

Operational Plan 2011-2015

DFID HUMAN DEVELOPMENT DEPARTMENT

April 2011

Contents:

	Introduction	1
Section 1:	Context	2
Section 2:	Vision	3
Section 3:	Results	4-6
Section 4:	Delivery of Resources	7-10
Section 5:	Delivering Value for Money	11
Section 6:	Monitoring and Evaluation	12
Section 7:	Transparency	13

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 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 and other key parts of DFID's work. The Operational Plans set out the vision, priorities and results that will be delivered.
- 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

The context for Policy Division 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 with 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 deadline is now squarely in our sights with many challenges remaining and increasing pressure to focus on those areas that are proving increasingly intractable, for example, maternal mortality; access to water and sanitation; and access to education for girls. 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, for instance, demonstrating good results in bilateral programming.

Internally, the context for Policy Division is changing too. As DFID shifts to a 0.7% (aid to gross national income) organisation by the end of this planning period 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 ensuring every penny is spent wisely and well.

Human Development Department

The global context for the Human Development Department is also changing. Great strides have been made. Much remains to be done. Much can be done. There have been successes in global **health**. Globally, the number of children under 5 who die each year has declined from 12.5 million in 1990 to around 8 million – meaning 10,000 fewer children are dying every day than in 1990. Between 1997 and 2006, maternal mortality in Bangladesh declined from 440 deaths per 100,000 live births, to around 290. But more than a third of a million women and girls die from complications during pregnancy and childbirth, and many of the 8 million children who die each year die from preventable causes. Over 33 million people are living with HIV. We have the knowledge needed to save many or most of these lives, but many countries remain off-track to achieve the health-related Millennium Development Goals (MDGs) 4,5 and 6.

67 million children of primary school age remain out of school and many times this figure suffer a poor quality **education**. Whilst great strides have been made towards universal primary education (MDG 2), with over 30 million extra children in school over the last 4 years, on present trends over 50 million children will still be out of school by 2015. The World missed the 2005 target for gender parity (MDG 3) and whilst progress in primary is good, most poor countries are off track for post-primary. In Sub-Saharan Africa, if all girls had primary education, 200,000 children's lives a year would be saved; if secondary, the figure would be 1.8 million lives.

Sanitation is the most off-track target in Africa (MDG 7c) with just 31% access. **Water** is on-track globally, but off-track in Africa; about one-third of handpumps in Africa are not functional, demonstrating that a strong focus on sustainability is required. Diarrhoea is the leading killer of under-fives in Africa. 44% of the population in South Asia practise open defecation. Inadequate water, sanitation and hygiene account for 50% of the consequences of undernutrition and cost countries such as Ghana and Pakistan 8% of gross domestic product (GDP).

Most of the interventions to address these issues are known, and are highly cost effective. Our job is to help to generate the political will, resources, knowledge and know-how to implement these cost-effective interventions, to drive progress towards the MDGs.

2) Vision

Policy Division

What Policy Division will do over the planning period will change. Recognising the increasing aid budget which DFID will have, Policy Division's focus will shift much more to increasing the value for money of DFID's aid (and away from influencing the international system and other donors' aid). Policy Division 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 flows across the organisation in a way that DFID staff can absorb and enjoy.

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; and delivering reviews of the portfolio.
- Provide analysis and advice in support of Ministerial policy requests and business plan priorities.
- Continue (but devote less staff time) to promoting change internationally and in international organisations by helping develop the UK Government policy positions for the G20, G8, international summits, and climate negotiations; and coordinating actions and policy positions with other donors, philanthropic organisations and international bodies.
- Engage in Whitehall policy discussions around aid and non aid (for example, migration).
- Build public and parliamentary support for the UK's development effort (Policy Division answers half of all of DFID's Parliamentary Questions).
- Deliver selected aid results that are better funded centrally, for example, eliminating polio and neglected tropical diseases; the international growth centre; and climate knowledge network.

Human Development Department

The purpose of Human Development Department is to provide corporate and international leadership on human development and the MDGs. Human Development Department will provide policy leadership on results and value for money of UK and global investment (public and private) in human development. Human Development Department provides UK and international leadership on most of the MDGs (MDGs 2, 3, 4, 5, 6, and MDG 7c), covering around 40% of DFID spend, a large share of the UK Government's international development objectives, and the highest volume of public and parliamentary scrutiny in DFID. The functions of Human Development Department are: (i) shaping and delivering **policy and strategy** and driving innovation, (ii) support to **country programmes**, (iii) shaping the **international system**, (iv) directly financing **global public goods**, and (v) supporting **Ministers** in accounting for the results and value for money of our UK investments in human development.

