



# Operational Plan 2011-2015

## Governance, Open Societies & Anti-Corruption Department

Updated June 2013

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# Introduction

The UK Government is determined to help end extreme poverty around the world. We believe that international development is not just the right thing to do, but the smart thing to do. Britain has never stood on the sidelines, and it is in all our interests for countries around the world to be stable and secure, to have educated and healthy populations and to have growing economies. DFID aims to end aid dependency through jobs – building the economies of developing countries so that they can stand on their own feet.

No country can develop with only half of the population involved, that is why DFID is scaling up its support for women and girls across all of our country programmes, including an increased emphasis on girls education and preventing violence against women and girls.

We are also focussing on what works, investing in research and taking advantage of new technology to ensure that UK development support has the greatest impact.

DFID is committed to being a global leader on transparency, and in 2012 was ranked the top aid organisation in the world for transparency. Transparency is fundamental to improving accountability both to UK citizens and to citizens in the countries where we work. Transparency also helps us achieve greater value for money and improves the effectiveness of aid. As part of our commitment to transparency we publish Operational Plans for each area of our work setting out what we will achieve and how we will achieve it. In June 2013 DFID launched a new online tool, Development Tracker, to provide an easy way to access information and data about DFID programmes.

With less than 1000 days to go, we will continue to focus our efforts on delivering the Millennium Development Goals, creating wealth in poor countries, strengthening their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.



# 1) Context

In the last decade, many developing countries have experienced fast 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. Twenty-two of the 34 countries furthest from reaching the 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 states in which none of the MDGs have yet been met. We will tackle global public 'bads', finally eradicating polio, tackling pandemics, and dealing with problems created by ungoverned spaces – terrorism, 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. Policy Division, and the Governance, Open Societies and Anti-Corruption Department within it, will develop the policy options to help DFID focus its efforts on building inclusive economic, social and political institutions that provide the environment for sustainable growth and poverty reduction, with a sustained priority on the rights of women and girls.

## **Why is the work of Governance, Open Societies and Anti-Corruption (GOSAC) Department necessary?**

More effective governance, and increased gender equality is essential to achieve sustainable development results, in all sectors of development.

There is considerable evidence that effective governance matters for development and for tackling the underlying causes of poverty and conflict. Sustained prosperity requires peace, the rule of law, effective property rights, stable business conditions, and honest and responsive governments that make sure services are delivered to all, that are accountable to their citizens and that work to prevent corruption. Governments need sound public financial management and the capability to collect and reinvest taxes. These strong institutions enable open economies and open societies to thrive. Currently 17 of DFID's priority countries lie in the bottom third of Transparency International's Corruption Perceptions Index and those countries most off-track in achieving the MDG's all fall down on the effective governance that is described above. To meet the MDGs more people need to have access to resources, markets and decision making for greater choice and control over their own development. The discrimination and lack of opportunities faced by girls and women requires a specific focus. Investing in girls and women transforms their lives and those of their families and communities. Empowering girls and women has a multiplier effect on economic growth and social development. Greater progress in the area of rights and results for girls and women is essential to make progress against the off-track MDGs.

GOSAC support this work, taking forward Ministerial priorities, though a combination of policy guidance and knowledge sharing for DFID's country strategies and multilateral and bilateral programmes; as well as influencing international policy thinking and approaches.



## 2) Vision

### Overview

Policy Division (PD) shapes, drives and delivers policy to transform poor people's lives, and is the 'go to' place for cutting edge knowledge, innovation and expertise on what works/doesn't work and how to measure impact. As part of Policy Division, GOSAC will

- *Support analysis on approaches or partnerships which DFID will want to prioritise in the future* (e.g., working with the private sector, a stronger focus on innovation and technology) and how DFID should engage in countries where it does not have a traditional bilateral programme;
- *Support 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; etc.;
- *Provide analysis and advice* in support of Ministerial policy requests and business plan/ Structural Reform Plan priorities;
- *Promote change internationally and in international organisations* by helping develop HMG policy positions for the G8, G20, post-2015 framework, international summits and negotiations; and coordinating actions and policy positions with external partners internationally;
- *Engage in Whitehall policy discussions* around aid and non aid (e.g. non-aid levers to tackle corruption);
- *Build public and parliamentary support* for the UK's development effort (PD answers half of all of DFID's Parliamentary Questions); and,
- *Deliver selected aid results and support partners better funded centrally* (eg BBC World Service Trust, police units tackling international corruption).

