

Operational Plan 2011-2015

DFID – Growth and Resilience Department (GRD)

Updated May 2012

Contents:		
	Introduction	1
Section 1:	Context	2
Section 2:	Vision	3-4
Section 3:	Results	5-9
Section 4:	Delivery and Resources	10-13
Section 5:	Delivering Value for Money	14
Section 6:	Monitoring and Evaluation	15
Section 7:	Transparency	16

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

Policy Division Organisational Context:

The context for the Department for International Development (DFID)'s Policy Division (PD), and the context for aid, is changing. Externally, the face of poverty is changing as three quarters of the world's poor are now thought to live in middle income countries. Many of them have poor governance; global challenges such as climate change, fragility and resource scarcity are impacting on the poorest; and emerging global powers such as India and China are changing the way development happens and are proving critical to solving global problems. At the same time the 2015 Millennium Development Goal (MDG) deadline is now squarely in our sights. Many challenges remain however, with increasing pressure to focus on those issues that are proving increasingly intractable e.g. maternal mortality; access to water and sanitation; ensuring that the world's most marginalised girls complete good quality primary and lower secondary education. Global leadership is needed to push forward on these areas but the context is changing from one of advocacy to one that is based on leading by example, i.e. demonstrating good results in bilateral programming.

Internally, the context for PD is changing too. As DFID shifts to a 0.7% (aid to Gross National Income (GNI)) organisation and increases its aid 'footprint', there is an increasing imperative for DFID to make the very best investments with its increased resources. Evaluation, value for money assessments and transparency of aid are critical to achieving this. The UK needs a policy function that is looking ahead to the policy challenges for today and tomorrow; and is at the forefront of ensuring the UK's aid money is spent with a strong focus on value for money.

Policy Context:

Around 1.3 billion people live below the poverty line. In sub-Saharan Africa, almost half the population live on less than \$1.25 a day. According to the Food and Agricultural Organization (FAO) (2010), 925 million people do not have enough to eat, more than 60% of the chronically hungry are women and 1 in 3 children in the world is chronically malnourished. Malnutrition is associated with 35% of under five deaths by crippling the immune system and making children much more susceptible to disease.

The most effective way to alleviate poverty is through sustained economic growth and creating the environment for the private sector (from farms to firms) to create jobs and raise peoples incomes. Slow growth is the principal reason for sub-Saharan Africa and South Asia being off-target to achieve the MDG 1 targets of halving poverty by 2015. There is no one standard recipe for growth. However in 2008 the Growth Commission found that there are some important ingredients including the right economic policies, rule of law, infrastructure, competitive markets, openness to trade and investment, and increased agricultural productivity. Good governance is also crucial, and all of these ingredients are especially challenging to get right in fragile and conflict affected countries.

Growth in itself is not enough - it often needs to be targeted to help the poorest and most vulnerable lift themselves out of poverty. For example, women's poverty is perpetuated by unequal access to and participation in markets: women own less than 1% of the means of production, receive less than 10% of the world's income and are three times more likely than men to work in the informal sector. The poor also need to be supported to build resilience to economic shocks, such as through social protection which gives poor people a hand up rather than a hand-out. This is particularly crucial as we are likely to enter a period of higher food and commodity prices. Growth also needs to be sustainable in the long term, with natural resources (both renewable and non-renewable) managed productively, efficiently and transparently.

2) Vision

Overview: What Policy Division (PD) will do over the planning period will change. Recognising the increasing aid budget, PD's focus will shift much more to increasing the value for money of UK aid and away from influencing the international system and other donors' aid. PD will shape, drive and deliver policy to transform poor people's lives. It will be the 'go-to' place for cutting-edge knowledge, innovation and expertise on what works and doesn't work and how to measure impact. It will make sure knowledge, learning and innovation is shared across the organisation to best benefit DFID staff.

