



Department  
for International  
Development

# **Operational plan 2011-2016**

## **Growth and Resilience**

### **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

In the last decade, many developing countries have experienced higher growth, and in most parts of the world poverty has been decreasing. However, there are still over 1 billion people living in extreme poverty, mostly in sub-Saharan Africa and South Asia. Many countries furthest from reaching the Millennium Development Goals (MDGs) are in or are emerging from violent conflict, most of which have an associated, protracted humanitarian crisis. Much poverty also remains in countries that have reached middle income status.

In the period to 2015 DFID will continue to focus on progress on the MDGs in those low income fragile and conflict-affected states in which none of the MDGs have yet been met; we will tackle global public issues: finally eradicating polio, tackling pandemics, and dealing with problems created by ungoverned spaces – such as terrorism and organised crime; and consider what we can do as a development agency to help tackle poverty in middle income countries. Emerging global powers such as India and China are changing the way development happens and will be critical to solving these global problems.

In January 2014, DFID published the *Economic Development for Shared Prosperity and Poverty Reduction: A Strategic Framework*<sup>1</sup>, setting out how we plan to increase our economic development work under the following 5 pillars:

- (1) Supporting the enabling environment for growth led by the private sector;
- (2) Improving international rules for shared prosperity;
- (3) Catalysing capital flows and trade in frontier markets;
- (4) Engaging with businesses to maximise the development footprint of their investments; and,
- (5) Ensuring growth is inclusive, and benefits girls and women.

To deliver on this strategic framework, DFID is scaling up financial and staff resources. We have committed to spend £1.8 billion of our budget on economic development by 2015/16, more than doubling the amount spent in 2012/13. That is on top of substantial indirect funding through our core contributions to multilateral organisations. We have doubled the number of private sector development advisers in DFID over the past two years and recruited a new Director General for Economic Development in June 2014 to help drive forward our policy thinking and influencing, and manage our growing investments. The Growth and Resilience Department (GRD) is part of the new Economic Development Directorate created in April 2014, which is promoting better coherence across all DFID's economic development activities, and will also address other related strategic priorities for DFID such as girls and women, the golden thread, governance for economic development, climate change, the particular needs of fragile and conflict-affected states, and more effective multilateral delivery.

Economic development is central to poverty reduction. It takes place when a country achieves high rates of economic growth and when this is accompanied by a wider economic transformation. No country has eliminated poverty, or graduated from aid, without growth. The Commission on Growth and Development (2008) outlined the necessary ingredients for sustainable poverty reduction, including a committed and credible Government and good institutions. Successful economic development is about understanding the opportunities and constraints for the private sector and the actions that enable governments to remove these constraints. DFID helps put in place the building blocks of growth, economic development and prosperity through an enabling trade and investment climate, including infrastructure, in order for the private sector to flourish.

DFID supports improved markets which work better for poor people in order to provide jobs and incomes. It also advocates for robust social policies including investment in human capital, and sound stewardship of natural resources so that prosperity is shared, and countries and populations are more resilient to economic and environmental shocks. But more will need to be done so that poor people, in particular poor girls and women, are able to access opportunities to raise their incomes. Any possible post-MDG goal such as zero poverty will require greater efforts to both increase growth, and to ensure inequality does not blunt the impact of higher growth on poverty reduction.

DFID recognises that there is no single recipe for growth. Some countries need peace and stability in order to kick-start growth and economic development; some need to move to a higher and more sustainable growth path which does not compromise prospects for future generations, whilst others need to ensure that growth translates into wider economic development and shared prosperity. Some are also in the process of graduating from developing country status. DFID's approach therefore relies on country based analysis, advice and programmes that are tailored to the specific context to support graduation from aid.

