

Operational Plan 2011-2016

Governance, Open Societies and Anti-Corruption 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 Secretary of State's time as co-chair of the Global Partnership for Effective Development Cooperation, DFID played a key role in encouraging different development actors to work together and use internationally agreed principles for aid and development effectiveness.

As our operational plans set out, our approach to international development is ambitious and innovative. We are determined to ensure that every pound DFID spends has the biggest possible impact on the ground. Ultimately by investing in developing countries, we can end aid dependency for good and build a better, more prosperous world for us all.

Context

The **Policy and Global Programmes Directorate**;

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

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

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

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

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

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

Governance, Open Societies and Anti-Corruption Department is part of Policy Division. The department delivers results at scale by: promoting open societies and open government by supporting multi-country projects where this approach complements work through individual country offices; helping country programmes base their interventions on the best available evidence of what works; and encouraging international institutions and the wider donor community to do the same.

It influences change in the international system by helping to shape international processes such as the post-2015 development framework, Financing for Development, G8, G20 Busan Global Partnership for Development Effectiveness, and UN Convention against Corruption.

The department manages major partnerships including with UK law enforcement agencies and the legal sector, BBC Media Action, the Westminster Foundation for Democracy, the World Bank and a Consortium delivering the Making All Voices Count programme in order to deliver DFID's global governance programme and strengthen social protection systems and meet the information and communication needs of citizens in 15 fragile states.

The department develops knowledge and policy on building inclusive economic, social and political institutions that provide the environment for sustainable growth and poverty reduction. This includes institutions that raise and allocate revenues for poverty reduction and safeguard them from corruption; institutions that ensure the rule of law and provide services for poor people and environment for economic development; and institutions that empower people to hold their government to account and encourage them to respond to their needs.

Vision

Overview

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 girls and women.

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

The Prime Minister's conviction that a 'Golden Thread' of Open Societies and Open Economies runs through successful development is based on evidence that sustained prosperity requires peace, the rule of law, promotion of human rights, effective property rights and stable business conditions. Sustainable prosperity is driven by 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. Open and inclusive political systems – that give effective voice and representation to all sections of society, regardless of identity and status – are important for enabling states to function for their citizens and citizens to lead their own development.

GOSAC is working to deliver these Golden Thread outcomes. We aim to make DFID a global leader on UK policy and effective international engagement – supported where appropriate with a small number of programmes - in four broad areas; these together form an integrated approach to promoting governance and open societies and making the best use of resources which are essential for poverty reduction:

1. Developing effective institutions to improve public sector delivery of services, the rule of law, and the enabling environment for economic development;
2. Promoting citizen empowerment and accountability to change interactions between citizens and state authorities in ways that put citizens at the heart of their own development and hold public authorities to account through social and political means; promoting human rights and inclusive development for all;
3. Helping governments and citizens to raise (including through taxation) and use (through sound public financial management) public resources effectively for inclusive economic development; and to safeguard them from corruption;
4. Supporting nationally-led and financed social protection systems to ensure no-one gets left behind.

Alignment to DFID and wider UK Government priorities

In seeking to provide leadership in these areas GOSAC will:

- **Provide leadership on key policy areas**, coordinating actions and policy positions with international partners;
- **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;
- **Promote UK Government-wide policies and instruments** which can benefit developing countries (e.g. non-aid levers to tackle corruption or improve the international tax rules to benefit developing countries);
- **Support analysis on approaches or partnerships which DFID will want to prioritise in the future** (e.g. working with the private sector and other parts of HMG; a stronger focus on innovation and technology) and how DFID should engage in countries where it does not have a traditional bilateral programme;
- **Promote lesson learning and knowledge management** across DFID's bilateral portfolio and engagement with multilaterals to inform international and bilateral policy and programmes and capture experience from innovation;
- **Provide analysis and advice** in support of Ministerial policy requests and business plan/ SRP priorities;
- **Build public and parliamentary support** for the UK development effort (PD answers 50% of DFID's PQs);
- **Deliver selected aid results and support partners** through a small number of programmes better funded centrally (e.g. BBC World Service Trust, police units tackling international corruption).
- **Ensure DFID gets the best value for money out of all its investments** in governance (16% of DFID's bilateral portfolio), golden thread (approximately 26%) and domestic revenue mobilisation (around 4%).

