

# Operational Plan 2011-2015

## DFID BANGLADESH

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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.
- In May 2010, the International Development Secretary, Andrew Mitchell, commissioned the Bilateral Aid Review to take a comprehensive and ambitious look at the countries in which DFID works through our direct country and regional programmes. The review focussed on the best ways for the UK to tackle extreme poverty, ensuring that we make the greatest impact with every pound we spend. In parallel, through the Multilateral Aid Review, DFID assessed how effective the international organisations we fund are at tackling poverty.
- On the 1st 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 are publishing Operational Plans for country programmes. The Operational Plans set out the vision, priorities and results that will be delivered in each of our country programmes.
- 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

## Introduction

- Bangladesh has unquestioned potential. Goldman Sachs listed it in their 'Next 11' economies, with high potential to become one of the world's largest economies in the 21st century. The country was edging up the World Bank/International Finance Corporation rankings on Ease of Doing Business, from 110 in 2010 to 107 in 2011 (out of 183). But the 2011 figures was subsequently revised down to 118, then again to 122 in 2012, on account of the restrictions to electricity connections. Foreign investment is relatively low, but exports exceeded £19 billion in 2010, 27% up on 2009, largely from the garment, jute, leather, frozen fish and seafood sectors.

## Achievement of the MDGs

- Bangladesh has made some good progress on the MDGs, particularly in terms of reducing income poverty, getting nearly all boys and girls enrolled in primary school, and reducing child and maternal mortality. Bangladesh has strengthened its disaster preparedness and effectively leads the Least Developed Countries caucus in global climate change negotiations. It shows commitment to robust adaptation planning through innovative climate financing mechanisms using its own revenue, which is complemented by donor funds; and through active participation in a South Asia regional initiative on water resource management.

## Key development challenges

- Bangladesh is a poor, populous, rapidly urbanising country, highly vulnerable to natural disasters and already experiencing the effects of climate change. High levels of poverty and inequality exist, with more than 4 in 10 people living on less than \$1.25 per day and over three quarters of the population on less than \$2.00. Population growth is a continuing challenge with about 150m people living in an area the size of England and Wales. One in nineteen children die before 5 years old, 120,000 babies die every year in their first month of life, and over a third of children are underweight. 30% of women are undernourished, and over 7,000 die each year due to complications of pregnancy and childbirth.
- Bangladesh is most off track on MDG7 (access to water and sanitation) and was off-track on MDG 5 (improving maternal health), until data from the 2010 maternal mortality survey show significant progress over the last decade, indicating that strategies are working.

## Politics and Economy

- Bangladesh is classified as a fragile state, with unstable politics (characterised by violence and confrontation) and weak state capacity. Political unrest increases as the country moves closer to the election scheduled for end of 2013/early 2014. The country suffers as a result of endemic corruption, but the economy has nonetheless grown by 5-6% a year since the early 1990s and Bangladesh has weathered recent global turmoil well. But achieving the aspiration of middle income status by 2021 requires sustained annual growth of 8% or higher. The prospects of achieving this are constrained by significant and chronic energy shortages and inadequate infrastructure, as well as bureaucratic barriers which make the investment climate and private sector less competitive. Economic growth is also hampered by political obstacles to regional trade integration with India and other neighbours.
- Whilst macroeconomic policy has been generally sound, Bangladesh is acutely exposed to rising world food and fuel prices, and inflation is rising. A relatively loose monetary policy and poor regulation has resulted in the need for an IMF extended credit facility of \$987m (agreed April 2012). A lack of alternative investment opportunities in Bangladesh produced stock and property market bubbles in 2010. Equity prices are now correcting with some drama. Investors have reacted angrily and minor civil disquiet has resulted.

