



Operational Plan 2011-2015

DFID Global Partnerships Department

June 2013

This plan will be refreshed annually

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Introduction

The UK Government is determined to help reduce the inequalities of opportunity we see around the world today. We believe that promoting global prosperity is both a moral duty and in the UK's national interest. Aid is only ever a means to an end, never an end in itself. It is wealth creation and sustainable growth that will help people to lift themselves out of poverty.

Alongside the Bilateral Aid Review, which took a comprehensive look at the countries in which DFID works through our direct country and regional programmes, in parallel, through the Multilateral Aid Review, DFID assessed how effective the international organisations we fund are at tackling poverty.

On 1 March 2011, the key outcomes of the reviews were announced, including the results that UK aid will deliver for the world's poorest people over the next four years. The Bilateral Aid Review has refocused the aid programme in fewer countries so that we can target our support where it will make the biggest difference and where the need is greatest. The Multilateral Aid Review findings enable us to put more money behind effective international organisations which are critical to delivering the UK's development priorities. In addition the independent Humanitarian Emergency Response Review looked at how the UK can build on its strengths in responding impartially to humanitarian needs and help ensure future disaster responses can be better prepared and coordinated.

DFID is committed to being a global leader on transparency. In the current financial climate, we have a particular duty to show that we are achieving value for every pound of UK taxpayers' money that we spend on development. Results, transparency and accountability are our watchwords and guide everything we do. DFID regards transparency as fundamental to improving its accountability to UK citizens and to improving accountability to citizens in the countries in which it works. Transparency will also help us achieve more value for money in the programmes we deliver and will improve the effectiveness of aid in reducing poverty.

The UK Aid Transparency Guarantee commits DFID to making our aid fully transparent to citizens in both the UK and developing countries. As part of this commitment we publish Operational Plans for each area of our work. These set out what we will achieve and how we will achieve it

We will concentrate our efforts on supporting achievement of 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

The international development agenda remains framed by the Millennium Declaration and the Millennium Development Goals (MDGs). The four years of this plan will determine what further progress will be made towards a new post-2015 development framework, and how international development priorities will be reshaped. The key relationships and fora are changing: traditional donors, and aid as a development instrument, are less central in development debates; the G20 is now the premier global forum for economic governance while the G8 remains an important group for action on a range of political and economic issues; major UN Summits are shaping new priorities rather than just monitoring old; and international attention needs to continue shifting from inputs to results, transparency and accountability.

Global Partnerships Department (GPD) supports the effective and efficient delivery of DFID's international objectives. GPD is responsible for shaping and delivering coherent DFID priorities; and for working with others – across DFID, other government departments and a wide range of external partners to ensure that these priorities are reflected in the outcomes of international processes.



2) Vision

Overview

- The context in which DFID operates is changing rapidly. The Global Partnerships Department supports the delivery of DFID's objectives through the international system through its representation of the UK in a range of forums and its relationships within Whitehall and with NGOs, philanthropists and other development partners, old and new.

This means:

- influencing the G20 development agenda whilst keeping the G8 on track to deliver on development commitments
- developing relationships with the emerging powers, private foundations and other groups of partners, whilst strengthening existing relationships, for example with other donor countries
- working to secure transformational reform in the Development Assistance Committee (DAC) / Organisation for Economic Co-operation and Development (OECD), to enable it to meet future development challenges, and help to redefine a framework for development financing.
- Co-ordinating the G8 process on development during the UK's 2013 Presidency, including to ensure the presidency reaches ambitious but achievable development commitments on food security and transparency, and deliver strong accountability on development commitments through the accountability report.

Alignment to DFID and wider UK Government priorities

- Global Partnerships Department is a key component in the delivery of DFID's international objectives – we make the best possible use of Ministerial and senior officials' time through prioritised, well-briefed engagement with others, by coordinating one voice for DFID at selected key international processes. We do this by working with policy leads across DFID, in partnership with development partners, working across Whitehall to ensure development is mainstreamed through the UK Government's international agenda, and coordinating DFID's engagement in the National Security Council (NSC) on emerging powers.