Alignment to DFID and wider UK Government priorities

Human Development lies at the heart of the programme for Government: "...we will prioritise aid spending on programmes to ensure that everyone has access to clean water, sanitation, healthcare and education; to reduce maternal and infant mortality; and to restrict the spread of major diseases like HIV and AIDS, TB and malaria." Human development is also critical to delivering broader DFID & HMG objectives on girls and women, economic growth, security and climate change.

What we will stop doing

We have halved the number of projects we manage over the last three years to 45, and will continue to reduce further. We will be more selective in our engagement with international initiatives and networks and engage less with lower impact multilateral bodies.

3) Results

Headline results

Pillar / Strategic Priority	Indicator	Baseline (2010 unless otherwise stated)	Expected Results (including year)
MDGs Health	UK's Framework for Results for improving Reproductive, Maternal and Newborn Health in the developing world, and support to implementation, saves the lives of women and newborns and provides women with modern methods of family planning.	0	Contribution to saving 50,000 women's and 250,000 newborns lives, and providing family planning to at least 10 million couples by 2015.
	UK's Framework for Results for Malaria in the developing world, and support to implementation, drives the reduction of malaria deaths in high prevalence countries.	0	Contribution to halving malaria deaths in at least ten countries by 2015.
MDGs Health	Global support for access to medicines generates costs savings for key global health commodities.	(i) 0 (ii) 0 (iii) 0	Global savings of: (i) over £20 million per annum for contraceptive implants and injectables, equating to over 2 million pregnancies avoided, (ii) \$140 million for first line anti-retroviral regimens and \$100 million for second line, (iii) £X million for malaria rapid diagnostic tests [to be quantified during design phase].
MDGs Health	Support to polio and other Neglected Tropical Diseases (NTDs) reduces the prevalence of: polio, guinea worm, lymphatic filariasis, schistosomiasis, onchocerciasis.	Polio: 968 cases; four countries Guinea Worm: four countries	Polio: 90 million inoculations by 2012; cessation of polio transmission by 2013; elimination by 2015. Guinea Worm: eradication in three of four endemic countries by end 2012; in South Sudan by end 2015. Schistosomiasis: 75 million treatments delivered / cases averted over 5 years in 8 countries by 2015. Significant progress in the control of other NTDs by 2015.
MDGs Health	The Health Partnerships Scheme effectively delivers: (i) multi-country partnerships, (ii) paired institutional partnerships, (iii) successful volunteer placements.	(i) 0 (ii) 0 (iii) 0	Capacity development in low-income countries, and support for development in the UK, successfully supported through: (i) X multi-country partnerships, (ii) Y paired institutional partnerships, (iii) Z volunteers by 2015. [to be quantified during design phase].

3) Results

Headline results

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
MDGs Education	A new initiative on girls' education increases the participation (access) and achievement (learning outcomes) for girls, and stimulates diversity and innovation in education service provision [indicators to be specified during design process].	0	Improvements in levels of access, retention and achievement for girls. More diverse and innovative market for education service provision [to be quantified during design process].
MDGs Education	Successful reform and replenishment of the Education for All Fast Track Initiative (FTI) increases number of children in school and levels of learning in basic education.	Reforms partly implemented by 2010.	More effective FTI supporting at least 4 million children a year in school by 2013 and supporting the improvement of learning outcomes in FTI endorsed countries.
MDGs Water and Sanitation	Policies and programming approaches for scaling up sanitation and hygiene promotion demonstrate results and value for money and are replicated in at least 12 countries.	0	At least 5 million poor people stop open defecation practices and gain access to improved and hygienic sanitation facilities by 2014.
MDGs Health	Clearly articulated and evidence-based policy positions on HIV and AIDS developed and used to (a) inform programmes in eight to ten key countries and (b) influence global policy at United Nations General Assembly Special Session (UNGASS) and other fora.	3.2 million young women (15-24 yrs) living with HIV (2009). 57% of MSM reached; 58% of sex workers reached; 32% of IDUs (2009)	Reduced HIV prevalence in young women (15-24 years) in eight to ten countries. Increased coverage of HIV prevention services for most at risk populations in low and middle income countries (UNAIDS reporting).