This work underpins progress across DFID's Business Plan and are priorities in their own right.

GOSAC continues to make tangible contributions to the four **Development Effectiveness Principles**:

Country ownership: Our work supports and strengthens local responsibility, capacity, accountability and leadership. For example DFID's work on tax and public financial management helps developing countries both directly with technical support, and internationally, by working with the G20, Organisation for Economic Co-operation and Development (OECD) and others to strengthen the international tax infrastructure to reduce scope for evasion and avoidance of tax in developing countries.

Results: GOSAC's Results Hub is engaging internationally to find new ways to measure the impact of governance interventions (for example as part of project to crowd source new measures of public sector reform). GOSAC supports DFID to understand project effectiveness by promoting new measurement approaches for example by producing on-line training materials.

Inclusivity: GOSAC's work on the Golden Thread and, within that, on Empowerment and Accountability (E&A) supports more inclusive development; for instance, reform of discriminatory legislation and social norms that perpetuate stigma and exclusion (e.g., on basis of gender, ethnicity or sexuality); and greater political inclusion (e.g. increasing women's political participation), as well as leading DFID's overall work on human rights.

Transparency and accountability: much of our work is about empowering citizens to hold their governments and development partners to account. This includes working (through, for instance, G8, post-2015 framework negotiations, and major fora such as the Open Government Partnership) to increase transparency: making information about government policy, corruption and spending easier for citizens to access, understand and use. GOSAC supports BBC Media Action to meet information and communication needs of citizens in 15 fragile states. Last year, BBC programmes reached 130 million people, 48 million of them regularly.

Results 2011/12-2015/16

Headline results (those with a * 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) |
|--|--|---|--|--|
| Governance Pillar Support the delivery of the bilateral programme | 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) Zero (Indicator first reported in DFID Annual Report 2011-12) | Eleven countries: Nigeria, Tanzania, Zambia, Yemen, Sierra Leone, Ghana, Kenya, Zimbabwe constitutional referendum, Pakistan, Mozambique municipal, Nepal) (DFID Annual Report 2013-14) | 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 Support the delivery of the bilateral programme | 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). Zero (Indicator first reported in DFID Annual Report 2011-12) | 85.8 million (of which 33.7 million female) (DFID Annual Report 2013-14) | The original target was 40m but we are likely to exceed this by 2015/16 and reach 92.25m people. |
| Governance Pillar Central funding of results | Corruptly acquired funds from developing countries (i) frozen and (ii) returned as a result of UK criminal or civil recovery. (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. £120m; ii. £13.75m iii. 6 disruption activities (Nov 2014/15) | i. £145 million ii. £25 million iii. 8 disruption activities. (2015/16) |

| Pillar / Strategic Priority | Indicator | Baseline | Progress towards results (including year) | Expected Results (end year included) |
|--|--|--|---|--|
| Governance Pillar Responding to Ministerial priorities | Number of countries supported for scaled-up tax / revenue collection through HMRC dedicated unit* | Zero (2013) | 6 | 5 by 2014/15 7 by 2015/16 |
| Governance Pillar Engage with the international architecture | Provision of guidance and support by GOSAC 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. | Of the 19 DFID priority countries which had more than 1 PEFA assessment, 13 countries (68%) made improvements in PFM over time. This information is correct as of Nov 2013. | 80% of DFID focus countries show improvements in PFM by 2014/15. |
| Governance Pillar Engage with the international architecture | % of DFID priority countries which have had more than 1 PEFA assessment that show improvements in PFM. | Guidance on PFM log-frames and cost benefit analysis issued (May 2010). | Of the 19 DFID priority countries which had more than 1 PEFA assessment, 13 countries (68%) made improvements in PFM over time. (November 2013) | 80% of DFID priority countries show improvement in score by 2014/15. |
| Support actions to help achieve the MDGs Reduce poverty, hunger and vulnerability | A doubling of the number of countries where DFID supports social protection programmes* | Seven DFID countries with social protection programmes (2009) | 8.5m people covered by DFID supported social protection programmes in 14 countries (Autumn 2014 results) | 15 countries supported and more than nine million people covered by social protection (by 2015). |
| Note: The Gender Team has moved to Civil Society Department in November 2014. The gender results (Improve the lives of girls and women - SRP Priority 5) that were included in GOSAC's previous Operational Plan are now included in CSD's Operational Plan. | | | | |