What we will stop doing – work that is coming to an end

- No mainstream work is coming to an end. We continue to engage with a diverse range of partners. GPD is highly flexible and manages its resources dynamically in order to best serve the UK's objectives in rapidly evolving international and domestic contexts. Operating costs remain under strict review to ensure that we are sharply focussed on priority outcomes. This means that sometimes we will scale up our engagement in one area or scale down our involvement in another, to fit with wider priorities.
- There has been an increase in staffing capacity to handle the G8 Presidency, but this is temporary.



3) Results

Headline results

| Pillar / Strategic Priority | Indicator | Baseline (including year) | Expected Results (including year) |
|--|---|--|--|
| Other countries fulfil their aid commitments. | There is no decline in G8 and EU Official Development Assistance (ODA) levels. EU and G8 accountability processes are in place and include an assessment of progress towards ODA commitments. EU 0.7%. ODA/Gross National Income (GNI) commitment is reconfirmed during 2013. | Targets agreed in 2005; 2010 ODA outturns. | No universal decline in EU/G8 ODA levels during 2012/13. EU unlikely to meet 0.7% GNI target by 2015, but we will push for continued EU commitment to 0.7% on an extended (i.e. 2016/17) timetable. |
| The G8 delivers strong commitment behind UK development priorities. | Publication of a comprehensive accountability report against previous G8 development commitments that demonstrates on-going G8 commitment to accountability and transparency. Outcomes of G8 events, including pre-events and Summit, are ambitious but achievable on development issues. | Muskoka Accountability Report 2010. | Discernible progress on improving coherence of G8 members' efforts to support Africa's free trade agenda – 2011, 2013. G8 reporting routinely and transparently on progress on outstanding commitments – 2012, 2013. Transparency and results agenda boosted by G8 action – 2011. Comprehensive accountability report delivered during the G8 presidency in 2013 that covers the nine sectors identified in Muskoka and is released prior to the summit. G8 agreements include clear development outcomes including on transparency and food security. |
| The G20 delivers strong commitment behind UK development priorities and makes a positive impact in developing countries. | Development integrated into G20 agenda and contributing towards promoting growth in low income countries; in particular through actions on food security, infrastructure, green growth and trade, in the context of the Seoul Multi-Year Action Plan. A sound and value-adding successor G20 development agenda agreed once the Seoul Action Plan reaches completion. | Seoul Summit outcomes 2010. | Delivery of all actions agreed in the Seoul Multi Year Action Plan expected by 2012/13 including on UK priorities of infrastructure, food security and trade. Green growth established on G20 agenda in 2012. Successor development agenda agreed in 2013 for the medium term. |



3) Results (continued)

| Pillar/ Strategic Priority | Indicator | Baseline (including year) | Expected Results (including year) |
|---|--|---|--|
| UK relationship with emerging powers on global development issues is strengthened. | Partnership agreements, formal dialogues and joint programmes with emerging powers (particularly China, Brazil, India, South Africa and the Gulf). | Status of partnerships in 2010. | Collaboration with emerging powers on i) making development assistance more effective: ii) enhancing the development impact of investment in poorer countries and regions: iii) responding better to global challenges, and iv) an international system that reflects the needs of poor countries. |
| Outcome of High Level Forum 4 reflects UK priorities. | UK approach influential in shaping outcome; engagement with other donors contributes to delivery of UK objectives. | Paris Declaration 2005; Accra Agenda for Action, 2008. | Streamlined and modernised approach to aid effectiveness agreed at Busan, including mechanisms to engage non-Development Assistance Committee partners. |
| Enhanced bilateral cooperation with donor partners to promote DFID priorities and mutual lesson learning that leads to improved development assistance. | Enhanced engagement with bilateral donor partners on areas of shared priority. Formal dialogues, Partnership agreements and areas of co-ordinating donor action. | Status of partnerships in 2010. | Strong, productive and vibrant relationships with donor partners and UK influence on coordination and implementation. |
| Development of UK objectives for the post 2015 financing for development framework. | Clear UK Government consensus on objectives for the Post 2015 financing for development framework achieved. | Current status-quo: underpinned by the Monterrey consensus, MDG framework, EU ODA commitments and within the parameters of the OECD ODA definition and national UK commitment to reach 0.7 ODA/GNI by 2013. | An agreed UK Government approach to financing for development which feeds into the international negotiations on the Post-2015 financing framework. |