## The UK's influence in Bangladesh

- The UK has a long-standing and positive relationship with Bangladesh, with strong cultural ties. We have a proven development track record and highly regarded technical expertise. But we do not overestimate our ability to shape overall policy, and will focus on areas where we can make the greatest difference.
- As the largest grant donor, the UK plays an influential role among development partners. We will continue to support government efforts to lead donors and improve coherence with national strategies, budgets and planning. Bangladesh is not aid dependent: total aid is about 2% of GDP.
- Our development partnership is central to the UK's objectives of promoting prosperity and security, and works with the grain of Bangladesh's own ambitions. Our programme will help more than 15 million very poor Bangladeshis by getting more children a better quality education; improving family planning and reducing deaths in childbirth, encouraging private investment, helping more people adapt for the future, and strengthening key democratic systems and institutions.

## 2) Vision

### Overview

- Bangladesh faces several challenges: meeting the demands of a large, and increasingly urban population, while absorbing the shocks of natural disasters and climate change. It is one of the poorest states in which we work and amongst the most fragile – both physically and politically. We will transform the lives of millions of poor people by a balanced mix of direct assistance to the poorest, strengthening state capability to finance and deliver social services, support for faster economic growth, and helping more people adapt to extreme climate shocks. We will continue to work in partnership with government, civil society, the private sector and other donors, to maximise the coherence and effectiveness of all external aid to Bangladesh.

### Strategic priorities

- Strengthen state capability and resilience so that Bangladesh can better meet the needs of the poorest and most vulnerable. Support inclusive political settlements and democratic processes by building capacity of elected representatives, supporting elections and strengthening the public's ability to hold government and local officials to account. Continue to strengthen core functions of government including public financial management, civil service administration, and the justice sector.
- Foster an improved economic climate to enhance public service delivery and public safety, and to increase employment and wealth creation opportunities.
- Provide significantly more support for basic social services, in particular to improve maternal health and primary education attainment. This will involve both increased investment in government-led approaches and continued support for civil society provision for the poorest and most marginalised.
- Strengthen people's ability and opportunity to earn, to improve their quality of life, to participate in decision making, and to increase their resilience to natural disaster and climate change. We will target the poorest 10% of the population, those living on less than 30 pence a day, in both urban and rural areas.
- Expand programmes to strengthen the business climate in order to increase foreign and domestic investment. At the household level, expand initiatives to increase access to credit and to markets. Strengthen the labour market through skills development, linked to market demand and private sector provision.

### Key themes running through all of the programme

- We will implement the conclusions of a "Strategic Programme Review" to ensure our programmes promote long-term climate resilience whilst minimising their own short-term climate impacts.
- We will help improve the economic and social status of women through all our work, especially relating to jobs, reproductive health, and tackling violence against women. We will provide targeted support for nutrition activities within wider health, education and livelihoods programmes, to help achieve improved health, education and income indicators, and thereby reduce the cost of under-nourished people currently estimated at 2-3% of GDP (equivalent to total aid to Bangladesh).

### Alignment to wider UK Government priorities

- The development programme contributes directly to the UK's key objectives for Bangladesh of security and prosperity, by addressing governance issues, economic growth and commercial relationships, climate change, disaster preparedness and poverty reduction. DFID will increasingly integrate its work and platform with the Foreign Office, to achieve seamless stakeholder and relationship management and to project a coherent UK Government approach.

### What we will stop doing

- We have moved out of substantial infrastructure programmes (roads, bridges), where multilateral banks are better placed to provide the scale of funding required. We will graduate from a stand alone rural electrification programme as planned by March 2012.

### 3) Results

#### Headline results

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year) attributable to DFID funding
<b>Governance and security</b>	Number of registered tax payers	3 million 2010	Assist the government to increase the number of registered tax payers by 1 million by 2015
	Access to community-led legal services increased	35% (2007): baseline to be confirmed by September 2012	Access to community-led legal services increases by 15% points by 2015
<b>Wealth creation</b>	Increased income for selected groups	0 (varies by project)	\$140m increase in income for 1.15m farmers/businesses by 2013
<b>MDGs: Education</b>	Primary school completion	0 (2010/11)	500,000 boys and girls supported to complete primary education by 2015 (58% girls)
<b>MDGs: Health</b>	Number of births attended by skilled personnel	0 (2010/11)	1.2m births will be assisted by 2015
<b>MDGs: Poverty, Hunger, Vulnerability</b>	Number of people lifted out of extreme poverty	0 (2010/11)	1.5 million lifted out of extreme poverty by 2015 (56% women and girls)
<b>Climate change</b>	Number of people with access to early warning systems for floods and cyclones	0 (2010/11)	15 million people by 2015
<b>MDGs: Water and sanitation</b>	Numbers of poor people with access to clean drinking water and adequate sanitation.	0 (2010/11)	1.3 million more, for water. 2.8 million more, for sanitation. (49% women and girls)