Headline Results

In addition to the agreed results presented in the tables, GOSAC has a strategic focus on RAR priorities: Governance and Golden Thread and Domestic Revenue Mobilisation, including tax and public financial management, and which tackle difficult political, social or institutional barriers to support a transition from aid.

From now until March 2015, GOSAC will be leading DFID's work in promoting the centrality of the "golden thread" of development with a specific focus on building inclusive and effective institutions and open societies (including political governance, institutions and social protection systems), rule of law, and anti-corruption. We will do this largely through the expertise and influence of our staff; but they will be supported by a small number of programmes, when these programmes can clearly complement country-specific programmes.

Particularly significant impact and results which we aim to achieve, and which imply a shift in our efforts and resources, will include:

- Ensuring that the post-2015 development goals reflect our governance aims, especially on anti-corruption, and that the UK is exemplary in 'setting our own house in order' to enable developing countries to raise their own finances for development;
- Making further progress on the UK's overall approach to anti-corruption, especially through effective lobbying at an international level and by improvements to the UK's enforcement systems on the recovery and return of international assets;
- Rolling out DFID's 2013 rule of law policy and assisting partner countries access UK legal expertise;
- Promoting effective social protection programmes and effective domestically resourced social protection systems.
- Putting partner countries on the path to fiscal sustainability by acting as a catalyst and putting in place technical resources to support ambitious, influential and effective country tax programmes (for example driving the establishment of TADAT, an internationally agreed Tax Administration Diagnostic Assessment Tool and setting up a dedicated HMRC capacity building unit to deploy UK tax officials to provide technical assistance to their peers);
- Building on existing programmes of support for domestic accountability and citizen empowerment (such as further support for media programmes and programmes supporting the role of parliaments and political parties) and exploring responses to emerging challenges to social accountability;
- Encouraging DFID staff and international partners to understand and respond effectively to the governance challenges of successful economic development.

As of 1 November 2014 GOSAC will no longer be the home of DFID's Women and Girls team. However, we will ensure that girls and women's voice, choice and control is an even more central feature in all of our work.

Evidence supporting results

Governance and Golden Thread: There is a large body of respected theory and evidence in economics, politics and history (from flagship documents such as the World Development Report 2011 to the work of respected academics such as Lant Pritchett, Darren Acemoglu and Jim Robinson) which clearly demonstrates that politics and institutions play a vital role in sustained long-term growth and development. This work suggests that political and economic institutions need to be ‘inclusive’ – that is open to a broad cross-section of the population and aimed at promoting common interests - rather than reflecting the interests of elite focused on using power for their own economic gain. While countries can develop in some respects while not fully open, the evidence suggests that in the long run inclusive institutions are necessary for sustained poverty reduction. There is also evidence – for example from the My World survey conducted by the UN – that people across the world want open and inclusive institutions and a voice in their own development.

Several areas of **Empowerment and Accountability** (E&A) (e.g. political inclusion) are supported by the evidence on the Golden Thread. Others (e.g. support to elections) are informed by a strong evidence base of what has/hasn't worked in the past, and how we can improve the impact of interventions going forward, including through better risk management. Still other areas of E&A involve relatively new policy and programming agendas e.g. use of new technology and various forms of transparency and accountability interventions. The evidence base is evolving and we are investing significantly in building it (through major research programmes, support to think-tanks, and a macro-evaluation of DFID's investments in this field). On governance more generally, research demonstrates 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 required to improve our approach to analysis, results, value for money (VfM) and monitoring and evaluation (M&E). 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 supported by a broad governance evaluation strategy.