3) Results (continued)

Evidence supporting results

Global Partnerships Department shapes and delivers DFID's objectives through working with others – other UK government departments, donors, philanthropists, emerging powers – to influence the outcomes of international processes. Our approach enables us to draw convincing links between the use of our resources and the outcomes we seek to deliver.

Sources of evidence include our engagement strategies, designed to enable us to prioritise and fine-tune our efforts to maximise delivery.

The Global Development Partnerships Programme will allocate resources to country, regional and policy teams on the basis of a business case setting out the results to be delivered. We regularly review our results framework to ensure it reflects completed activities and changing priorities.

Value for Money (VfM) rationale

Our priorities are determined by analysis of where our influence should best be applied to maximise delivery of UK objectives; and from direction received from the Prime Minister and Secretary of State.

Our approach allows us to shift resources to follow the opportunities to influence; the 2013 UK Presidency of the G8 being a case in point. We seek to prioritise our engagement with individual partners on the basis of the likely contribution of this engagement to deliver UK objectives.



4) Delivery and Resources

Overview: Global Partnerships Department Design and Structure

Global Partnerships Department is managed to ensure it is fit for purpose in an evolving context. Its workforce, objectives and resources are constantly reviewed and changes implemented as required – it has, since 2009, streamlined structures and created surge capacity within existing resources by redeploying staff as priorities require.

In mid-2011 Global Partnerships Department implemented a new operating model, reflecting the changes in the Department's focus, with a new emphasis on partnerships with the emerging powers, the establishment of the Global Development Partnership Programme and the Secretary of State's desire to strengthen both new and old partnerships.

Global Partnerships Department, spread between 22 Whitehall and Abercrombie House, is currently composed of three principle teams – Bilateral Relations and Development Finance team, G8 team (currently engaging with the UK's Presidency) and the Emerging Powers team (which includes the G20). The department also holds the DFID lead on our relationship with philanthropic organisations.

Delivery mechanisms and partnerships

Apart from the Global Development Partnership Programme (GDPP), the Global Partnerships Department is not a programme spending department. The spend for which we are responsible in Brazil is part of the GDPP. We meet our objectives through building and maintaining relationships with development partners; and using those relationships to work with others to deliver positive results for poverty reduction from international processes.

Within the UK Government, we work particularly closely with No.10, Cabinet Office, Her Majesty's Treasury (HMT), and the Foreign and Commonwealth Office (FCO). We also work closely with the UK missions in Brussels, New York, Paris and Washington.

Externally we work with a broad range of development partners, including the EU, US, other donors and emerging powers; in fora such as the G20 and G8; and with philanthropists and foundations. Under the GDPP, we are focusing more coherently on strengthening the UK's relationships with emerging powers, such as Brazil. We have four staff based at the UK Embassy in Brasilia. We also have a member of staff based at the OECD in Paris and in Washington DC.



4) Delivery and Resources (continued)