### 3) Results (continued)

#### Evidence Supporting Results

The availability of high-quality evidence in Bangladesh is good compared to many Least Developed Countries. Government data collection and analysis are improving, and there are a range of surveys and studies providing good evidence on what works. DFID has funded a wide range of research and evaluation in current and past programmes which will help inform the design and delivery of new programmes based on tried and tested approaches. Our strong record in Bangladesh, allied with a renewed focus on exacting evidence-building research, makes us well placed to fund a range of innovative programmes backed by substantial indirect evidence. Where evidence is weaker, we will improve it through enhanced evaluation and data gathering.

Our overall theory of change is underpinned by the state-building framework: the evidence is clear that strong relations between state and broader society are critical to building the effective, legitimate and resilient state we want Bangladesh to become.

**Governance and security** – our core programmes are strongly based on existing evidence: that NGO-provided community legal services are the most effective mechanism for the poor to access justice; that organising people to increase political participation delivers economic benefits and reduces corruption; and that strengthening public financial management requires both short-term technical fixes and long-term institutional transformation. We will improve the evidence where it is not as extensive, for example on working with political parties.

**Wealth creation** - there is strong evidence that economic growth and employment is driven by private investment and greater competitiveness. Evidence from existing programmes demonstrates that our chosen interventions are likely to drive improvements in these areas. There is also extensive evidence that strong and inclusive financial sectors enable businesses to grow, and empower the poor (especially women) with tools to manage their finances.

**MDGs: education, health and water & sanitation** - in health, the planned focus on maternal mortality is backed by evidence from Bangladesh that providing vouchers to poor pregnant women – combined with incentives for doctors and nurses - increases the number of births delivered by skilled personnel; and by international evidence that institutional reform of government health systems is essential to deliver services to scale. In education, the evidence base is a robust mix of global and local lessons and success stories: in particular, improved education quality is critical to Bangladesh. The evidence is weaker on how institutional reform should best be pursued; we will therefore experiment and evaluate a range of options in this area.

**MDGs: poverty, hunger and vulnerability; and climate change** - our approach is backed by a wealth of evidence from existing programmes. Innovations in Bangladesh over the last decade have refined the asset and cash transfer model we use. International evidence on the impact of our direct nutrition interventions and climate change work is also strong: Bangladesh has pioneered important innovations in both areas, including natural disaster early warning systems. We will strengthen evidence around how the poor can most effectively be linked to broader markets and economic opportunities.

#### Value for Money (VfM) Rationale

Given the scale of poverty in Bangladesh, and also the strength of our ability to achieve results, value for money is likely to be particularly high for DFID's work in-country. This is underlined by a range of existing Return-on-Investment studies. Our comparative advantages are in strong advisory inputs to sector dialogue at the national level, together with funding innovative programmes which can both reach poor people directly and influence this broader debate. Results identified in this plan have been prioritised as follows:

- on the basis of the huge numbers of poor people in Bangladesh, and the cost-effective way that services can be delivered;
- using a balance of ability to work with and influence large government systems, and the potential for DFID to fund smaller, innovative interventions;
- working with a range of partners where appropriate: to leverage funds; share the benefits of diverse expertise; and drive innovation;
- integrating our work across programmes (for example, water and sanitation approaches will be integrated in programmes targeting the extreme poor); and
- noting evidence that relatively small investments in e.g. early warning systems for natural disasters can bring huge savings in lives and property saved.