### Alignment to DFID and wider UK Government priorities

Within this context GOSAC's specific goal is to reduce poverty through:

- *Ensuring DFID gets the best value for money out of all its investments in governance* (approximately 20% of DFID's programme spend), and gender (supporting greater and more effective action on girls and women across the organisation).
- *Shaping international policy development*, help ensure that global processes and the policies, resourcing decisions and ways of working of other development actors contribute to building open societies and open economies and are based on knowledge of what works.
- *Providing technical support to country offices*, help shape the design and implementation of DFID investments on the ground to boost programme effectiveness and maximise results delivered.

The issues that we work on all underpin progress in other areas in DFID's Business Plan and are priorities in their own right: open societies and open economies, including tackling corruption, strengthening rule of law, increasing transparency and accountability, taxation, human rights, and girls and women.

### What we will stop doing

- GOSAC will reduce the number of small scale programme activities it supports.
- It will over time reduce its presence in regions on anti-corruption.
- It has halved its capacity in public financial management in order to make space for strengthened engagement on tax.
- It will continue to be highly selective in the policy priorities it picks up and the international partnerships it invests in.



### 3) Results

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
Governance Pillar <i>Support the delivery of the bilateral programme</i>	Number of countries where UK (DFID/FCO) supports freer and fairer elections according to best practice contained in How To Note on elections over the period 2011-15	How to Note drafted and launched with FCO but not yet operational (2010)	Contributing to free and fair elections in 13 countries with a voting population over 300 million people (over 4 years to 2014/15)  [Source: DFID Results Framework Indicator GS1]
Governance Pillar <i>Support the delivery of the bilateral programme</i>	Number of people supported to have choice and control over their own development and to hold decision-makers to account	Empowerment and accountability a new policy. DFID's work ad-hoc and small scale (2010)	Contributing to over 40 million having greater choice and control over their own development and holding decision makers to account (over 4 years to 2014/15).  [Source: DFID Results Framework Indicator GS2]
Governance Pillar <i>Central funding of results</i>	Corruptly acquired funds from developing countries (i) frozen and (ii) returned as a result of UK criminal or civil recovery and (iii) disruption activities (other than court action) against illicit flows of funds from developing countries or UK bribery in developing countries	( i ) £43 million (2008) ( ii ) £0.815 million (2008) ( iii ) 2 disruption activities (2009)	( i ) £96 million (2014/15) ( ii ) Aggregate of £50 million over four years (2011/12-2014/15) ( iii ) Aggregate of 8 disruption operations against illicit flows from developing countries over 4 years (2011/12-2014/15)
Governance Pillar <i>Responding to Ministerial priorities</i>	Number of countries supported for scaled-up tax / revenue collection through HMRC dedicated unit	0 (2013)	5 (2014/15)