| Pillar/Strategic priority | 2010/11 | | 2011/12 | | 2012/13 | | 2013/14 | | 2014/15 | | TOTAL | |
|---|-------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|------------------|
| | Resource £'000 | Capital £'000 |
| Wealth Creation | 40 | | 192 | | 447 | | 1,250 | | 1,250 | | 3,139 | 0 |
| Climate Change | 7 | | 223 | | 270 | | | | | | 493 | 0 |
| Governance and Security | 146 | | 1,333 | | 2,682 | | | | | | 4,015 | 0 |
| Education | | | 0 | | 0 | | | | | | 0 | 0 |
| Reproductive, Maternal and Newborn Health | | | 14 | | 90 | | | | | | 104 | 0 |
| Malaria | | | 802 | | 989 | | | | | | 1,791 | 0 |
| HIV/Aids | | | 1,145 | | 1,413 | | | | | | 2,558 | 0 |
| Other Health | | | 448 | | 4,988 | | | | | | 5,436 | 0 |
| Water and Sanitation | | | 83 | | 106 | | | | | | 189 | 0 |
| Poverty, Hunger and Vulnerability | 40 | | 136 | | 445 | | | | | | 581 | 0 |
| Humanitarian | | | | | | | | | | | 0 | 0 |
| Other MDG's | | | | | | | | | | | 0 | 0 |
| Global Partnerships | 1,167 | | 1,024 | | 1,851 | | 45,318 | | 45,318 | | 93,511 | 0 |
| TOTAL | 1,400 | 0 | 5,400 | 0 | 13,281 | 0 | 46,568 | 0 | 46,568 | 0 | 111,817 | 0 |



4) Delivery and Resources (continued)

Operating Costs

| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | TOTAL |
|---------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Frontline staff costs - Pay | 374 | 412 | 532 | 642 | 660 | 2246 |
| Frontline staff costs - Non Pay | 349 | 330 | 554 | 492 | 492 | 1868 |
| Administrative Costs - Pay | 947 | 836 | 997 | 1020 | 970 | 3823 |
| Administrative Costs - Non Pay | 84 | 138 | 168 | 168 | 168 | 642 |
| Total | 1754 | 1716 | 2251 | 2322 | 2290 | 8579 |



4) Delivery and Resources (continued)

Efficiency savings

Delivering Programme Efficiencies

| Category | Details | Residual cost in the SR period £'000 |
|--|---------|--------------------------------------|
| Strategic Reprioritisation | | |
| Further examples of Programme efficiency | | |

| | 2011/12 | | 2012/13 | | 2013/14 | | 2014/15 | |
|--|--------------|------------------|--------------|------------------|--------------|------------------|--------------|------------------|
| | PAY £'000 | Non Pay £'000 |
| Administrative Cost Savings Initiative | | | | | | | | |
| Reduction in Consultancy Payments | | 10 | | | | | | |
| Reduction in Travel | | 35 | | 5 | | | | |
| Reduction in Training | | | | 4 | | | | |
| Reduction in Estates and Property Costs | | | | | | | | |
| Reduction in costs as a result of Office Restructuring | 103 | | 80 | | | | | |
| Other Reductions | | 3 | | | | | | |
| Total | 103 | 48 | 80 | 9 | 0 | 0 | 0 | 0 |

We made substantial savings in 2010/2011 with a baseline admin budget decrease from £1,345,594 to £1,090,000 for 2011/ 2012. Non-pay admin has not grown in proportion to increased staffing for the G8 Presidency and this amounts to a real term reduction in non-pay admin spend.



5) Delivering Value for Money (VfM)

In line with the Secretary of State's focus on ensuring all of DFID's work delivers maximum Value for Money:

- Since 2009, we have evolved - taking on a wider remit (for example the G20) within a tighter resource envelope (a cut in our administration costs baseline from £1.4 million in 2010/11 to £1.1 million in 2011/12); and resources actively managed to increase value for money.
- Our engagement in international processes is being prioritised and our engagement with the UK Government's network to deliver this is being streamlined.

Further embedding and improving value for money is a key objective of the on-going change process.

Challenges:

GPD's role is to ensure the effective and efficient delivery of DFID's international objectives. We do so through engagement in international events and processes, working through relationships developed with key partners. The events and processes which we prioritise are high profile and can involve the Prime Minister, Deputy Prime Minister, our Secretary of State and Ministers, senior Ministers from other government departments and our senior management. Delivering our objectives through these international events requires a significant investment of human resources by Global Partnerships Department (for example an enlarged team dealing with the UK's Presidency of the G8), but this investment is not optional, given the high profile, senior engagement and potential reputational risk. We do prioritise and streamline ruthlessly to the extent allowed by Ministerial priorities. Further, not all outcomes from international processes are quantifiable and in some cases, our aim is to avoid a particular conclusion that might conflict with our objectives.