3) Results

Evidence supporting results

Health: DFID's Health Portfolio Review found that DFID's aid to health is well aligned to need, on a geographic and sectoral basis, but that there was scope to increase the effectiveness and efficiency of UK spend through a greater focus on strengthening health systems, and on reproductive, maternal and newborn health (including nutrition). The UK Government has responded to this challenge through increasing investments in these areas. DFID's Research and Evidence Division worked with the Human Development Department to produce comprehensive evidence papers on reproductive, maternal and newborn health and on malaria, to ensure that increased investments in these areas are underpinned by the most up-to-date evidence, including identifying where there are gaps for future research.

Education: global evidence demonstrates a quality education is a good investment; an extra year of quality schooling is correlated with a 1% increase in GDP, and girls' education is key to achieving reductions in fertility, and maternal and infant mortality. DFID is the largest bilateral donor to education and is projected to be supporting at least 11 million children in school by 2014/15 at around 2.5% of the cost of educating a child in the UK.

Water and Sanitation: around 40% of the world population (2.6 billion people) still lack basic sanitation. Eighty-eight per cent of diarrhoea worldwide is due to unsafe water, inadequate sanitation or insufficient hygiene. 4000 people are dying every day from diarrhoea primarily because they don't have toilets or clean water, and don't wash their hands at key moments. Achieving the sanitation MDG is robustly cost-beneficial for developing country economies, with a global return of US \$9.1 per US \$1 invested (WHO/UNDP). Meeting it would add 3.2 billion annual working days worldwide.

Value for Money (VfM) rationale

Health: Human Development Department financed interventions offer excellent value, many are under \$100 per daily-adjusted life year (DALY) averted. Polio vaccination is \$51 per DALY averted. NTD programmes are high value and impact: Onchocerciasis program costs \$0.58 per person and a total treatment cost of \$7 per DALY averted while the programme offers a net present value of \$1,724 million. Family planning is equally good value: pregnancies averted cost \$28; the cost per maternal DALY saved is \$62 and about a third of maternal deaths could be averted. Human Development Department will intervene to improve market efficiencies delivering £20 million per year in global savings on contraceptives. Our support to the Clinton Health Access Initiative (CHAI) is projected to deliver over \$500 million savings through price reductions on key anti-retrovirals.

Education: the Education Portfolio Review, National Audit Office (NAO) bilateral aid to primary education report and subsequent Public Accounts Committee (PAC) hearing, identified a set of priority areas where DFID needs to improve results and value for money in its education programme: basing all education programme investments on evidence of what works; better measuring learning outcomes and systems effectiveness; driving down unit costs without compromising education quality; increased transparency and accountability for education outcomes; developing benchmarks for effective education systems. Human Development Department will lead on driving this agenda through DFID's education portfolio; supporting and challenging country programmes, our multilateral education programme as well as Policy Division funded programmes.

Water and Sanitation: interventions, particularly in areas with little access to water and sanitation facilities, can be highly cost effective, for example US \$94 per DALY averted for installation of hand pumps and US \$270 per DALY averted for provision and promotion of basic sanitation facilities. The World Bank ranks hygiene promotion as the most cost-effective public health intervention (\$5 per DALY averted). Sanitation is relatively cheap. A cost of a basic toilet could be as little as £10 per household as it does not rely exclusively on public funds: typically over 50% of funding is from the households. Water supply would typically cost about £20 - £25 per person to provide. Value for money will be worked out in the design of Human Development Department programmes, and will be measured based on clear and measurable indicators.