## 3) Results

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
Governance Pillar <i>Engage with the international architecture</i>	Provision of guidance and support by GFSD leads to better DFID funded projects to improve Public Financial Management (PFM) in partner countries. Measured by average PEFA score in DFID focus countries.	Guidance on PFM log-frames and cost benefit analysis issued (May 2010). PFM courses established and run in two DFID country offices.	80% of DFID focus countries show improvements in PFM (rolling average over 3 year period measured by indicators in project log-frames and, in particular by reference to PEFA indicators).
Improve the lives of girls and women (SRP Priority 5) <i>Responding to ministerial priorities</i>	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: (i) Number of girls supported through secondary school (ii) Number of women provided with improved access to justice services (iii) Number of women provided with access to modern methods of family planning (iv) Number of women supported to access financial services (v) Number of women supported through DFID programmes to improve their rights to land and property	<b>Zero</b> (Indicator first reported in DFID Annual Report 2011-12)	(i) 700,000 by 2014/15 (ii) over 10 million by 2014/15 (iii) at least 10 million by 2014/2015 (iv) 18 million women by 2014/15 (v) 4.5 million by 2014/15  [Source: DFID Strategic Vision for Girls and Women]
Improve the lives of girls and women (SRP Priority 5) <i>Responding to ministerial priorities</i>	Change attitudes to adolescent girls, by helping them to have greater voice, value and agency through the Girl Hub, as measured by: (i) Percentage change in girls' self belief and agency (ii) Percentage change in girls' supportive social networks (iii) Percentage change in boys', parents' and gatekeepers' perception and behaviour  Source: Participatory research in Rwanda and Northern Nigeria; longitudinal story collection/attitude survey	Baselines will be finalised in August 2013. This has been delayed from November 2012 as the first round of procurement for the baseline work was not successful	5 percent Improvements in perceptions scores for all three indicators between 2012 and May 2014
Improve the lives of girls and women (SRP Priority 5) <i>Engaging with international organisations</i>	Influence relevant international institutions to effectively use evidence in policy making, particularly in the policy areas relevant to the Strategic Vision as measured by:  UN Women: (i) Number of countries in which UN Women works which incorporate temporary special measures for women in constitutions, legal frameworks and policies. (This indicator and target are subject to agreement by UN Women Executive Board in September 2013) [Source: UN Women Data Companion]  World Bank: ii) Women receiving antenatal care during a visit to a health provider funded by IDA	(i) 14 countries (2011) (ii) 700,000 (annual average 2006-2009)	(i) 33 countries by 2015 (ii) Up to 1 million by 2015



## 3) Results (continued)

### **Evidence supporting results**

**Governance:** There is a coherent body of evidence that, taken together, supports the importance of open societies and open economies: inclusive social institutions, and political institutions with particular features, support economic institutions that offer a route to sustained growth and poverty reduction. Research shows the importance of governance, including the quality of public administration and the rule of law, to growth and MDG attainment. But evaluations of donor governance interventions, including the recent DFID Governance Portfolio Review, show mixed evidence of impact. Further work is therefore required to improve our approach to analysis, results, VFM and monitoring and evaluation, and to engage other donor agencies around this agenda. Past evidence suggests that DFID research and policy thinking on governance has played a catalytic role in shaping international policy and practice. Overall learning on governance is being supported by a broad governance evaluation strategy.

**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.

**Elections:** Our new approach to elections is informed by a strong evidence base of what has and has not worked in the past, and how we can improve the impact UK interventions going forward, including through better risk management.

**Anti Corruption:** The initial years of DFID funding of law enforcement on corruption cases have, while delivering the baseline achievements, developed a pipeline of activity and cases that are working themselves through the investigation, prosecution and recovery stages. International expectation is also rising, which gives grounds to expect a continued rise in cases coming to the UK. These factors give good ground for confidence that the results proposed are achievable

**Tax:** Enhancing tax-raising capacity supports state-building in post-conflict states, strengthens the citizen-state compact, and offers developing countries a sustainable alternative to aid. There is good evidence of effectiveness in past DFID tax programmes. Developing a dedicated HMRC overseas technical unit offers a more robust approach than ad hoc external consultancy.

**Public Financial Management:** The Public Expenditure and Financial Accountability (PEFA) programme has created a widely accepted framework for assessing PFM which has now been applied in over 120 countries, providing an evidence base with which to monitor progress and to investigate the factors which affect it.

**Empowerment and Accountability:** Citizens across the world are demanding greater accountability and control over the decisions which affect their lives. However, this is a relatively new field for donor work and therefore the evidence base contains some gaps (including, e.g., on impacts of new technologies). We will provide strong central support to our country programmes to design programmes based on best practice, to develop the evidence base and to have strong monitoring and evaluation.