## 4) Delivery and Resources

### Introduction

- The UK's development programme in Bangladesh will have significantly increased ambition in terms of desired results, and will double in terms of annual spend by 2015. We will deploy our resources to achieve transformational change through strategically targeted programmes. We will apply greater leverage to influence government, steer donor actions, and offer technical expertise in sector specific strategies. We will maximise our impact in key policy areas, using both DFID's global reputation and our high calibre technical staff.

### Key partnerships and the UK's influence

- We have a strong track record of delivering flexibly and effectively in partnership with others. We will continue to work closely with government, multilateral agencies, other bilateral donors, and civil society organisations.
- We will work closely with Foreign and Commonwealth Office (FCO) and other UK Government departments to harness their skills for development objectives, for example in sensitive policy negotiations; and to ensure the development programme properly supports the UK's wider objectives.
- Budget support is not at present a viable mechanism for UK aid given concerns about fiduciary risks. We are supporting, with others, a programme to strengthen public financial management, including through a Public Expenditure and Financial Analysis. In the education and health sectors, we plan to channel funds to government through multi-donor mechanisms which reimburse government expenditure. This will help strengthen the government's public financial management systems, deliver increased quality and volume of public services, and provide fiduciary assurances.

### Aid effectiveness in Bangladesh

- We will produce a new multilateral influencing strategy by the end of 2012 reflecting the UK's Multilateral Aid Review and the Bangladesh Joint Cooperation Strategy (June 2010), which sets the direction of travel for greater government leadership and increased donor harmonisation in the country.

### Programme delivery mechanisms

- We are scaling up activity in wealth creation, health, education, water and sanitation, poverty, hunger and vulnerability, climate change (including disaster preparedness), and governance and security. Our 2011-2015 portfolio will build on tried and tested approaches and modalities, whilst allowing scope for innovation and learning within evolving programmes.
- We will maintain a diverse spread of delivery mechanisms to mitigate against political, operational and fiduciary risk. This mix also reflects our strategic approach of balancing direct support to poor people in the short term with building state capacity and stimulating economic growth over the medium to long term. We will use four types of mechanism: direct contracting by DFID; channelling funds through multilateral agencies; multi-donor government led mechanisms; and delivery through civil society organisations. Decisions will be based on our experience and the comparative advantage of implementing partners.
- We will continue to try new approaches and manage risks intelligently. For example, we are embarking (with AusAid) on a new strategic partnership agreement with BRAC to support its development programmes as a whole, rather than discrete operations.
- Working through third parties presents challenges, for example on attribution of results to DFID spend and technical input. We will assess carefully the options and trade-offs both for new programmes and in reviewing the existing portfolio, to maximise impact and value for money.
- We will embed the focus on results, use of evidence of impact and value for money in all direct contracts and agreements with third parties. Implementing partners must take responsibility for demonstrating that UK tax payers' money has been effectively used to achieve real change for Bangladesh.

## 4) Delivery and Resources (continued)

### Planned Programme Spend

Pillar/Strategic priority	Spending Review Period											
	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL SR Period 2011-15	
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000
Wealth Creation	19,600	1,200	20,000	0	12,763		23,000	3,000	27,000	3,000	82,763	6,000
Climate Change	9,800	0	11,000	9,000	5,100	10,500	21,000	14,000	36,000	14,000	73,100	47,500
Governance and Security	22,200	2,000	23,500	1,500	23,663	1,552	33,500	1,500	27,000	1,000	107,663	5,552
Education	21,300	5,600	27,000	3,000	27,179	1,561	45,000	7,000	44,000	11,000	143,179	22,561
Reproductive, Maternal and Newborn Health	10,500	2,300	16,000	2,000	19,608	1,000	41,000	7,000	40,000	8,000	116,608	18,000
Water and Sanitation	6,300	1,700	4,500	1,500	5,260	3,218	5,000	500	5,000	500	19,760	5,718
Poverty, Hunger and Vulnerability	49,800	5,500	68,000	8,000	76,961	8,169	72,500	9,000	76,500	0	293,961	25,169
Humanitarian	3,500	0	5,000	0	692	0	7,000	0	7,000	0	19,692	0
<b>TOTAL</b>	<b>143,000</b>	<b>18,300</b>	<b>175,000</b>	<b>25,000</b>	<b>171,226</b>	<b>26,000</b>	<b>248,000</b>	<b>42,000</b>	<b>262,500</b>	<b>37,500</b>	<b>856,726</b>	<b>130,500</b>