We will use the best ideas, evidence, and analysis to:

- Support the delivery of the bilateral programme through lesson learning across the portfolio; expertise on value for money, indicators and unit costs of investments; knowledge sharing and facilitation; capturing experience from innovation; delivering reviews of the portfolio etc.
- Provide analysis and advice in support of Ministerial policy requests and business plan/ Structural Reform Plan priorities;
- Continue to (but devote less staff time to) promote change internationally and in international organisations by helping develop UK Government policy positions for the G20, G8, international summits, and climate negotiations; and coordinate actions and policy positions with other donors, philanthropic organisations etc.
- Engage in Whitehall policy discussions around aid and non aid (e.g. migration).
- Build public and parliamentary support for the UK's development effort (PD answers half of all of DFID's Parliamentary Questions).
- Deliver selected aid results that are better funded centrally e.g. eliminating polio and neglected tropical diseases; the International Growth Centre.

Meeting MDG1 targets on poverty and hunger requires new integrated approaches to stimulate sustainable economic growth that benefits the poorest, addresses resource scarcity, tackles inequality and ensures those at greatest risk of under-nutrition benefit from growth. The new name of the Department, Growth and Resilience Department, which encapsulates the need for both *sustainability* and the *management of volatility* reflects this. We will:

- 1) Focus on advice to governments to **improve policy frameworks for economic growth and productive investment**, including helping the poorest and most vulnerable to benefit. We will provide independent world class economic advice to help governments. We will generate knowledge and instruments for low carbon/climate resilient growth and facilitate access to expertise on effective governance/management of natural resources for growth, including extractives.
- 2) Help countries **make it easier to do business**, including supporting DFID Business Plan commitments on property rights and investment climate reform
- 3) Focus effort on **economic empowerment for girls and women**, including through support for Making Markets Work programmes
- 4) Help the **poorest build resilience against economic shocks** such as high food prices through the provision of expert technical advice to support the scaling up of effective programmes to protect the most vulnerable using innovative technologies.
- 5) Help **DFID meet its international commitments on food security**, influence others to meet their policy, governance and financial commitments and improve global monitoring of impact. We will also work with the G20 to better understand and mitigate the effects of food price volatility.
- 6) Support **governments to scale up responses to undernutrition delivered through multiple sectors** which ensure that pregnant women and children under two years old are prioritised. We will work to ensure the international response to undernutrition is better co-ordinated, more coherent and of a scale which matches the size of the challenge.

2) Vision (continued)

This work will make a central contribution to three of the six Structural Reform priorities – boosting wealth creation; honouring international commitments; and improving the lives of girls and women.

GRD will also contribute to DFID's climate change work. Key illustrative examples of the results we expect to achieve are summarised in slides 5-7.

GRD expects to make a major contribution to measuring the impact of the various Wealth Creation programmes delivered by DFID, and indeed by the international community. In order to help deliver these results, GRD will make some significant changes to the way we work (see Delivery and Resources).

3) Results (continued)- Headline results

Pillar/ Strategic Priority	Indicators	Baseline (including year)	Expected Results (including year)
<p>Wealth Creation</p> <p>Promote Inclusive, Sustainable and Climate Resilient Growth</p>	<p>Independent, world class economic advice and research on growth and economic policy provided to partner governments.</p>	<p>Advice from the International Growth Centre (IGC) has shaped growth policy in three countries. (2011)</p>	<p>12 countries with a combined population close to one billion (of which around 40% are currently estimated to be living in poverty), have acted on world class advice/expertise and thereby raised their economic growth rates by December 2016.</p>
<p>Wealth Creation</p> <p>Promote Inclusive, Sustainable and Climate Resilient Growth</p>	<p>Funding and support to the Extractive Industries Transparency Initiative (EITI) secretariat and advice to country programmes to increase effective and transparent management of extractives for growth.</p>	<p>28 candidate countries (nine DFID) and five compliant countries (two DFID)</p>	<p>International influencing to enable four (two is more realistic target) new (DFID focus) EITI candidate countries and four new (DFID focus) EITI compliant countries by 2014.</p>