### **Value for Money rationale**

GOSAC's work improves the VfM of both DFID's and international spend by: achieving more results from spend by improving efficiency in the allocation of funds; providing a cost-effective specialist hub which can then advise the whole organisation on best practice policy and research; fulfilling a coordination function on actively monitoring policy on innovative interventions; and leveraging of funds to priority areas, specifically new funds for example from the private sector and other development partners.



## 4) Delivery and Resources

While Policy Division (PD) will continue to set the agenda, including for the international community, on some of the key policy themes that can have significant impact on development (climate, wealth creation, health, education, anti-corruption, fragility etc.) our delivery focus will also be country-facing – with DFID country office demands shaping Policy Division's priorities and work-programmes, and Policy Division helping to improve the value for money of bilateral programming.

A broad menu will include: Facilitating the flow of knowledge and information across DFID in thematic areas which require scale-up, new niche areas for DFID or with specific poor/ vulnerable groups; increasing value for money of DFID programme delivery bringing in learning from elsewhere, advice on unit costs, benchmarking, metrics and indicators, implementing specific findings from portfolio reviews; capturing experience from innovation to contribute to programme design and business cases; shaping & improving UK/DFID policy which can provide a framework for action at country level e.g. elections guidance briefing; looking across the sectoral portfolio to assess the overall coherence; and practical guidance to country offices.

To deliver this agenda GOSAC has been restructured into three multidisciplinary policy teams supported by a central management team: Politics, State and Society Team; Financial Accountability and Anti-Corruption Team; and Gender Team. [Fragile States Team moved to another part of DFID from 1 April 2012]. All teams will address cross cutting issues – results, value for money and costs; empowerment and accountability; girls and women; institution building; fragility and service deliver.

Each team will:

- Work across government to support work on shared priorities for example on corruption and on human rights.
- Advance priority international policy agendas through shaping international processes (such as the post-2015 development framework, G8, G20 Busan Global Partnership for Development Effectiveness, Commission on the Status of Women, and UN Convention against Corruption). GOSAC will work with a select number of multilateral partners (such as the World Bank and UN Women) in line with the Multilateral Aid Review (MAR) outcomes.
- Establish a few new partnerships with external foundations and networks (e.g., on tax, open government, open data and wider transparency and accountability, to bring in fresh perspectives, innovation and shared learning platforms.
- Support programme results through increasing programmes' effectiveness (as above) in key areas – to include gender, PFM, tax, combating corruption, empowerment and accountability; and results and VfM; maintaining oversight of DFID's governance portfolio and the Governance & Security Business Plan pillar; and using programme funding (provisionally £88m over the SR period) strategically where it can support innovation, as in the Girl Hub (innovative partnership with the Nike Foundation) and emerging priorities (e.g. BBC Media Action and Westminster Foundation Democracy).



## 4) Delivery and Resources (continued)

### Planned Programme Spend

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL	
	Resource £'000	Capital £'000										
Wealth Creation					82		227		220		529	0
Climate Change					1,192		1,296		1,352		3,840	0
Governance and Security	4,771		18,781		17,298		31,356		18,761		86,196	0
Education											0	0
Reproductive, Maternal and Newborn Health											0	0
Malaria											0	0
HIV/Aids											0	0
Other Health					6,300						6,300	0
Water and Sanitation											0	0
Poverty, Hunger and Vulnerability	1,493				70		37				107	0
Humanitarian											0	0
Other MDG's							6,854		7,150		14,004	0
Global Partnerships					1,624		2,452		1,657		5,733	0
<b>TOTAL</b>	<b>6,264</b>	<b>0</b>	<b>18,781</b>	<b>0</b>	<b>26,566</b>	<b>0</b>	<b>42,222</b>	<b>0</b>	<b>29,140</b>	<b>0</b>	<b>116,709</b>	<b>0</b>