There is a growing body of evidence on the contribution of **social protection** instruments, particularly cash transfers, to development outcomes including poverty and vulnerability, food security, nutrition, education, health, productivity, growth, empowerment, equality, social cohesion, accountability, state-building, building resilience, climate change adaptation, disaster risk reduction, crisis readiness and response. DFID's 2011 Cash Transfers Literature Review showed that the evidence base is relatively strong for some outcome areas, but in others the logic was strong but the evidence was limited. GOSAC has recently commissioned a new Rigorous Literature Review to include the significant body of new evidence generated since 2011 on the impacts of social protection, including the effects of different design and implementation choices.

Domestic Revenue Mobilisation: Countries' successful financing of their own development is about more than revenue-raising; the value chain is longer and development partners can support all stages. DFID and GOSAC aim to help partner countries through traditional and non-aid means to:

1. Collect enough tax (including fighting evasion and avoidance and conventional policy and admin reform)
2. Reduce leakage (anti-corruption, especially prevention e.g. transparency; most notably extractive industry revenues)
3. Ensure spending is efficient, effective and delivers VFM (Public Financial Management (PFM), tackle corruption in procurement)
4. Make it harder to launder the proceeds of corruption and other crimes;
5. Recover and return stolen assets

Tax: Research confirms the potential for enhancing capacity in tax policy and administration to improve government capacity, support state-building and strengthen the citizen-state compact. Moreover it offers developing countries a sustainable alternative to aid and is an important aspect of improving the investment climate. Past DFID tax programmes have shown that where political will exists, well designed and implemented tax programmes can deliver very good rates of return. Developing a dedicated HMRC capacity building unit provides for the deployment of serving UK tax officials to provide technical assistance to their peers.

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.

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.

Delivery and Resources

Instruments of delivery

GOSAC staff, particularly Advisers, are engaged in policy development, thought leadership and influencing the international system. We also currently manage some 30 Centrally Managed Programmes. We have recently reviewed and revised our portfolio of programmes and aim to prioritise our interventions and focus down on those that can influence the international and UK system effectively, are the most cost effective, provide lessons for DFID and partner organisations, and clearly complement country-funded programmes. We aim to reduce the number of projects in our portfolio significantly over the next 18 months. We have suggested to Ministers (September 2014) how we might prioritise programmes that are:

1. Changing the way in which the UK as a whole operates in support of developing countries (e.g. support to the Met Police and City of London Police anti-corruption operations);
2. Most efficiently funded from the centre e.g. BBC Media action; and co-ordinated support to social protection systems building;
3. Testing innovative approaches to policy and delivery e.g. Carnegie supporting us in our “Thought Leadership”; and multi-country investments to test out E&A approaches (Making All Voices Count).
4. Delivering global benefits whilst maximising VfM for DFID e.g. U4 Anti-Corruption advisory centre; and
5. Delivering on international objectives or commitments e.g. post-G8 tax work, UNCAC, International Centre for Asset Recovery).

GOSAC teams and staffing are structured to deliver the operational plan results and we have plans in place to improve our programme management and commercial capability. Our Advisory, Programme Management and Administration needs remain broadly the same – with some increased capacity on Economics to strengthen our VfM work across the department. [Note: GOSAC has four projects delivering results on gender that migrated with the Gender Team to CSD from 1 November 2014.]

Other Delivery Mechanisms and Partners

GOSAC works across government to support delivery on shared priorities, for example on corruption and on human rights in general, as well as specific areas of human rights. We promote the sharing of UK expertise (“Best of British”) e.g. UK police units working on anti-money laundering and asset recovery; International Federation of Accountants; HMRC Tax Capacity Building; UK Legal and Judicial Expertise Programme with HMG.

We 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).