#### Notes:

1. Spend under the BRAC Strategic Partnership will also contribute to outcomes in health, education, governance and wealth creation, but is included for convenience under Poverty, Hunger and Vulnerability.
2. Water and sanitation outcomes will be achieved in part through programmes directed at extreme poverty and included under Poverty, Vulnerability and Hunger.
3. Support for "skills development" is included under Wealth Creation but will also contribute to education outcomes.
4. Nutrition interventions will be channelled through extreme poverty programmes (under PVH), the BRAC partnership, and support for the health sector.
5. Allocation for 2012/13 resource budget reduced from £184m to £171.226m in April 2012
6. Figures for 2010/11 to 2014/15 are the planning figures to the end of the Spending Review period as previously published. The 2012/13 planning figures have been updated to take account of revisions agreed by Ministers when annual budgets were finalised, The 2013/14 and 2014/15 planning figures will be subject to revision under future budget cycles



## 5) Delivery and Resources (continued)

### Planned Operating Costs

	2010/11	2011/12	2012/13	2013/14	2014/15	Total 2011-15
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	2,369	2,929	2,627	3,478	3,519	12,553
Frontline staff costs - Non Pay	675	677	1,408	506	292	2,883
Administrative Costs - Pay	501	489	353	343	332	1,517
Administrative Costs - Non Pay	951	941	1,095	784	560	3,380
<b>Total</b>	<b>4,497</b>	<b>5,036</b>	<b>5,483</b>	<b>5,111</b>	<b>4,703</b>	<b>20,333</b>

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## 4) Delivery and Resources (continued)

### Efficiency savings

Delivering Programme Efficiencies		
Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation	Graduate from large scale infrastructure projects.	182
Further examples of Programme efficiency	Strategic partnership with BRAC, instead of stand alone projects	

Administrative Cost Savings Initiative	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in Consultancy Payments		3		1		0		0
Reduction in Travel		0		0		0		0
Reduction in Training		0		0		0		0
Reduction in Estates & Property Costs		0		0		500		500
Reduction in costs as a result of Office Restructu	10	0	64	10	110	10	15	0
Other Reductions								
<b>Total</b>	<b>10</b>	<b>3</b>	<b>64</b>	<b>11</b>	<b>110</b>	<b>510</b>	<b>15</b>	<b>500</b>

## 5) Delivering Value for Money (VfM)

- Challenges to ensuring value for money centre around: (i) the risks presented by high levels of corruption in Bangladesh; (ii) the diversity and capacity of delivery partners; and (iii) the difficulties in identifying value for money 'metrics' which allow us to compare between activities within Bangladesh and globally. We have developed a **Commercial Strategy and Action Plan** (produced Sep 2011), which drew on a Commercial Capability Review completed in December 2010. Key objectives are:

### Strengthening our own commercial awareness and core skills

- **All new programmes will be assessed** in terms of the value for money they offer. This will include looking at unit costs and international comparisons in order to validate and compare alternative delivery modalities, and inform programme decisions.
- We will **engage with Procurement Group early** in the programme design stage to (i) minimise the time taken to get programmes running, and (ii) fully incorporate commercial considerations into the design process. We will encourage supplier innovation by avoiding over-prescription in bidding documents, and consider early on the ability of the local market to supply cost-effective solutions. Continuing the Crown Agents core country agreement, and broadening the remit beyond project procurement, will help ensure best practice in commercial transactions, value for money in procurement, and reduce fiduciary risk.
- We will **improve our knowledge and information management**, further developing our systems effectively to handle partnerships, including delivery track records, unit costs and running costs, and contractual norms around payment on results. We will build a better knowledge sharing system, sharing information with Procurement Group, other country offices and other partners, to drive down wastage and improve value for money.
- We will **establish greater clarity on roles and responsibilities in the office** in relation to the commercial aspects of our business. To ensure this, and to drive down costs across the portfolio, we appointed a Commercial Adviser in 2011. We will also promote greater staff awareness, build knowledge and skills, and incorporate new practices into staff development plans including a focus on technical procurement regulations and performance based programme management.
- We have already **achieved significant efficiency savings**, for example reducing our admin-funded consultancy from £380k in 2008/09 to £70k in 2010/11 by doing project reviews largely in-house or with colleagues from other offices. We will focus on using in-house and/or regional training capacity. We will host training and recruitment activities where possible.
- Our **transactional procurement is generally good** but will evolve over the Operational Plan period to be joined up with other parts of UK Government to drive greater efficiency. This will include developing more shared services, including travel agents, banking, office supplies and maintenance, transport fleet use, and estates management. We will continue to seek local solutions with the FCO on shared cost structures to guarantee value for money. Co-location on the main British High Commission compound in early 2013 is anticipated to generate significant savings on rental, security, maintenance and transport costs.