3) Results (continued)- Headline results

Pillar/ Strategic Priority	Indicators	Baseline (including year)	Expected Results (including year)
<p>Wealth Creation</p> <p>Promote a vibrant private sector in developing countries</p>	<p>Effective policy and advisory support to DFID Country Offices and work with international partners to improve the Investment Climate(IC) in at least six DFID partner countries.</p>	<p>2010/11 data for each selected DFID partner country on Ease of Doing Business, as published in the World Bank Doing Business Indicators.</p>	<p>Contribution to enhancing country Investment Climate reform programmes (as articulated by the respective Country Office indicating how they have integrated GRD’s advice to enhance their programmes) that help secure an absolute improvement in the Ease of Doing Business in at least six DFID partner countries, as measured by their relevant Doing Business Change Score in 2015.</p>
<p>Promote economic empowerment of girls and women</p>	<p>DFID/Nike Foundation Direct Economic Assets to Girls Incubator established to test and evaluate innovative solutions for getting physical and financial assets directly to girls.</p> <p>Value-added advisory support on development of at least 10 DFID programmes promoting the economic empowerment of women and girls, including through direct assets Themesite.</p>	<p>Limited systematic evidence of country level programming/spending on the economic empowerment of girls and women to date.</p>	<p>By 2015, GRD will contribute to delivering DFID's commitments on improving the economic empowerment of girls and women, including through access to property rights and financial services in DFID priority countries by providing support in at least 10 countries.</p>

3) Results (continued)- Headline results

Pillar/ Strategic Priority	Indicators	Baseline (including year)	Expected Results (including year)
<p>Support actions to help achieve the MDGs</p> <p>Reduce Poverty, Hunger and Vulnerability</p>	<p>Number of countries receiving increased, coordinated and coherent support for nutrition from international agencies</p>	<p>\$300 million ODA per year.</p> <p>Weak global governance and leadership for nutrition.</p>	<p>20 countries supported by the Scaling Up Nutrition (SUN) movement with coordinated and increased donor support (leveraging at least a five fold increase in ODA), streamlined Technical Assistance (TA) and global public goods, more global leadership and political attention and effective tracking of progress.</p>
<p>Support actions to help achieve the MDGs</p> <p>Reduce Poverty, Hunger and Vulnerability</p>	<p>To be defined (will relate to agreed focal area)</p>	<p>For DFID: baseline data for agreed focal area established by end of 2012.</p>	<p>Successful food moment in 2013 provides transformative leadership for global efforts to improve food and nutritional security.</p> <p>Focus of moment to be defined by end Sept 2012. Headline event delivered by end of 2013.</p>
<p>Support actions to help achieve the MDGs</p> <p>Reduce Poverty, Hunger and Vulnerability</p>	<p>Tailored package of guidance on costing, Value for Money (VfM) and results measurement developed with and for country offices engaged in social protection</p>	<p>No systematic data on unit costs from DFID programmes available for Cash Transfers evidence paper.</p>	<p>More effective DFID bilateral schemes to protect the most vulnerable, reaching larger numbers of the poorest.</p>

3) Results (continued)

Evidence supporting results and Value for Money (VfM) rationale

The evidence base for working on GRD's broad wealth creation areas is generally strong – though gaps exist and GRD will continue to improve the evidence base on what works/doesn't work and offers value for money.

Economic growth delivers about 80% of poverty reduction in the long run. **Independent world class economic advice on growth** is valued and is in demand. DFID is the only organisation that is funding this. Advice to Ghana on oil revenue management is estimated to help generate at least \$19 billion in government revenues over the next 20 years, whilst in Tanzania advice has helped inflation targeting. Safeguarding and managing natural resources is also critical to growth. For example, the United Nations Development Programme (UNDP) estimates the costs of environmental degradation in China at 9% of GDP. GRD will therefore help develop tools to better understand, value and plan for the sustainable use of natural resources in developing countries, assisting them to deliver greener and more sustainable growth in the long term.

The **EITI** has led to the reporting of \$130 billion of revenues in Africa between 2003 and 2008 - dwarfing UK aid to the countries.