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<sup>1</sup> <https://www.gov.uk/government/publications/economic-development-for-shared-prosperity-and-poverty-reduction-a-strategic-framework>

# Vision

## Overview

**Growth and Resilience Department (GRD) will help poor people move from poverty to prosperity through broad based economic development**

1. At the people level, GRD will ensure inequality does not constrain development outcomes and will lead on the **economic empowerment of girls and women**.
2. At the sectoral level, GRD will support more coherent DFID programming in infrastructure and cities, agricultural transformation including commercialisation, and help drive improved food security.
3. At the economy level, GRD will lead efforts to enable private sector development, specifically **making it easier to do business and improve the investment climate**, through better regulatory and policy environments, improved property rights and commercial justice, and markets that work better for poor people.
4. At the macro level, GRD will focus on **improving the policy frameworks for economic development** through identifying the constraints to growth, facilitating world class growth advice, helping in the creation of productive jobs and good management of natural resources with a focus on structural transformation.
5. GRD's support to growth, at country and international levels, will be further defined by on-going work following a review of DFID's portfolio of economic growth work and work on inclusive growth diagnostics across DFID programmes.

## Alignment to DFID and wider UK government priorities

(1) GRD uses the best ideas, evidence, and analysis to:

- support the delivery of the bilateral programme through lesson learning across the portfolio; expertise on value for money, indicators and unit costs of investments; knowledge sharing and facilitation; capturing experience from innovation;
- provide analysis and advice in support of ministerial policy requests and business plan / Structural Reform Plan priorities;
- continue to promote change internationally and in international organisations by helping develop UK government policy positions for the G7, G20, post-2015 framework, international summits, and climate negotiations; and coordinating actions and policy positions with other donors, philanthropic organisations and international bodies;

(2) GRD is central to DFID's work on Economic Development, working with other departments to provide the policy thinking and support to drive one of the Secretary of State's key priorities. We help ensure that DFID, as a whole, improves the coherence and impact of its economic development programmes and influencing. We provide policy and best practice leadership e.g. on high and sustained growth rates and inclusive growth. We influence international actors, provide regional/country office support, and directly manage investments, to deliver relevant strategic outcomes.

(3) GRD's Investment Climate team works across Whitehall to leverage UK specialist expertise from other Government Departments to support DFID partner countries to improve their investment climates.

(4) The UK has just been accepted as an Extractives Industry Transparency Initiative (EITI) candidate. Effective and hard work by GRD and others across UK government coupled with the G8 opportunity, made this possible, and allows the UK to set a strong example to other countries.

## Results 2011/12-2015/16

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

Pillar / Strategic priority	Indicator	Baseline	Progress towards results (including year)	Expected results (end year included)
<b>Economic development</b>	Independent, world class economic advice and research on growth and economic policy provided to partner governments.	Advice from the International Growth Centre (IGC) has shaped growth policy in 3 countries. (2011)	March 2013 – IGC was operating in and had influenced growth policy in 13 countries	14 countries with combined population close to 1 billion have acted on world class advice to change policy and raise their growth rates by March 15.
<b>Economic development</b>	<ul style="list-style-type: none"> <li>Additional countries signing up to EITI</li> <li>A new internationally agreed EITI standard</li> <li>Agreed set of fast track countries implementing new EITI standard and building capacity to manage extractives.</li> <li>Improved approaches to accountability for use of extractives resources.</li> </ul>	28 candidate (9 DFID) and 5 compliant (2 DFID) with EITI (Feb 2011)	31/03/14, 44 countries implementing EITI, of which 27 (9 DFID focus*) were compliant and 17 (3 DFID focus*) were candidates	By March 2015 (i) 42 candidate countries and 25 fully EITI compliant countries (ii) 5 fast track countries delivering results from enhanced extractive initiatives (iii) Programming for improved accountability developed in 5 countries. New extractives programme. Approved and about to be tendered.
<b>Economic development</b>	(i) DFID and Nike Foundation "Economic Assets Direct to Girls Programme" established (ii) Value-added advisory support on development of at least 10 DFID programmes promoting the economic empowerment of girls and women.	Limited systematic evidence of country level programming / spending on economic empowerment of girls and women to date.	Support provided to 7 DFID country programmes (Democratic Republic of Congo, Ethiopia, Pakistan, Nigeria, Tajikistan, Rwanda and Mozambique)	200,000 adolescent girls reached with assets and services  Support provided in at least 10 DFID priority countries by 2015.
<b>Poverty/vulnerability, nutrition and hunger; Economic development</b>	Improve incomes and food and nutrition security in low-income countries by boosting agricultural productivity.	318,718 farmers reached (2012)	Private sector window: 404,000 farmers (26% female).	Expected: 1,365,999 farmers, 25% of which are women (2015)
<b>Climate change</b>	Numbers of people supported (direct) to cope with the effects of climate change through GRD managed/ influenced progs.	0 (2012)	2.3 million as at 31 March 2014	GRD/ICF total – expected results (for 2015): 6 million