## 4) Delivery and Resources (continued)

### Planned Operating Costs

	2010/11	2011/12	2012/13	2013/14	2014/15	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	320	499	926	924	1,059	3,408
Frontline staff costs - Non Pay		45	67	130	140	382
Administrative Costs - Pay	1,989	1,968	1,599	1,600	1,710	6,877
Administrative Costs - Non Pay	270	156	107	118	118	499
<b>Total</b>	<b>2,579</b>	<b>2,668</b>	<b>2,699</b>	<b>2,772</b>	<b>3,027</b>	<b>11,166</b>



## 4) Delivery and Resources (continued)

### Planned Efficiency savings

Delivering Programme Efficiencies		
Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation	Consolidation of governance work in GOSAC to increase policy coherence and ensure efficient use of resources	
Further examples of Programme efficiency	Continued closing of small projects-5 closed with saving of approx £400k in 12/13	400

Administrative Cost Savings Initiative	PAY £'000 11/12	Non Pay £'000 11/12	PAY £'000 12/13	Non Pay £'000 12/13	PAY £'000 13/14	Non Pay £'000 13/14	PAY £'000 14/15	Non Pay £'000 14/15
Reduction in Consultancy Payments			35					
Reduction in Travel		104						
Reduction in Training		8		28				
Reduction in Estates & Property Costs								
Reduction in costs as a result of Office Restructuring								
Other Reductions		24		63				
<b>Total</b>	<b>0</b>	<b>136</b>	<b>35</b>	<b>91</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

No planned efficiency savings 13/14 & 14/15 due to vacancy rate applied to pay. Standard rate per person for travel and training as per Cabinet instructions. Spend will be monitored and any surplus that may occur will be recycled as necessary.



## 5) Delivering Value for Money

### Working with country offices

The Challenge: governance and gender present notoriously hard analytical VfM challenges which have not yet been fully addressed by DFID or its development partners. A significant investment is needed. The following complexities will need to be addressed:

*Governance* programmes - this will include new approaches for measuring the impact and VfM of DFID's governance programmes, including in more innovative and hard to measure areas such as work around citizen *empowerment and accountability*;

*Anti-corruption* is also inherently difficult. With the exception of asset recovery efforts, metrics are likely to be indirect (changes in overall corruption levels/perceptions) rather than directly attributable to a specific DFID input;

*Supporting country programmes for girls and women* to deliver across all aspects of the Strategic Vision and improve the way this is quantified and monitored.

### Actions

1. A well supported *Results and VfM Team* will champion VfM, provide support, maintain analytical standards, and share learning;
2. *Offer to country offices*: GOSAC teams (all in place by end 2011) will support country offices through:
  - On-line workspaces for sharing experiences, lessons learned and best practice (e.g., empowerment and accountability);
  - A limited number of guidance documents (especially covering governance);
  - Informal peer reviewing of appraisal documents, facilitated by the Results and VfM team, and development of examples of good practice;
  - Support to more thorough and robust monitoring and evaluation of programmes, with Evaluation Department.

### Improving VfM internationally

In coordinating and improving learning within DFID on governance and gender, GOSAC's work on VfM will help to create global public goods to improve the effectiveness of international organisations, bilateral donors and partner governments. We will find new and innovative ways to assess our impact on international organisations and processes, in line with emerging DFID best practice. As part of this we will monitor the extent to which we are leveraging additional support for work on governance and gender.

### Getting good VfM from our programme spend

We will implement DFID's business case approach when developing programmes, including the use of benchmarks and unit costs. We will also reduce use of small projects that can be inefficient to deliver in management and administration terms.

### Ensuring VfM in our use of total operating costs

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 (our admin budget) as in our programmes. For example, we will make more use of video conference and teleconferencing facilities to engage with country offices and international partners. We will apply the programme business case principles to administration spending.



## 6) Monitoring and Evaluation

### Monitoring

GOSAC will conduct a full annual review of the OP results framework.