Improving the **investment climate** – especially removing policy and regulatory barriers for domestic and foreign investors and making markets more competitive – reduces the costs for firms of doing business, increases investment levels and creates jobs. This can add two percentage points to growth rates. **We will build on our track record of working with country offices, and working with and influencing multilateral/bilateral donors and other partners, to improve the design, focus and impact measurement methodologies for regulatory and competition programmes - thereby supporting country offices to deliver their Bilateral Aid Review (BAR) investment climate programmes**

Women's economic empowerment matters for women and for growth: Africa's agricultural output could rise by 20% if women had the same access to agricultural inputs as men. Women with economic assets can increase their incomes and productivity, and are less vulnerable to domestic violence and HIV. However more research is needed on how to improve women's property rights (including access to financial services), improve women's participation in the labour market and increase women farmers productivity, as well as on the VfM of different approaches.

Nutrition is a relatively neglected area in development, yet the Copenhagen Consensus concluded that five of the 10 most cost effective development investments were nutrition interventions. Addressing evidence gaps will require a range of methodological approaches, with a strong focus on impact evaluation, to establish the most cost-effective interventions (e.g. health-related nutrition interventions implemented at scale, coherent with responses to undernutrition delivered through multiple sectors addressing underlying causes).

Evidence points to increasing **food price volatility** over the next few years, that will exacerbate the already unacceptably high levels of world hunger. Because of their membership, we will prioritise G8 and (increasingly) G20, above other international processes, on **food security** as having the most potential for direct positive impact on the global burden of hunger. Focusing on food and nutritional security, rather than a more narrow focus on agricultural productivity, makes sense given the significant contribution to the latter by DFID's agricultural research spending and will help maximise returns to DFID's overall investment in addressing hunger. More evidence is needed on the importance of agricultural growth for poverty reduction in fragile states.

3) Results (continued)

- Joint work with country offices on **schemes to protect the most vulnerable** builds on a successful and acknowledged track record of responsive engagement with country based staff. Since the 2011 DFID cash transfer literature review, new research and evaluation (for example, on the potential for transfers to girls to reduce early marriage and HIV prevalence in low income southern Africa; DFID's recent synthesis of Value for Money analysis in transfer programmes; a growing volume of experience with implementation of electronic delivery systems) has further deepened and broadened the evidence base for outcomes and design choices. To date, much evidence has come from middle-income countries: however, an increasing volume of research is now starting to emerge (and more is in progress) in low-income countries. DFID is directly supporting some of this research, and actively engaged in dialogue around other elements. While evidence for the impact of cash transfer programmes on intermediate and final outcomes is strong, and improving further, there is a need for greater understanding of process issues with regard to the financing, political economy and institutional evolution of national social protection systems.

4) Delivery and Resources

Resourcing Overview

The Growth and Resilience Department (GRD) was launched on 1 April 2011 as a result of a restructuring to improve the coherence of Policy Division's work on poverty/inequality, growth/investment, food security, nutrition and cash transfers/social protection.

Compared with our fore-runner departments, our delivery focus will change to be even more country facing - with DFID country office demand increasingly shaping our priorities and work programmes, and GRD increasingly helping to improve the impact/VfM of bilateral programming. We will do this by making full use of Front Line Delivery (FLD) staff, who can offer the required degree of technical back up from London/Abercrombie House (AH). We will also make maximum use of existing specialist skills that a few GRD staff possess (e.g. on the extractives sectors), whilst expanding the skill sets of others (including in VfM and impact assessment). This will enable GRD to engage on key growth and resilience issues over the long term, yet remain nimble enough to respond rapidly on any new shorter-term issues that may arise.

GRD will focus on **technical support to country offices** through up to date real-time knowledge about: what is going on across the DFID portfolio; what others (including the multilaterals and bilaterals) are doing; what the relevant metrics are for results, impact and VfM; what is best practice; what innovations are going on in DFID and internationally; who is doing the most exciting thinking - think tanks, blogs etc.

A key feature of GRD's approach to joint working with country offices will be to get knowledge and learn how to move across the organisation, in different ways. We will produce less 'supply driven' development of products, guidelines and policy papers, and foster peer-to-peer, horizontal learning and knowledge exchange, exploiting new technologies such as wiki/huddles to promote the widest interaction between stakeholders. We will also build new relationships with think tanks/academics and the private sector in the emerging economies and in Low Income Countries (LIC).