Pillar / Strategic priority	Indicator	Baseline	Progress towards results (including year)	Expected results (end year included)
<b>Economic development</b>	Effective policy and advisory support to DFID Country Offices and work with international partners to improve the Investment Climate in at least 6 DFID partner countries.	0 (2011) Data for each selected DFID partner country on Ease of Doing Business (EDB), as per the World Bank (WB) Doing Business Indicators.	72 IFUSE assignments done in 24 eligible countries. 24/27 Tier 1 countries have improved EDB scores. 10/24 had DFID assistance in the relevant sub-areas	Target for year 3 (14/15): 60 assignments. By 2016, absolute improvement in the EDB score 2015 in at least 6 DFID partner countries

## Headline results

As the policy department for growth and economic development results relate to some centrally managed programme implementation but also policy development, influencing and support other DFID departments to advance and deliver their economic development objectives. Results we aim to achieve by the end of March 2016 include:

- **Extractives:** The new programme “Releasing the Transformational Potential of Extractives for Economic Development” will enable developing countries with oil, gas and minerals to transform these resources into growth and poverty reduction. The GRD programme will shift from transparency to accountability and provide better capability to manage extractive resources. 5 country data pilots will make information like extractives revenues, contracts and licences more user-friendly and help citizens and policy makers use it for advocacy and reform. The programme will improve governance of extractives in 8 DFID focus countries and support rollout of the new EITI Standard. It will also support 5 impact assessments of extractives transparency and accountability work and establish an online resource hub for access to extractives expertise. Results have been extended to include increased and improved use of transparency data, five countries on track to implement the Natural Resource Charter and two Natural Resource Governance Institute strategies in place.
- **Investment Climate Reform:** Absolute improvement in the Ease of Doing Business score in 2015 in at least 6 DFID partner countries. New methodologies produced by WB for measuring sustainability and Value for Money in investment climate programmes, 5 impact evaluations drafted to generate evidence on impact.
- **Land:** Up-scale in bilateral land programmes for inclusive economic development supported; global land donors led to deliver on priority areas with coordinated, aligned and joint influencing and programme work; strategic support provided for better data and evidence, decision-making and responsible land related public and private investment
- **Female economic empowerment:** Increasing outcomes for girls and women in employment, enterprise and access to assets. SPRING, a first of its kind programme focused on accelerating scalable product-focused businesses to enhance the lives of adolescent girls, will have launched in 3 countries. Value-added advisory support on promoting the economic empowerment of girls and women, including access to property rights and financial services in at least 10 DFID priority countries
- **Infrastructure:** An Infrastructure Policy Framework developed and approved by the Secretary of State which identifies priority actions to enhance the strategic focus and impact of DFID’s work on infrastructure development. A new business case approved to improve the enabling environment for infrastructure service delivery in DFID focus countries through scaling-up country level activity and supporting the development of global public goods that enhance transparency and private sector participation in infrastructure in low-income countries.
- **Cities:** We will have a new policy framework which identifies priority objectives for DFID to support cities as platforms of productivity and drivers of sustainable growth, creating jobs and reducing poverty. We will have a new centrally managed programme which will support a scale up of DFID’s work in this area
- **Agriculture:** Agriculture and downstream agrifood sectors are important sectors for many of the countries we work with. Agriculture supports livelihoods, food security, and growth. We will ensure a more joined up approach across DFID increasing the proportion of agriculture spending on commercial agriculture, through strategic engagement with business; facilitating inclusive rural transitions. We are ensuring climate change and adaptation, women’s economic empowerment and nutrition-sensitive agriculture are integrated into our agriculture programmes and approaches.
- **Jobs:** The jobs situation in developing countries is characterised by unproductive work with deep gaps in labour market outcomes for women and for youth. Waged/formal employment is small and must grow quicker; productivity needs to increase faster for people in household/informal sectors; labour market exclusion needs to be tackled and the marginalisation of millions of poor people in urban or rural areas addressed. DFID seeks to improve its own performance and that of the international community on addressing this wide-reaching agenda. Delivery needs to be strengthened in terms of: diagnosis and/or programming that tackles the real jobs problems in developing countries; better policy advice and intervention choice, design and implementation; and improved jobs measurement and clearer communication of impact.