4) Delivery and Resources

Policy Division

While Policy Division will continue to set the agenda, including for the international community, on some of the key policy themes that can have significant impact on development (for example, climate, wealth creation, health, education, anti-corruption, fragility) our delivery focus will change to be even more country-facing – with DFID country office demands increasingly shaping Policy Division’s priorities and work programmes, and Policy Division increasingly helping to improve the value for money of bilateral programming. A broad menu will include:

- Facilitating the flow of knowledge and information across DFID in thematic areas which require rapid scale-up, new niche areas for DFID or with specific poor/vulnerable groups (for example, people with disabilities).
- Increasing value for money of DFID programme delivery bringing in learning from elsewhere, advice on unit costs, benchmarking, metrics and indicators, implementing specific findings from portfolio reviews.
- Capturing experience from innovation to contribute to programme design and business cases.
- Shaping and strengthening UK policy which can provide a framework for action at country level, for example, elections guidance briefing and assessments of cash grants.
- Looking across the sectoral portfolio to assess the overall coherence.
- Provide practical guidance to country offices to operationalise policy themes.
- In exceptional circumstances, filling staffing gaps on a short term basis in high priority countries where the lack of technical capacity is threatening the ability of the country office to achieve results. These would be agreed with the Policy Division Director.

Human Development Department

- (i) shaping and delivering policy and strategy and driving innovation: we will do this through turning ideas and evidence into policy and strategy, producing and monitoring results frameworks (based on standardised indicators), and supporting delivery of policy commitments. In accordance with Structural Reform Plan commitments (see Section 3 above), ‘Frameworks for Results’ have been produced in 2010 for malaria and for reproductive, maternal and newborn health.
- (ii) support to country programmes: Human Development Department has been restructured to reflect Policy Division’s enhanced role with a number of new front line posts. Support to country offices will focus on: (a) driving results and value for money across DFID’s human development investments, (b) support in sub-sectoral areas where DFID is scaling up support (for example, malaria, reproductive, maternal and newborn health, girls education, water and sanitation), (c) working with Research and Evidence Division to drive lesson learning, knowledge management and innovation.
- (iii) shaping the international system: we will provide global leadership in health, education, HIV and AIDS and water and sanitation through: (a) working through existing institutions where the UK is a shareholder and contributor, (b) working more broadly through alliances with governments, multilaterals, civil society, foundations and the private sector, (c) shaping and delivering at set piece events (for example, G20, European Union, United Nations). This work will be directed by the results of the Multilateral Aid Review.
- (iv) directly financing global public goods: we will deliver global public goods through technical advice and a rising portfolio of spend – approximately £800 million over the next 4 years – particularly in a range of diseases where elimination is feasible, and in education where we will take forward a new girls education initiative.
- (v) supporting Ministers in accounting for the results and value for money of UK investments: including: advising Ministers; ensuring implementation of public commitments; engaging external stakeholders and Parliament, for example Parliamentary Questions, debates, International Development Committee, All-party parliamentary groups (APPGs), NAO, PAC; and building support for UK aid through communicating DFID impact. Human Development Department handles the highest volume of correspondence and parliamentary scrutiny of any DFID department.

4) Delivery and Resources

Programme Spend

Pillar/Strategic priority	2010/11		2011/12		2012/13		2013/14		2014/15		TOTAL	
	Resource £'000	Capital £'000										
Wealth Creation											0	0
Climate Change											0	0
Governance and Security											0	0
Education	5,125		15,000		50,980		116,000		176,000		357,980	0
Reproductive, Maternal and Newborn Health	3,400		8,000		8,000		8,000		8,000		32,000	0
Malaria	1,200		3,000		3,000		5,000		5,000		16,000	0
HIV/Aids	2,100		2,000		2,000		2,000		2,000		8,000	0
Other Health	28,000		64,050		68,150		81,350		83,750		297,300	0
Water and Sanitation	5,800		9,300		14,900		20,500		21,500		66,200	0
Poverty, Hunger and Vulnerability											0	0
Humanitarian											0	0
Other MDG's											0	0
Global Partnerships											0	0
TOTAL	45,625	0	101,350	0	147,030	0	232,850	0	296,250	0	777,480	0

4) Delivery and Resources

	2010/11	2011/12	2012/13	2013/14	2014/15	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Frontline staff costs - Pay	325	1,104	1,402			2506
Frontline staff costs - Non Pay	200	135	157			292
Administrative Costs - Pay	2,443	1,925	1,627			3552
Administrative Costs - Non Pay	510.8	256	234			490

4) Delivery and Resources

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		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		118.7						
Reduction in Travel		107						
Reduction in Training		46						
Reduction in Estates & Property Costs								
Reduction in costs as a result of Office Restructu	30							
Other Reductions (inc re-scoped posts)		67	298	22				
Total	30	338.7	298	22	0	0	0	0