6) Monitoring and Evaluation

Monitoring

There will be a light touch mid-term review, as well as an annual review, of the Operational Plan in line with the DFID Business Plan review, led by the Head of Department.

This will include an assessment of:

- Feedback from Private Offices and Top Management Group on quality and usefulness of briefing
- Post mortem of key summits
- Lesson-learning exercises
- Stakeholder feedback
- Quarterly review of progress against the Global Partnerships Department's action plan.

Evaluation

We completed an evaluation of our engagement with the OECD DAC and the OECD Development Centre in 2011, drawing on the findings to help prioritise our areas of focus. We regularly review our work and all major projects with a value over £1 million are reviewed annually.



7) Transparency

Transparency is one of the top priorities for the UK Government. 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.

Internal

The Global Partnerships Department will ensure that all staff are complying with the requirements under the Aid Transparency Guarantee and are following the guidance on plain language and business cases. We will ensure that all programme and administration spending conforms to the highest standards of transparency.

External

We will ensure that transparency is a priority in all relevant international work. Specifically, we will work closely with the Value for Money Department to put transparency at the heart of the modernised approach to aid effectiveness. At High Level Forum 4 in Busan, DFID sought to achieve consensus amongst a critical mass of actors to a core understanding on aid effectiveness, with transparency at the centre. This is now being taken forward by the OECD and UN through the Global Partnership for Effective Development Cooperation (GPED). In the G8, we will work closely with the US and others to encourage all donors to sign up to International Aid Transparency Initiative (IATI). We will explore the scope for practical action by likeminded partners, including joint country level implementation of IATI standards.



Annex: Revisions to Operational Plan 2012/13

Slide 3: Results

- *The expected result on ODA commitments has been modified to reflect the on-going impacts of the global economic crisis on EU aid levels.*
- *The strategic priority on the G8 has been updated to reflect the UK's 2013 G8 Presidency objectives.*
- *Two priorities have been added on: enhancing bilateral cooperation with donor partners and work on developing UK objectives for post 2015 development finance.*

Slide 8: Delivery and Resources (continued)

- *Figures for programme spend updated.*

Slide 9: Delivery and Resources (continued)

- *Figures for operating costs of admin and frontline costs updated to reflect the significant surge in increased resources required to support the UK G8 Presidency and staff working on building relations with emerging powers.*



Annex: Results Progress

Progress towards headline results*

| Pillar/ Strategic Priority | Indicator | Baseline (include year) | Progress towards results (include year) | Expected Results (include year) |
|---|---|--|---|---|
| Other countries fulfil their aid commitments. | No decline in G8 and EU ODA levels and 0.7% GNI commitment is reconfirmed during 2013. | Targets agreed in 2005; 2010 ODA outturns. | <p>OECD DAC figures show a decline in global ODA levels during 2012. Five countries continue to meet 0.7% target.</p> <p>The decline in ODA from DAC countries was not universal; net ODA rose in real terms in nine DAC countries in 2012.</p> | EU unlikely to meet 0.7% GNI target by 2015, but we will push for continued EU commitment to 0.7% on an extended (i.e. 2016/17) timetable. |
| The G8 2013 presidency delivers strong commitment behind UK development priorities. | <p>Publication of a comprehensive accountability report against previous G8 development commitments that demonstrates on-going G8 commitment to accountability and transparency.</p> <p>Outcomes of G8 events, including pre-events and Summit, are ambitious but achievable on development issues.</p> | Muskoka Accountability Report 2010. | <p>The French (2011) and US (2012) both produced accountability reports including food security, health and aid commitments.</p> <p>The French presidency development commitments focused on support for the Arab Spring countries under the Deauville Partnership and the US launched the <i>'New Alliance for Food Security and Nutrition'</i> to lift 50M people out of hunger over the next decade.</p> | <p>Discernible progress on improving coherence of G8 members' efforts to support Africa's free trade agenda – 2011, 2013.</p> <p>G8 reporting routinely and transparently on progress on outstanding commitments – 2012, 2013.</p> <p>Transparency and results agenda boosted by G8 action – 2011.</p> <p>Comprehensive accountability report delivered during the G8 presidency in 2013 that covers the nine sectors identified in Muskoka and is released prior to the summit.</p> <p>G8 agreements include clear development outcomes including on transparency and food security.</p> |