### Strengthening capacity of delivery partners

- **We will drive forward improved supplier/ partner performance** by (i) strengthening our knowledge and practices so as to be more astute in contract management (including knowledge of the local market); and (ii) increasing staff understanding of costs to ensure more consistent charging structures. This will allow us to be more prescriptive on financial aspects of delivery.
- We will **scrutinise more closely 3rd party procurement practices** to ensure they are robust on value for money issues. This scrutiny will inform decisions about alternative delivery mechanisms. Where we work with government and multilaterals (e.g. the World Bank) **we will assess the value for money provided by the national or international procurement regulations** and ensure additional oversight is provided where required.
- **Project Cycle** – we will set baselines for unit costs where possible, and monitor and evaluate throughout the lifetime of the programme to drive down costs.

## 6) Monitoring and Evaluation (M&E)

### Monitoring

**How** - We will build on our existing monitoring and evaluation activities, which have received acclaim from peer reviewers, to embed best practice across the portfolio and ensure that monitoring takes place at all levels (inputs, outputs, outcome and impact). All projects and programmes will allow sufficient budget and expertise for monitoring. As a guide, we will allocate 5% of new programme budgets to this. The design and inception phases of all programmes will include appropriate monitoring systems, baselines, and plan the impact assessment approaches to be used. Monitoring against logical frameworks for individual programmes will feed in to our portfolio wide Results Framework.

**Who** – Primary responsibility rests with programme partners. Some are already leading the way globally e.g. the BRAC Challenging the Frontiers of Poverty Reduction programme is using a Randomised Control Trial for impact assessment with support from LSE and Oxford University. DFID lead advisers and project managers will ensure adequate attention is given to M&E. We appointed a Results and Evaluation Adviser in 2011 to direct our programme monitoring work, build staff skills within the office and strengthen the capacity of implementing partners where it is needed. We will ensure higher quality, rigour and consistency of reviews, while driving down costs, by ensuring at least 25% involve peer reviewers from other parts of DFID and the UK Government.

**When** – Monitoring at the project and programme level by implementing partners will be continuous, with 6 monthly or quarterly reporting. We currently undertake up to 25 annual reviews a year. We will align those for multi-donor programmes with the relevant programme calendar, to avoid duplication of effort. Reviews will track progress, and refine monitoring frameworks where needed, to ensure consistency in results tracking over time. We will review the Results Framework every month.

**What** – The Results Adviser will peer review all M&E plans and logical frameworks to drive continuous improvement, and encourage portfolio wide indicators to allow aggregation of impact. We will also ensure monitoring systems provide data to track value for money – economy, efficiency and effectiveness. The Results Adviser will also ensure that recommendations and lessons from programme reviews are systematically captured and taken forward. The communications team will be closely involved in results tracking, to ensure lessons from DFID programmes are shared and disseminated widely within Bangladesh and globally.

