others to pool skills and experience for maximum impact.
- CSD continually reviews staffing allocations and makes strategic choices when recruiting for vacancies and uses flexible working to best meet CSD business needs. CSD has continued close scrutiny of non-pay costs including travel and training securing the best value on these costs at all times.
- In response to recommendations from PCD, CSD completed a commercial training needs analysis in June 2014. CSD has subsequently introduced a quarterly Commercial Forum to discuss issues, share learning and provide training opportunities to enhance commercial skills across the team.
- Project selection is a key activity within CSD where VfM must be considered. In line with this CSD has committed to include VfM metrics in the project assessment process of UK Aid Direct.

Women and Girls:

With CSD's role to incorporate Women and Girls there will be an opportunity to assess how VfM is driven within its work. The current focus within GOSAC is on supporting country programmes to deliver across all aspects of the Strategic Vision and improve the way this is quantified and monitored.

Monitoring and Evaluation

An integrated approach for performance improvement

CSD has an integrated strategy for design, monitoring, evaluation and learning that enables all of these activities to be planned, timely, well delivered and useful. It allows CSD to:

- Generate and organise the evidence for funding civil society using best practice research and evaluative approaches.
- Promote best practice in the design of programmes and their evaluation frameworks including monitoring and learning activities; and
- Share learning and knowledge in order to:
- Make decisions about funding, management and improve results.

The strategy runs until 2016 and supports DFID's commitment to high quality evaluation. It concentrates on improved policy and programme decisions, investment and accountability. The objectives of the strategy are:

- To expand and manage CSD's capacity to support the generation and use of high quality evidence.
- To contribute to DFID's improved performance by using high quality evidence and learning that informs practice.
- To share good practice with the sector and other relevant actors.

Monitoring

Takes place in two ways:

- Through contracted Fund Managers who are responsible for monitoring recipients of all but one of CSD's funding schemes. CSD programme managers oversee these contracts.
 - In house, by CSD. This currently applies to the 41 Programme Partnership Arrangements (PPAs) and the three strategic grants. CSD programme managers and the General Management Unit manage these relationships including monitoring progress to results.
- CSD also has responsibility for the reporting of DFID's Strategic Vision for Girls and Women results – aggregating results from DFID's central reporting processes or directly from country offices

Evaluation

CSD out-sources evaluation contracts and currently has a significant contract with Coffey International for an umbrella evaluation covering the PPAs and UK Aid Direct. This covers the period 2011-2017 and aims to evidence the effects of strategic and programmatic funding. Two mid-term reports have been delivered (2012, 2013) and further reports are due in 2015 and 2016/17. This evaluation aligns with the CSD theory of change and key evaluation questions. CSD also supports contracts to evaluate the Disability Rights Fund (jointly with the Australian Department of Foreign Affairs and Trade), the Common Ground Initiative (with Comic Relief) and the Bond Effectiveness Programme, and a progress review of VSO. Contractors are challenged to enhance the quality of their work and the evidence produced. The CSCF evaluation is currently in the design stage.

Learning and best practice

CSD also encourages good evaluative practice with partners through training, advice, representation and sharing of experience. This is part of CSD's added value to the sector, which includes capacity building for results and understanding. A key aspect of this is the PPA Learning Partnership; a flagship collaboration between DFID and the NGO sector to deliver collaborative learning designed to influence practice.

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. CSD 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.

Actions to ensure DFID meets its commitments in the UK Aid Transparency Guarantee

Publication of information: We will support DFID's transparency commitments by ensuring details of programmes are published on the Development Tracker. All information will be published as quickly as possible and will be comprehensive, accessible, accurate and in plain English.

Supporting transparency in our work: We ensure similar levels of transparency from our partners (civil society organisations and Fund Managers). All organisations in direct receipt of DFID funds (through CSD's major grant schemes such as PPAs and the GPAF) are required to apply transparency standards in line with the UK Aid Transparency Guarantee. We will work with civil society to use the availability of rich data to improve aid effectiveness. We will increase opportunities for those directly affected by our projects to provide feedback on project performance.

Targets

Transparency of CSD funded organisations: Within 6 months of receiving funding, all organisations receiving PPA's and GPAF funding will complete "IATI Implementation plans" with strict timelines and will have published all "minimum level of disclosure items" (which includes key project documents, information on expenditure, source of funding and key project descriptors) in line with relevant categories of the International Aid Transparency Initiative (IATI) standards.

Supporting DFID country offices on civil society transparency: to ensure anyone can track global development assistance right through the delivery chain, CSD will map the delivery chain between DFID country offices and in country civil society, produce a plan for extending publishing requirements to country offices and provide support and training to country offices on how to encourage CSO improved transparency.

Using information effectively to drive change: working with centrally funded CSOs to move the transparency agenda from compliance to use. This includes developing new ideas and approaches to visualising and using the data and how citizens can use the data to deliver change, increasing accountability and improving the data CSOs have already published.

Progress

All organisations receiving PPA's and GPAF funding have produced appropriate "implementation plans".

Posting material in an IATI compliant format: 97% of PPA agencies, 64% of GPAF and 65% of relevant CSCF organisations have complied. CSD are working with the agencies that have not yet managed to post the relevant material.

Over 70% of all the organisations on the IATI registry are UK civil society organisations. A survey of Bond members has shown that other non-DFID funded civil society organisations are also changing their practices. DFID's influence in driving forward the transparency agenda is widely acknowledged amongst civil society organisations.

Delivery chain between DFID country offices and in country civil society mapped through Development Tracker. Plan produced for extending publishing requirement to country offices,

PPA agencies submitted their "Transparency Offers" to progress the Transparency Agenda.

Grantees in receipt of UK Aid Direct funding will also be required to meet IATI standards.

Annex A: Changes to Operational Plan

Page Number	Change made to operational Plan	Reason for change
4	Vision updated	Operational Plan updated to include transfer of work relating to Gender/LGBT teams to CSD.

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