We will be more selective in our international programming, but engage in **international influencing** in priority areas including:

- working with the G20 on food price volatility and the G8 L'Aquila Food Security (AFSI) commitments;
- work with international partners on "Scaling Up Nutrition" to ensure that the international response to under nutrition is better co-ordinated and more coherent;
- work with international partners on the Food moment, including governments, foundations, private sector, academics and non-governmental organisations (NGOs).
- working with selected multilaterals (World Bank, UNICEF, the EU) to scale up social protection systems development in LICs;
- working with governments, the private sector and NGOs on EITI and the Natural Resource Charter;
- New: working with Whitehall, governments, foundations, private sector, NGOs and others on post-2015 framework
- New: working with Whitehall, governments, private sector and NGOs on Rio+20 and green growth, particularly through the G20

GRD will continue to work closely with other DFID departments (like **Private Sector Department**, Trade Policy Unit, Governance and Fragile States Department, Climate and Environment Department, **Research and Evidence Division**); as well as with other Whitehall Departments (e.g. **UK Department for Business, Innovation and Skills (BIS)**, **The Office of Fair Trading (OFT)**, Department for Environment, Food and Rural Affairs (DEFRA), **Ministry of Justice (MoJ)**, Department of Energy and Climate Change (DECC), HM Treasury (HMT)); and key partners from the private sector and **NGOs**.

4) Delivery and resources

Planned Programme Spend

Pillar/Strategic priority	2010/11 (outturn)		2011/12		2012/13		2013/14		2014/15		TOTAL (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	12,592	0	12,600	0	18,931	0	21,400	0	20,650	0	73,581	0
Climate Change											0	0
Governance and Security											0	0
Education											0	0
Reproductive, Maternal and Newborn Health											0	0
Malaria											0	0
HIV/Aids											0	0
Other Health											0	0
Water and Sanitation											0	0
Poverty, Hunger and Vulnerability	3,705	0	34,300	0	6,506	0	17,450	0	16,850	0	75,106	0
Humanitarian											0	0
Other MDG's											0	0
Global Partnerships	0	0	100	0	0	0	1,500	0	1,000	0	2,600	0
TOTAL	16,297	0	47,000	0	25,437	0	40,350	0	38,500	0	151,287	0

The 2010/11 figures reflect actual outturn as the baseline year before the current spending review period. Figures for 2011/12 to 14/15 are planned budgets within the spending review period. The 2012/13 figures differ from the previously published Operational Plan as the 2012/13 budget round has now taken place and updated allocations for this year have been agreed. 2013/14 and 2014/15 figures are subject to updates in subsequent years.

4) Delivery and resources (continued)

	2010/11 (outturn)	2011/12	2012/13	2013/14	2014/15	TOTAL 2011-15
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	250.00	1,283.48	1,114.00			2,397.48
Frontline staff costs - Non Pay	290.00	679.85	67.00			746.85
Total Frontline Costs	540.00	1,963.33	1,181.00	0.00	0.00	3,144.33
Administrative Costs - Pay	2,815.00	1,264.35	1,312.00			2,576.35
Administrative Costs - Non Pay	546.00	177.30	100.00			277.30
Total Administrative costs	3,361.00	1,441.65	1,412.00	0.00	0.00	
Total	3,901.00	3,404.98	2,593.00	0.00	0.00	3,144.33

The 2010/11 figures reflect actual outturn as the baseline year before the current spending review period. Figures for 2011/12 to 14/15 are planned budgets within the spending review period. The 2012/13 figures differ from the previously published Operational Plan as the 2012/13 budget round has now taken place and updated allocations for this year have been agreed. 2013/14 and 2014/15 figures are subject to updates in subsequent years.