Monitoring exercises required: annual reporting of DFID's Strategic Vision for Girls and Women results – aggregated results via FCPD processes or direct from country offices;

The Governance Portfolio Review 2010 provides useful baseline data for assessing improvements in the impact and effectiveness of DFID's bilateral governance programmes which can be used as milestones for tracking improvements. We will explore much more systematic use of feedback mechanisms that involve poor people themselves in assessing whether and how governance is improving. GOSAC will build on the 2010 Portfolio Review with mini reviews of DFID activity in specific sub-sectors such as anti-corruption, public sector reform and support to parliaments.

It is widely accepted that methodologies for measuring impact and results in governance work need further development. GOSAC, in partnership with other organisations intends to be at the cutting edge in this field, exploring for example the opportunities that new technologies such as mobile networks offer for collating citizen feedback on improvements in governance. GOSAC will contribute to cross-DFID work on 'harder to measure' benefits and the development of 'tool kit' of techniques for addressing them.

### Evaluation

As we orient more of our work to supporting country offices, we will develop new and innovative mechanisms for assessing and reporting on the impact of our engagement. These may include light touch 'customer feedback' type tools but also a number of key measurements relating to increased programme effectiveness. These include evaluation of impact of DFID's Strategic Vision for Girls and Women, and a meta-evaluation of empowerment and accountability work.

GOSAC will work closely with specialist evaluation experts and will promote the use of robust impact evaluation methodologies appropriate to governance and gender work. GOSAC contributed the launch in October 2012 of the DFID Governance and Security Evaluation Strategy 2012 to 2017 and continues to support its implementation.

### Building capacity of partners

GOSAC invests in capacity building of several partners – for example, on gender through the Girl Hub, the Leadership for Change programme and monitoring and evaluation of Vital Voices. It supports strategic capacity of multilateral organisations (e.g., senior secondment to United Nations Development Programme) and institutional development with increased results focus in implementing organisations (e.g., Westminster Foundation for Democracy).



## 7) Transparency

Transparency is one of the top priorities for the UK Government. We will ensure that we continue to meet our commitments under the UK Aid Transparency Guarantee including publishing detailed information about DFID projects, including programme documents, and we will provide opportunities for those directly affected by our projects to provide feedback.

GOSAC will ensure that all new project documents conform with the Aid Transparency Guarantee and that for existing projects, summaries are created in the new format at the next Annual Review. We will make transparency questions standard in the terms of reference for all our annual reviews.

Development of major new elements of the GOSAC portfolio provide an opportunity to take into account transparency and accountability issues from the very beginning in the design, procurement and the implementation processes of these programmes.

GOSAC work will play a central role in embedding transparency in the governance systems and development process of DFID bilateral partners. Clear and accessible information is essential to empower people in developing countries to hold their government to account. For example: guidance on Empowerment and Accountability to assist DFID country offices and their partners to make available information about what resources are received, how they are used and the results achieved. This will reinforce work on transparency and accountability already being taken forward through our Public Financial Management and Anti-Corruption programmes.



# Annex A: Revisions made to Operational Plan 2012/13

New themes, such as the Prime Minister's drive for Open Societies and Open Economies (including rule of law, property rights and taxation) have been included as policy priorities in the sections on context, vision and evidence in order to reflect the emphasis of Government priorities to the end of the Operational Plan period. Likewise there has been an increased emphasis on Girls and Women in line with the priorities of the Government.

On results, we have introduced a new headline result on tax and new evidence to support the result as a consequence of the scale up on work in this area.

We have clarified the indicators giving a precise measure of 5% improvement in perception scores for all girls' value, voice and agency indicators to reflect changes at project level in the course of project monitoring and management.

The measure used for international influencing with respect to UN Women has been changed to be the number of countries which incorporate temporary special measures for women in constitutions, legal frameworks and policies. It was previously the percentage of countries in which gender equality advocates are able to effectively influence decisions. This reflects changes in UN Women's core results framework.

We have rebalanced the emphasis on supporting country offices and included priority on international processes to reflect the changing way GOSAC delivers results in line with Ministerial priorities.