## Evidence supporting results

- The evidence base across the GRD agenda and its impact on poverty is strong. **Economic growth** is central to poverty reduction. No country has ever managed to eliminate poverty without growth. All countries that have managed to bring \$2 poverty down to less than 20% have also had GDP of at least \$2,000 per capita. **High inequality** reduces the impact of growth on poverty, and has a negative impact on growth's ability to lead to development outcomes.
- **Independent world class economic advice** is in high demand and is already producing results. Advice on oil revenue management has been estimated to potentially generate at least \$19 billion in Government revenue over the next 20 years, and tax advice in Pakistan has led to an extra 1% of GDP in revenues (around \$1.3 billion). **Increasing transparency in the extractives sector**, through the EITI, has led to the reporting of \$130 billion of revenues in Africa between 2003 and 2008.
- **The investment climate** is a critical ingredient for economic growth and sustained poverty reduction. According to the World Bank significantly better business regulation and infrastructure can add up to two percentage points to growth. Studies show that significantly reducing the cost to start a business can raise productivity per worker by 14% and increase the number of new firms created by 10%.
- **Economic empowerment of girls and women** is important for them, for their communities and for growth: Africa's agricultural output could rise by 20% if women had the same access to agricultural inputs as men. Women with economic assets can increase their incomes and productivity, and protect themselves and their households against shocks.
- **Adaptation and resilience:** There is strong evidence that climate change makes the poorest people (especially women) more vulnerable, and is a risk to economic development and growth especially in the agriculture sector. The uncertainty on of the impacts of climate change, including on economic growth, also make it harder to make decisions in the long term.

## Delivery and resources

GRD plays a central role in ensuring DFID, as a whole, improves delivery of economic development. Work focuses on improving the enabling environment in three areas: 1) high and sustained growth rates, 2) more inclusive growth and shared prosperity founded on sustainable use of natural resources, and 3) removing the structural barriers that limit opportunities for poor people, in particular girls and women, and ensuring growth is as inclusive as possible. GRD provides policy and best practice leadership in these areas, influences international actors, provides regional/country office support, and manages directly investments, to deliver relevant strategic outcomes.

In order to fit better with the objectives of the new Economic Development Directorate, GRD's structure was changed in April 2014. The teams dealing with nutrition and social protection moved and a new Economic Inclusion and Agriculture team was formed, with the Growth and Investment Climate teams remaining as before. Due to changing advisory needs, there was recruitment of a Senior Land Policy Adviser, an Urban Adviser and a Private Sector Development Adviser.

All Programme Managers and Deputy Programme Managers have now completed the 3 day programme manager's course and other staff have done the one day Introduction to Programme Management Course. In order to increase GRD's ability to pool knowledge and expertise and improve the quality of the Department's work, a Peer Review and Policy Forum has been set up. This forum discusses early stage business cases, priority policy issues and lesson learning from Annual Reviews.

As part of a DFID-wide pilot, GRD has allocated a Senior Responsible Owner (SRO) () to every project and GRD is engaged with the DFID-wide discussion of the role and approach to improved programme management.

Following a Commercial Capability Review of GRD, we now have a designated Senior Commercial Champion; a Commercial Capability Forum has been set up with staff from across GRD; and a Commercial Strategy and Commercial Improvement Action Plan have been drawn up.

GRD will continue to work closely with other DFID departments (Private Sector Department, Trade for Development, Governance Open Societies and Anti-Corruption Department, Climate and Environment Department, Research and Evidence Division); as well as with other Whitehall Departments (e.g. UK Department for Business, Innovation and Skills (BIS), The Office of Fair Trading (OFT), Department for Environment, Food and Rural Affairs (DEFRA), Ministry of Justice (MoJ), Department of Energy and Climate Change (DECC), HM Treasury (HMT), Foreign and Commonwealth Office (FCO) Department of Commercial and Economic Diplomacy; and key partners from the private sector and non-governmental organisations (NGOs).