* These results may not be directly aggregatable with other country results due to different measurement methodologies



Annex: Results Progress (continued)

| Pillar/ Strategic Priority | Indicator | Baseline (include year) | Progress towards results (include year) | Expected Results (include year) |
|--|---|--|--|--|
| The G20 delivers strong commitment behind UK development priorities and makes a positive impact in developing countries. | Development integrated into G20 agenda and contributing towards promoting growth in low income countries; in particular through actions on food security, infrastructure, green growth and trade, in the context of the Seoul Multi-Year Action Plan. A sound and value-adding successor G20 development agenda agreed once the Seoul Action Plan reaches completion. | Seoul Summit outcomes 2010. | The Mexican G20 presidency (2011) deliverables included food security and green growth to support sustainable development. The current Russian Presidency (2012) is leading an accountability exercise to assess progress on the Seoul Multi-Year Action Plan to inform a new evidence based plan. | Delivery of all actions agreed in the Seoul Multi Year Action Plan expected by 2012/13 including on UK priorities of infrastructure, food security and trade. Green growth established on G20 agenda in 2012. Successor development agenda agreed in 2013 for the medium term. |
| UK relationship with emerging powers on global development issues is strengthened. | Partnership agreements, formal dialogues and joint programmes with emerging powers (particularly China, Brazil, India, South Africa and the Gulf). | Status of partnerships in 2010. | UK-UAE MOU on development agreed (2012); Sino-UK Development Dialogue (2011 and 2012); Brazil-UK co-hosted Olympic Hunger Summit (2012). Collaborative programmes agreed to share China and Brazil experience on agriculture with Africa (2012). | Collaboration with emerging powers on i) making development assistance more effective: ii) enhancing the development impact of investment in poorer countries and regions: iii) responding better to global challenges, and iv) an international system that reflects the needs of poor countries. |
| Outcome of High Level Forum 4 reflects UK priorities. | UK approach influential in shaping outcome; engagement with other donors contributes to delivery of UK objectives. | Paris Declaration 2005; Accra Agenda for Action, 2008. | The Busan conference (2011) agreed the establishment of the Global Partnership for Effective Development Cooperation the 'Global Partnership' to take forward commitments with a wider range of development stakeholders. | Streamlined and modernised approach to aid effectiveness agreed at Busan, including mechanisms to engage non-Development Assistance Committee partners. |



Annex: Results Progress (continued)

| Pillar/ Strategic Priority | Indicator | Baseline (include year) | Progress towards results (include year) | Expected Results (include year) |
|---|--|--|--|---|
| Enhanced bilateral cooperation with donor partners. | Enhanced engagement with bilateral donor partners on areas of shared priority. Formal dialogues, Partnership agreements and areas of co-ordinating donor action. | Status of partnerships in 2010. | Successfully enhanced engagement with bilateral partners, engagement at key summits and high level meetings eg the OECD DAC High Level Forum (2012) . Engagement with priority donors (ongoing). | Strong, productive and vibrant relationships with donor partners and UK influence on coordination and implementation. |
| Development of UK objectives for the post 2015 financing for development framework. | Clear UK Government consensus on objectives for the Post 2015 financing for development framework achieved. | Current status-quo: underpinned by the Monterrey consensus, MDG framework, ODA commitments | Work beginning this year. | An agreed UK Government approach to financing for development which feeds into the international negotiations on the Post-2015 financing framework. |