4) Delivery and resources (continued)

Planned Efficiency savings

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

Administrative Cost Savings Initiative	2011/12		2012/13		2013/14	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in Consultancy Payments		94.00				
Reduction in Travel		87.00		83.01		
Reduction in Training		22.00		15.64		
		55.35				
Reduction in costs as a result of office re-structuring.	707.40	55,350.00	114.17	7.88		
Other Reductions						
Total	707.40	55,608.35	114.17	106.53	0.00	0.00

5) Delivering Value for Money (VfM)

Key action points of a VfM Strategy for GRD:

- a) **Support VfM across DFID:** We will be at the centre of driving VfM across DFID, for example through work to:
- **Develop methodologies for measuring results and VfM for growth and investment climate reform interventions**, including unit cost comparators, and with a gender dimension for programmes
 - Working with Research and Evidence Division (RED) colleagues, ensuring DFID research addresses key gaps
 - Measure the cost effectiveness of our investments e.g. by having nutrition as a pilot area for DFID's Embedding Evaluation work
 - Build evidence on cost and impact (including through a series of systematic reviews commissioned in conjunction with the World Bank)
 - Achieve economies of scale by working with country offices to develop replicable methodologies to key programming challenges (such as costing approaches for schemes to protect the most vulnerable) instead of repeated and duplicative efforts in every country office.
- b) **Support VfM across the international system:** For example, working with our key international partners to develop and adopt:
- relevant nutrition indicators and metrics
 - **an investment climate impact methodology and VfM metrics**
 - and explore the possibility of developing a robust job creation methodology that can be applied universally.
- c) **Ensure VfM in GRD programme spend:** We will implement DFID's business case approach when developing programmes, including the use of benchmarks and unit costs.
- d) **Ensure VfM in admin spend:** we will strive to identify and derive efficiency savings in all our work, being as cost conscious and mindful to demonstrate VfM in the way we work (our admin budget) as in our programmes. For example, we will make more use of video conferencing and telecon facilities to engage with country offices and international partners. We will apply the programme business case principles to admin choices. When recruiting, posts will be advertised as being possible from either AH or Palace Street (PS), which could bring additional admin savings should posts be filled in AH.

6) Monitoring and Evaluation

Monitoring

- We will conduct a full annual review of the Operational Results Frameworks – with a six monthly traffic light review and quarterly updates from team leaders, coordinated by the Programme and Corporate Team.
- We will support country offices in monitoring, for example:
 - country teams will be supported to use internationally agreed, nationally owned food security monitoring systems which provide clear evidence of results, casual links and underlying factors, comparability across countries and regions. Progress against AFSI Results Framework will be included in G8 Accountability Report and reviewed at the Committee for (Global) Food Security
 - we will track impact of our nutrition programmes on first 1,000 days of life when long term consequences are preventable and by determining, annually, the number of children under five and number of pregnant women reached through DFID programmes
- In common with other PD Departments, we will look to develop new approaches to monitoring and assessing the impact and value of our technical support to country offices.

Evaluation

- Existing programmes to be reviewed/evaluated include: International Growth Centre (completed); Investment Climate Facility (completed); EITI (external evaluation completed); Facility for Investment Climate Advisory Services (FIAS) Investment Climate programmes (external evaluation completed)
- We will embed evaluation and impact assessment in all our new programmes, for example:
 - we propose to ensure that at least 15 nutrition impact assessments are published by 2015
 - we are committed to undertaking participatory assessments with cash transfer recipients in at least five countries by 2012
- We will work with the Evaluation Department to improve our approach to evaluation of influencing and international engagement work, drawing on approaches that have been tried and tested elsewhere in DFID.

Building the tools and skills of partners

- The International Growth Centre improves partner governments capacity for evidence-based growth policy making. The associated network of growth experts will be a core conduit for transferring results of policy-oriented research.
- We will work with AFSI partners (27 countries and 15 international agencies) to develop a joint results framework against which to assess delivery of policy, governance and financial commitments on food security.
- Our proposed collaboration with the World Bank and UNICEF on social protection in LICs will involve development of common approaches and results frameworks for assessing progress and impact
- Similarly, work with a number of partners (e.g. World Bank, Donor Committee for Enterprise Development, Investment Climate Facility) will improve our understanding of ways to assess the impact of investment climate reforms. We will continue to work with our major southern competition partner, Consumer Unity & Trust Society (CUTS), to enhance its focus on programme impact

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.

Part of GRD's programme – support for the EITI – is specifically about enhancing transparency in the extractives sector. More generally, our programme work on natural resource use will be explicitly oriented to promote transparency, ensuring that revenue is not diverted and is used effectively for sustainable growth and development.