**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	167	0	151	0	30	0	0	0	
Global partnerships	4,405	0	2,661	0	4,009	0	5,641	0	
Governance and security	6,352	0	3,803	0	8,020	0	17,222	0	
Poverty, hunger and vulnerability	1,566	0	8,085	0	28,341	0	20,305	0	
Wealth creation	1,317	0	7,741	0	19,492	0	36,222	0	
Health	492	0	1,530	0	4,592	0	910	0	0
<b>Total</b>	14,299	0	23,970	0	64,484	0	80,300	0	141,079

\*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

**From 1 April 2014 GRD became part of the Economic Development Directorate but some staff and programmes remained in Policy Division. It therefore may not be possible to compare the above figures with those in previous GRD operational plans**

**Planned operating costs**

	2011/12	2012/13	2013/14	2014/15	2015/16 (provisional*)
	£'000	£'000	£'000	£'000	£'000
Frontline delivery costs – pay	670	862	768	874	
Frontline delivery costs – non pay	119	133	123	53	
Administrative costs - pay	1,292	1,320	1,734	1,082	
Administrative costs – non pay	96	83	118	87	
	2,177	2,398	2,744	2,096	2096

\*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

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- We make as much use as possible of video conferencing and teleconference facilities between Whitehall and Abercrombie House so that the amount of travel is reduced.
- We plan travel and training at team level in advance so that we ensure forecasts are robust and fares are secured at the best price.
- We have a Training Liaison Officer who works with the department to ensure that the training budget is used as effectively as possible e.g.by arranging courses at department/divisional level where we will get a better price by having more participants.
- When recruiting, posts have recently been advertised as being possibly based in either Abercrombie House (AH) or 22 Whitehall, which could bring additional admin savings, should posts be filled in AH.

## Delivering Value for Money (VfM)

Maximising the impact of every pound that we spend in Growth and Resilience Department on poor people's lives

### Key action points of a VfM Strategy for GRD:

Support VfM across DFID: We will be at the centre of driving VfM across DFID, for example through work to:

- Develop methodologies for measuring results and VfM for growth and investment climate reform interventions, including unit cost comparators, and with a gender dimension for programmes
- Working with Research and Evidence Division (RED) colleagues, ensuring DFID research addresses key gaps

Support VfM across the international system: For example, working with our key international partners to develop and adopt:

- An investment climate impact methodology and VfM metrics
- Explore the possibility of developing a robust job creation methodology that can be applied universally

Ensure VfM in GRD programme spend: We will implement DFID's business case approach when developing programmes, including the use of benchmarks and unit costs. We will negotiate with suppliers in respect of fees and reimbursable expenses and look to achieve savings. GRD acknowledge the value of early supplier engagement in improving VfM and will engage early with potential suppliers, for example through early market engagement events to allow us to shape the design and implementation of our projects and make sure they can be delivered effectively and efficiently.

Ensure VfM in admin and front line delivery (FLD) spend: we will strive to identify and derive efficiency savings in all our work, being as cost conscious and mindful to demonstrate VfM in the way we work (i.e. our Admin and FLD budget) as in our programmes.

GRD is in the process of appointing a Senior Responsible Owner (SRO) for each programme. By January 2015 each SRO will be inducted in the role and clear on their responsibilities, including commercial awareness and VfM. Each GRD programme will have a delivery plan including routine monitoring of results, VfM and risks.

Following the completion of a Commercial Capability Review of GRD, our Deputy Head of Department was designated as our Senior Commercial Champion; a Commercial Capability Forum, which meets every 2 weeks, was set up with staff from across GRD and a Commercial Strategy and a Commercial Improvement Action Plan have been drawn up and we are in the process of rolling out the plan. The action plan covers staff roles and responsibilities throughout the essential stages of project design and implementation ; earlier and more proactive engagement with Procurement and Commercial Department at the outset of project design, earlier engagement of suppliers at the project design stage, full consideration of the quality of delivery and measurement of performance at the design stage, improved quality and precision of terms of reference (ToRs) and application of more of the supplier/contract management principles to third party organisation performance. Our Head of Department has attended the Senior Civil Service (SCS) commercial capability training. These activities will help GRD achieve better value for money.