# Annex B: Results Progress

## Progress towards headline results

Pillar/ Strategic Priority	Indicator	Baseline (year)	Progress towards results (year)	Expected Results (year)
Governance Pillar <i>Support the delivery of the bilateral programme</i>	Number of countries where UK (DFID/FCO) supports freer and fairer elections according to best practice contained in How To Note on elections over the period 2011-15	<b>Zero</b> (Indicator first reported in DFID Annual Report 2011-12)	<b>Four countries:</b> Nigeria, Tanzania, Zambia, Yemen <i>(DFID Annual Report 2011-12)</i>	Contributing to freer and fairer elections in <b>13 countries</b> (over 4 years to 2014/15)
Governance Pillar <i>Support the delivery of the bilateral programme</i>	Number of people supported to have choice and control over their own development and to hold decision-makers to account	<b>Zero</b> (Indicator first reported in DFID Annual Report 2011-12)	17 million <i>(DFID Annual Report 2011-12)</i>	Contributing to <b>40 million</b> (over 4 years to 2014/15).
Governance Pillar <i>Central funding of results</i>	Corruptly acquired funds from developing countries (i) frozen and (ii) returned as a result of UK criminal or civil recovery and (iii) Other disruption activities, short of court action, against illicit flows of funds from developing countries or against UK bribery in developing countries.	(i) £43 million (2008) (ii) £0.815 million (2008) (iii) 2 disruption activities (2009)	(i) £80m; (ii) £13.75m (iii) 4 disruption activities  (November 2012)	(i) £96 million (2014/15) (ii) Aggregate of £50 million over four years (2011/12-2014/15) (iii) Aggregate of 8 disruption activities against illicit flows over 4 years (2011/12 - 2014/15)
Governance Pillar <i>Engage with the international architecture</i>	Average PEFA score in DFID focus countries.	Guidance on PFM log-frames and cost benefit analysis issued (May 2010).	Overall improvement in 11 out of 12 (92%) countries with repeat assessment (2011/12)	80% of DFID priority countries show improvement in score (rolling average over 3 year period)
Improve the lives of girls and women (SRP Priority 5) <i>Responding to ministerial priorities</i>	Contributing to the following outcomes: (i) Number of girls supported through secondary school (ii) Number of women provided with improved access to justice services (iii) Number of women provided with access to modern methods of family planning (iv) Number of women supported to access financial services (v) Number of women supported through DFID programmes to improve their rights to land and property	<b>Zero</b> (Indicators first reported in DFID Annual Report 2011-12)	(i) 260,000 (ii) 300,000 (iii) 1,000,000 (iv) 740,000 (v) 210,000 <i>(DFID Annual Report 2011-12)</i>	(i) 700,000 by 2014/15 (ii) over 10 million by 2014/15 (iii) at least 10 million by 2014/2015 (iv) 18 million women by 2014/15 (v) 4.5 million by 2014/15
Improve the lives of girls and women (SRP Priority 5) <i>Responding to ministerial priorities</i>	(i) Percentage change in girls' self belief and agency (ii) Percentage change in girls' supportive social networks (iii) Percentage change in boys', parents' and gatekeepers' perception and behaviour	(i) - (ii) - (iii) - (Delayed from November 2012 to August 2013)	Update expected May 2014	5 percent improvement in perceptions scores for all three indicators between November 2012 and May 2014
Improve the lives of girls and women (SRP Priority 5) <i>Engaging with international organisations</i>	UN Women: (i) Number of countries in which UN Women works which incorporate temporary special measures for women in constitutions, legal frameworks and policies. (This indicator and target are subject to agreement by UN Women Executive Board in September 2013) [Source: UN Women Data Companion] World Bank: ii) Women receiving antenatal care during a visit to a health provider funded by IDA	(i) 14 countries (2011) (ii) 700,000 (annual average 2006-2009)	(i) Awaiting publication in summer 2013 of UN Women Data Companion 2012 (ii) 50 million (FY 2012)	(i) 33 countries by 2015 (ii) Up to 1 million by 2015