Multilateral Organisations

GOSAC works with a select number of multilateral partners (primarily the World Bank, International Monetary Fund (IMF), OECD) in line with the Multilateral Aid Review outcomes. Working with the World Bank on governance is a high priority for GOSAC. The Governance Partnership Facility (GPF) has been our main instrument to deliver DFID's global governance programmes. While the GPF instrument assisted the World Bank to move into new areas of governance, it was not successful in delivering institutional change we were seeking. The Bank has recently restructured and we are using this opportunity to design a new strategic partnership with the World Bank on governance policy, which will focus more explicitly on joint activities such as policy development and training.

The World Bank is also an important partner for us on Social Protection. They are integral to the goal of scaling up coverage of social protection through nationally-led and financed systems, shared by development partners (and included in the emerging post 2015 framework). GOSAC supports the Rapid Social Response Multi-donor trust fund hosted by the World Bank to strengthen social protection systems in a wider range of countries than our bilateral programmes would achieve, and promote south-south co-operation and learning.

On tax, GOSAC is currently working with the IMF to establish the Tax Administration Diagnostic Assessment Tool. TADAT assessments will help guide future tax capacity building programmes. We work with the OECD,

International Finance Corporation (IFC) and Global Forum on Tax Transparency to provide assistance to partner countries to tackle tax avoidance and evasion.

Maximising the impact of our people

GOSAC has been a driving force on flexible working across DFID to ensure we are meeting business as well as individual needs through attracting, retaining, diversifying and maximising talent. Proactive, effective management is essential to ensure that flexibility delivers for the business and all staff (e.g., ensuring cover across the working week). Technology (e.g., IM, lync) and working arrangements (e.g., rise of split-site working, job shares etc) enable greater flexibility; growing practice (e.g., split site Departments) has proven effectiveness of 'remote leadership'. There is growing HR evidence that flexibility in DFID is delivering – our most recent people survey demonstrated that flexibility delivers in terms of employee engagement.

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 | 229 | | 1,192 | | 1,502 | | 1,353 | | |
| Global partnerships | 3,139 | | 1,624 | | 3,294 | | 2,361 | | |
| Governance and security | 11,680 | | 17,298 | | 26,593 | | 23,870 | | |
| Poverty, hunger and vulnerability | 48 | | 70 | | 9 | | 4,992 | | |
| Wealth Creation | 95 | | 82 | | 242 | | 220 | | |
| Health | 1,210 | | 6,301 | | 7,937 | | 7,151 | | |
| TOTAL | 16,401 | | 26,567 | | 39,578 | | 39,947 | | 39,040 |

* Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements.

Planned Operating Costs

| | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 (provisional*) |
|------------------------------------|--------------|--------------|--------------|--------------|---------------------------|
| | £'000 | £'000 | £'000 | £'000 | £'000 |
| Frontline Delivery Costs – Pay | 432 | 926 | 824 | 1,255 | |
| Frontline Delivery Costs – Non Pay | 27 | 67 | 117 | 111 | |
| Administrative costs - Pay | 2,240 | 1,599 | 1,711 | 1,316 | |
| Administrative costs – Non Pay | 139 | 106 | 121 | 114 | |
| TOTAL | 2,838 | 2,699 | 2,774 | 2,796 | 2,466 |

* Expenditure figures for 2015/16 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements.

Delivering Value for Money

In the last year, GOSAC has made significant improvements on value for money, in terms of maximising the impact of DFID's spending on both staff and programmes at different levels. For example,

- **Leveraging increases in global efforts** to tackle issues such as girls and women's empowerment and child, early and forced marriage through the Girl Summit. CSD will lead follow up activities.
- **Improving knowledge management** in DFID including dedicated value for money sections in our Anti-Corruption, PFM and Tax theme sites.
- **Getting partners to raise their game**, supporting partners to strengthen due diligence policies and processes e.g. working with Girl Hub to strengthen their procurement, finance, HR and other policies has saved an estimated £500,000 over the last year.
- **Changing our support** where programmes not performing - moving to a non- financial partnership with the World Bank in the Governance Partnership Facility multi-donor trust fund.
- **Taking an international lead** on value for money in social protection, by producing good quality guidance which has been used by programme designers and praised by the NAO and World Bank.

