

## **PERMANENT SECRETARY INDIVIDUAL PERFORMANCE OBJECTIVES 2014/15**

### **MARK LOWCOCK, DEPARTMENT FOR INTERNATIONAL DEVELOPMENT**

#### **Role**

Permanent Secretaries are responsible for supporting their Secretary of State on the implementation of the Government's priorities in their Department and for responding effectively to new challenges. The Coalition Agreement and the Structural Reform Plans set out the Government's priorities in detail.

Working to the Cabinet Secretary and Head of the Civil Service, Permanent Secretaries are collectively responsible for supporting proper and effective decision making and effective implementation of the Government's overall priorities. They also have an individual responsibility to maintain the underlying capability and responsiveness of the departments they lead.

Permanent Secretaries are also responsible for the long run health and stewardship of their Departments, in particular for ensuring the maintenance of an impartial Civil Service that commands the confidence of Ministers and MPs of all political parties. They have particularly to pay attention to the overall capability of their Departments, including through talent management, succession planning and the effective implementation of the Departmental Improvement Plan.

Mark Lowcock is a member of the National Security Council (Officials) Group. He is also appointed by the Treasury as Accounting Officer with responsibilities to Parliament for financial management, value for money and the running of the Department as set out in Managing Public Money.

#### **2014/15 Priorities**

In the Department for International Development (DFID), the priorities in 2014/15 include economic development, handling conflict and humanitarian crises (including Syria), improving opportunities for girls and women and improving programme management, as well as delivering on the Government's commitment to spend 0.7% of Gross National Income on Official Development Assistance in calendar year 2014, ensuring that negotiations are on-track to deliver the post-2015 development goals and that DFID's work also supports the wider UK growth agenda.

#### **Corporate and Capability Management**

Permanent Secretaries are also required to contribute to the corporate leadership of the Civil Service and support Civil Service Reform. Mark Lowcock is a member of the Civil Service Board.

In addition to these generic responsibilities, Permanent Secretaries – like all other civil servants - have specific objectives to achieve during the course of each year. And like all other civil servants, they have responsibilities to learn, develop and acquire new skills needed to discharge their roles. Mark Lowcock's specific objectives for 2014/15 are set out overleaf.

<b>Objective</b>	<b>How progress will be judged.</b>
<p><i>Business Objectives</i></p> <p>a) Effective implementation of Department for International Development (DFID) economic development strategic framework, including on golden thread issues.</p> <p>b) Ensure effective DFID leadership of humanitarian response in crises and conflicts, including working collaboratively with Ministry of Defence and Foreign and Commonwealth Office to deliver priorities set out in the Building Stability Overseas Strategy.</p> <p>c) Support effective implementation of DFID policy and programmes on girls and women.</p> <p>d) Development results achieved as set out in “Changing Lives, Delivering Results” (Published February 2011).</p>	<p>Overall: feedback from Secretary of State and lead Non-Executive Director, 360 feedback and People Survey.</p> <p>a) On track on programming goal of £1.8billion in 2015/16 by March 2015. Portfolio quality aggregate measure at least 100 for economic development in March 2015 (<i>baseline: 99.4 March 2014</i>).</p> <p>b) Effective management of specific crises and conflicts. Feedback from National Security Adviser on DFID role in supporting National Security Council.</p> <p>c) Successful UK led international events in mid-2014. Negotiations on track to achieve stand-alone gender goal in post-Millennium Development Goals framework.</p> <p>d) All measures on track in March 2015 as set out in DFID Business Plan and Quarterly Management Report.</p>
<p><i>Cross Government Working and Civil Service Reform</i></p> <p>e) Effective contribution to Civil Service Board and specific Civil Service Reform priorities, including spreading best practice across Whitehall from DFID programme management reforms.</p>	<p>e) Feedback from Head of the Civil Service.</p>
<p><i>Capability</i></p> <p>f) Effective oversight of work programme to improve DFID project and programme management.</p>	<p>f) Full compliance with Annual Review/PCR system; DFID total portfolio score above 98.5 in March 2015 (<i>baseline:98.2 March 2014</i>); all SCS complete commercial training by March 2015; DFID programme management academy (linked to Major Projects Authority (MPA)) established by December 2014.</p>