### Evaluation

The Results and Evaluation Adviser will develop our evaluation work plan with support from DFID's Evaluation Department and Asia Division to be operational from 2012. This post will design and commission independent evaluations, and focus on the evidence base of what works in Bangladesh. We will:

- *embed evaluation* - within projects and programmes, ensuring this is built in from the start to allow impact evaluation, with adequate budget.
- *commission independent evaluations* – undertaking 3-4 per year from 2012, building on experience such as the independent evaluation of the Chars Livelihoods Programme 1<sup>st</sup> phase (ongoing). We will establish a discrete evaluation mechanism to ensure independence. This will allow for critically important 'ex post' evaluations to be done up to 2 years after programme completion. We anticipate up to 5 evaluations on-going at any one time. We estimate that we will evaluate 30% of the programmed budget during the period to March 2015..

### Building capacity of partners

- We are committed to building the capacity of partners, particularly government, to carry out effective monitoring and evaluation. M&E capacity is integrated into all operations. Some programmes have a specific focus on M&E, for example the Strengthening Public Expenditure Management Programme. We are supporting PKSF, the national apex body for micro finance, to strengthen its monitoring and supervisory capacity.
- The Bangladesh Bureau of Statistics has a critical role in national monitoring and evaluation, but is already supported by others (World Bank and UNICEF). We are building closer links with the bureau and will consider the need for additional support for the organisation (not necessarily from DFID) in the context of the Joint Development Results process which is a product of joint Government/development partner collaboration.
- We will continue support evaluation work by major non-government partners (NGOs), for example through our planned strategic partnership with BRAC and our ongoing support for Transparency International Bangladesh.

## 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 all spend above £500. We will continue to ensure that information is accessible, comparable, accurate, timely and in a common standard with other donors and that we provide opportunities for those directly affected by our projects to provide feedback.

### Overview

- The UK Aid Transparency Guarantee sets the framework for our approach to transparency. We will share information on our own programmes with all key stakeholders and beneficiaries, and support our partner organisations to do the same.
- **Publication:** we will use peer reviews systematically to quality assure all information that will be published. We will publish documents in plain English and summaries of key documents in Bangla, including at [www.dfid.gov.uk](http://www.dfid.gov.uk) and <http://ukinbangladesh.fco.gov.uk>. We will ensure our delivery partners adhere to the same standards of transparency in publishing information. Information will be incorporated into our UK Government wide communications strategy, using pre-identified channels of communication for target audiences.
- We will be **proactive in our communications** with the government, development partners, multilateral and civil society partners to explain and promote the UK Aid Transparency Guarantee. This will be a role for all staff, particularly senior management and advisers, and sufficient staff time will be dedicated to achieve this objective. Ministers and senior officials will promote these messages at the highest level.
- **We will support the Government of Bangladesh to fulfil its commitments to transparency.** Bangladesh endorsed the International Aid Transparency Initiative (IATI) in December 2010. We will help implement and promote the initiative by supporting:
  - o a new Aid Information Management System, which will help development partners provide information on aid plans and disbursements in a common format and help Government to collate, analyse and share that data;
  - o public financial management reforms that facilitate transparency on budgetary information across government;
  - o strengthening parliamentary scrutiny;
  - o Transparency International Bangladesh and other civil society actors to facilitate dialogue between government and citizens on transparency and accountability in service delivering (including health, education, legal services);
  - o an e-registry of all the international treaties, laws and regulations affecting businesses in Bangladesh, for example so that businesses know how much they should be paying to register. This e-registry is due to be handed over to government in a few months' time.
- **We will promote government-citizen accountability.** There are good examples where people affected by poverty in Bangladesh can receive information about their entitlements to services and resources, often through billboards in public places. These include information about UK-supported public services (health, education, welfare entitlements) and non-governmental support including livelihoods interventions, or humanitarian response. We will ensure this approach is applied more systematically and consistently, within UK-supported programmes in particular.
- We will **align this work with broader approaches to empowerment**, whereby citizens are not only informed of their rights, but able actively to claim and access those rights. We will advocate the use of new technologies including smart cards as tools to ensure citizens have knowledge of and access to key entitlements.