Going forward, apart from rigorous programme management and developing **commercial capabilities**, we will continue to improve and maximise value for money through:

Programme management

- Focussing only on **highest return programmes**
- Monitoring returns from **small projects** (80% GOSAC programmes are <£5m) – returns have to be greater if fixed costs are the same as for large programmes.
- Having a **clear rationale** for central programmes – where it is more efficient to fund programmes from the centre or we are testing innovative approaches.

Other measures

- **A strengthened GOSAC Results Hub** (we have just increased our economist capacity), to ensure all parts of GOSAC achieve expected standards on measuring and maximising value for money.
- **Strategic support to country offices** through: theme sites to share best practice; peer reviewing to maintain VfM standards; facilitating links with expert support; guidance notes; and communities of practice to encourage lesson learning.
- Coordination with **cross-DFID efforts on value for money** through the cross-sectoral working group which we regularly attend and both absorb and feed in lessons.
- **Ways of working**: we will continue to develop best practice in remote communication and support and minimise travel within and outside the UK. We regularly review and adapt our ways of working.

Monitoring and Evaluation

Monitoring

GOSAC conducts a quarterly review of its Operational Plan results framework. 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 has built on the 2010 Portfolio Review with mini reviews of DFID activity in specific sub-sectors such as anti-corruption, public sector and the relationship between governance and economic development programming.

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. For example in partnership with the World Bank and others we have launched an i-challenge to crowd source better measures for public sector reform, GOSAC contributes to cross-DFID work on 'harder to measure' benefits and the development of 'tool kit' of techniques for addressing them.

Evaluation

The review of the Evidence and Programme Exchange (EPE) enables us to assess the impact of our engagement with country offices and external partners. We have also commissioned a meta-evaluation of E&A work from evaluation experts using robust impact evaluation methodologies appropriate to governance. GOSAC contributed the launch in October 2012 of the DFID Governance and Security Evaluation Strategy 2012 to 2017 and continues to support its implementation. In concert with this we are engaging with the World Bank i2i initiative to facilitate more impact evaluations within the governance portfolio (in line with the Cabinet Office 'What Works' review).

Building capacity of partners

GOSAC invests in capacity building of partners as appropriate (rather than taking a single approach as part of our overall strategy); 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). The Social Protection Team are gathering examples of best practice in South-South Co-operation and Learning to apply to our bilateral programme – and will share this more widely with GOSAC and Policy Division where appropriate.

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 by

- We will ensure that all project documentation is published on the Development Tracker
- We will ensure that all information in the public domain is comprehensive, accessible, accurate, timely and written in plain English
- We will publish a summary of this Operational Plan and all project summaries in English

Supporting transparency in our work

GOSAC work plays 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 E&A 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. In addition we will:

- Increase opportunities for those directly affected by our projects to provide feedback on project performance e.g. supporting partners to implement our policy guidance on grievance mechanisms and participation in social protection systems.
- Seek similar levels of transparency from our partners (CSOs, contractors, other donors)
- Help government and citizens use availability of rich data; leading by example in promoting the use of gender disaggregated data.

Annex A: Changes to Operational Plan

| Page Number | Change made to operational Plan | Reason for change |
|-------------|--|---|
| 5 | Narrative amended to reflect new priorities including: leading on aspects of the “Golden Thread” of open societies and open economies; tax work to deliver the G8/20 agenda, ensuring it is sensibly included in the post-2015 framework, and support for country programmes in partnership with HMRC. | To reflect new priorities since 2013 update and the fact that GOSAC integrated the Social Protection Team into the department in December 2013 and that the Gender Team will move to Civil Society Department in November 2014. |
| 6 | Changes to “Alignment to DFID and wider UK Government priorities” section | To incorporate GOSAC’s contributions to the Development Effectiveness Principles |
| 8 | Results sections updated | To include new priorities and changes to the department (as above) |
| 13 | Delivery and Resources section updated | To follow new Operational Plan presentation format |
| 17 | Delivering VfM section updated | To reflect progress since 2013 |
| 18 | M&E section updated | To follow new Operational Plan presentation format and reflect progress since 2013 |

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