## Monitoring and evaluation

### Monitoring

We will conduct a full annual review of the Operational Results Frameworks – with a 6 monthly traffic light review and quarterly updates from team leaders, coordinated by the Programme and Corporate Team.

We will include key performance indicators (KPIs) in the agreements relating to some of our new projects e.g. the Global Green Growth Institute.

One of our biggest projects, the International Growth Centre (IGC) is monitored through several channels. Firstly, there is a logframe to monitor progress against the main outputs of the programme on an annual basis. We also have a set of key performance indicators, which are linked to the funding of the programme (if the IGC score below a certain level then we will consider cutting funding or scaling back elements of the programme

We will support country offices in monitoring for example in the use of internationally agreed, nationally owned food security monitoring systems which provide clear evidence of results, causal links and underlying factors, comparability across countries and regions.

### Evaluation

An external evaluation of the IGC has also commenced and the draft report for the Phase I evaluation is due in early 2015.

We will embed evaluation in our new programmes, for example:

- Releasing the Transformation Potential of Extractives Project
- SPRING (Business Incubator driving product innovations to improve the lives of girls in poverty)
- The Global Green Growth Institute

We will work with the Evaluation Department to improve our approach to evaluation of influencing and international engagement work, drawing on approaches that have been tried and tested elsewhere in DFID.

### Building capacity of partners

The IGC improves partner governments' capacity for evidence-based growth policy making. The associated network of growth experts will be a core conduit for transferring results of policy-oriented research.

We will work with L'Aquila Food Security Initiative (AFSI) partners (27 countries and 15 international agencies) to develop a joint results framework against which to assess delivery of policy, governance and financial commitments on food security.

Similarly, work with a number of partners (e.g. World Bank, Donor Committee for Enterprise Development, Investment Climate Facility) will improve our understanding of ways to assess the impact of investment climate reforms.

## 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.

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

#### **Publication of information**

We will support DFID's transparency commitments:

- We will ensure that all information in the public domain is comprehensive, accessible, accurate, timely and written in plain English
- We will meet our commitments under the UK Aid Transparency Guarantee: we will publish detailed information about DFID projects, including programme documents and all spend above £500. Information will be accessible, comparable, accurate, timely and in a common standard with other donors. We will also provide opportunities for those directly affected by our projects to provide feedback. We expect that this level of transparency will provide greater visibility of our work and make us more accountable.

#### **Supporting transparency in our work**

In addition to our UK government commitments on Aid Transparency a key part of GRD's programme is to raise global standards on transparency. This is specifically in the areas of extractives industries and land. In the short and medium term, in addition to our bilateral work, we are working through the G7 to ensure all G7 members make binding commitments in the area of extractives transparency, either through comparable domestic legislation such as the EU Directive or the US Dodd Frank mandatory reporting legislation or commitments to implement EITI or endorsement of the new EITI standard. The UK was accepted as an EITI candidate country on 15 October 2014. In terms of land we are striving for all G7 countries to implement the globally negotiated UN voluntary guidelines on land tenure including but not restricted to increased transparency of land deals. In addition, in these and other areas we will support the publication of open data, including geo-data.

At the programme level we will continue to fund and support the EITI and the new EITI standard which is specifically about enhancing transparency in the extractives sector. More generally, our programme work on natural resource use, in particular land governance will be explicitly oriented to promote transparency and accountability, ensuring that secure tenure rights help promote more responsible investments by all and that revenue is not diverted and is used effectively for sustainable growth and development. We will also continue to strive for a global standard on the management of extractive resources and on land tenure.

## Annex A: Changes to operational plan

Page number	Change made to operational plan	Reason for change
Throughout	All references to Policy Division, Nutrition and Social Protection and related examples removed from this operational plan	On 1 April 2014, GRD moved to the new Economic Development Directorate but some staff and programmes remained in Policy Division moving to different departments there.
Results	3 completely new results added related to infrastructure, adaptation to climate change and global agriculture and food security programme.	Due to shift in and additions to GRD's portfolio
Results	Additional results added to extractives result line	Updating
Headline Results	2 headline results added on agriculture and urbanisation	Due to ministerial priorities/Agricultural refresh but too soon to have set specific indicators.





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