# Annex 1: Results Progress

## Progress towards headline results – one year on

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Progress towards results (including year)	Expected Results (including year)
Governance and Security	Number of registered tax payers	3 million (2010)	200,000 (2011/12)	Assist the Government to increase the number of registered tax payers by 1 million by 2015
Governance and Security	Access to community led legal services increased	35% (2007) baseline to be confirmed by September 2012	A new project that will extend community legal services up to 8 million women is in the inception phase. Results will become available from 2013 onwards.	Access to community led legal services increases by 15% points by 2015
Wealth Creation	Increased income for selected groups	0 (varies by project)	Net accumulated increase of \$90.5 million in income for 637,500 farmers/small businesses (2011/12)	\$140 million increase in income for 1.15 million farmers/businesses by 2013
Education	Primary school completion	0 (2010/11)	164,000 (2011/12) of which 92,000 girls	500,000 more boys and girls supported to complete primary education by 2015 (58% girls)
Health	Number of births attended by skilled personnel	0 (2010/11)	57,000 (2011/12)	1.2 million births will be assisted by 2015
Poverty, Hunger, Vulnerability	Number of people lifted out of extreme poverty	0 (2010/11)	180,000 (2011/12)	1.5 million lifted out of extreme poverty by 2015 (56% women and girls)
Climate Change	Number of people with access to early warning systems for floods and cyclones	0 (2010/11)	475,000 (2011/12)	15 million people by 2015
Water and Sanitation	Number of poor people with access to clean drinking water and adequate sanitation	0 (2010/11)	168,000 for water (2011/12) of which 83,000 women and girls 963,000 for sanitation (2011/12) of which 478,000 women and girls	1.3 million more for water 2.8 million more for sanitation (49% women and girls)

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

## ANNEX 2: Revisions to Operational Plan 2011/12 Headline Target changes April 2012

Pillar	Indicator	Original target	Revised target	Reason for change
Governance and security	Number of registered tax payers	No of registered tax payers increased to 5.5 million	Assist the government to increase the number of registered tax payers by 1 million by 2015	The baseline of tax payers includes all tax payers that have ever been registered; a data cleansing exercise is likely to establish a lower figure than originally published. The target is now defined in terms of additional numbers and is reduced based on performance to date of the project. A million extra tax payers still represents a strong return on our investment.
	Access to community-led legal services increased	Access increased to 50% of country	Access to community-led legal services increases by 15% points by 2015	The baseline is old (2007) and will be reconfirmed in September 2012. To avoid subsequent changes to the target caused by baseline revision, the target has been defined in terms of percentage point rise instead.
Wealth creation	Increased income for selected groups	\$140m increase in income for £1.15m farmers/businesses by 2013	No change	No change
Education	Primary school completion	1.5 million more boys and girls complete primary cycle (from 55% to 65%)	500,000 more boys and girls supported to complete primary education by 2015	The business case for the education sector programme was at the very early stages when publishing targets. DFID has now developed a common robust methodology globally for attributing primary school completion figures across all of its programmes. Therefore the attributable figure for DFID, given all confirmed donor inputs is now clarified and the target DFID can take full credit for is therefore reduced.

Pillar	Indicator	Original target	Revised target	Reason for change
Health	Number of births attended by skilled personnel	1.2 million births will be assisted among DFID supported areas	No Change	No Change
Poverty, hunger and vulnerability	Number of people lifted out of extreme poverty	5 million lifted out of extreme poverty by 2015	1.5 million lifted out of extreme poverty by 2015	Rigorous application of a more defined approach to attribution concludes that we can claim 1.5 million <u>directly</u> to DFID; DFID will contribute to many more lifted out of poverty eg. through its social protection interventions, but design is yet to be completed on this work and targets remain unclear at this stage. Therefore the target has been revised downwards.
Climate Change	Number of people with access to early warning systems	At least 15 million people by 2015	15 million people by 2015	Change in the wording of this indicator has been made to be clearer on meaning. The target remains the same.
Water and sanitation	Numbers of poor people with access to clean drinking water and adequate sanitation	At least 1.2 million more, for water At least 0.6 million more, for sanitation	1.3 million more, for water. 2.8 million more, for sanitation.	The target has been increased following further detailed analysis of the whole range of programmes that are delivering results on water and sanitation.