5) Delivering Value for Money

Human Development Department will provide DFID policy leadership on value for money and results in health, education, HIV and AIDS and water and sanitation. This will put greater emphasis on the measurement of results, value for money and evidence-based policies and practices. We will work to improve value for money in four areas:

- (i) building **DFID-wide** sectoral results and value for money knowledge and capability. This will include the development of tools and techniques shared on Policy Division knowledge platforms, with methods to measure, calculate and explain the results and value for money of human development activities (including unit costs and benchmarking). It will also include monitoring sectoral portfolio progress by supporting and challenging sectoral portfolio performance on results and value for money.
- (ii) engaging the **international system** and institutions to get better results and value for money from global investments in health, education, HIV and AIDS and water and sanitation. We will work with others to develop new and innovative ways to monitor and quantify results and value for money, and to build DFID and international knowledge, evidence and tools.
- (iii) ensuring that value for money and expected results are central to decision making and implementing **Human Development Department funded programmes**. Advisers in Human Development Department will provide support and advice, including the design of programmes, using the DFID business case, and robust monitoring and evaluation of programmes.
- (iv) using the principles of the DFID business case to justify **Human Development Department administration spend**.

Human Development Department's work on value for money will draw on the following **products**:

- Portfolio reviews for education, health and water and sanitation;
- Human Development Department's extensive involvement in the Bilateral and Multilateral Aid Reviews;
- Human Development Department work on developing results and value for money frameworks and indicators at various DFID levels (for example, the DFID business plan, operational plans, frameworks for results, and individual programmes);
- Human Development Department's involvement in developing business case methodologies for human development programmes;
- Evidence of the results and value for money of Human Development Department's own major programmes.

6) Monitoring and Evaluation

Programme Level

- Human Development Department will monitor progress on its own **programmes** as set out in individual business case documentation and in line with DFID corporate and wider UK Government requirements (annual reviews and a project completion report).
- Human Development Department programmes will additionally be subject to standard periodic DFID internal **audit** procedures.

Human Development Department level

- Human Development Department will conduct a full **annual review** of the Human Development Department operational plan.
- This will be supported by a **six monthly traffic light review** of the Human Development Department operational plan; and the Head of Human Development Department is **accountable** for the implementation of this operational plan.

DFID corporate level

- The 'Frameworks for Results' for reproductive, maternal and newborn health and for malaria are subject to **mid-term reviews** and **final evaluations**; elements of the Frameworks will also be tracked on an annual basis by the Human Development Department and by DFID's Finance and Corporate Performance Division.
- Additional elements of Human Development Department led work and programmes may be subject to formal evaluations or reviews, either by DFID's **Evaluation Department**, or by the **Independent Commission for Aid Impact** reporting to Parliament, or by the **National Audit Office** reporting to Parliament.
- Human Development Department will additionally play a role in monitoring DFID activities across relevant human development sectors, including collecting data on **sectoral results and value for money**, and conducting internal **portfolio reviews** by sector

International level

- Human Development Department will additionally seek to drive monitoring and evaluation and accountability in **global funds and initiatives** in human development sectors; this will include the routine use of **impact evaluation** (including but not limited to randomised trials) to support a culture of accountability and learning, and also accountability for delivery of **political / institutional policy and financial commitments** (for example the Secretary of State's participation in the 'Commission on Information and Accountability for Women and Children's Health').

7) Transparency

Transparency is one of the top priorities for the UK Government. We will meet our commitments under the UK Aid Transparency Guarantee: we will publish detailed information about DFID projects, including programme documents and all spend above £500. Information will be accessible, comparable, accurate, timely and in a common standard with other donors. We will also provide opportunities for those directly affected by our projects to provide feedback.

- All Policy Division Departments will **publish detailed information of all new programmes** on the DFID website, including all contracts and all spending over the £500 threshold. Annual **project performance reporting and end of project evaluation** from April 2011 will also be published. We will ensure that wherever possible, all information in the public domain is comprehensive, accessible, comparable, accurate and timely. We will also seek opportunities for **feedback** by those benefiting from Policy Division programmes.
- We will meet the standards set out in the **International Aid Transparency Initiative (IATI)** and will encourage our partners to do the same.
- Major new programmes such as the Girls' Education Challenge will actively seek **design inputs and feedback from partners** outside government, including the private sector.
- Major new strategies, such as the 'Frameworks for Results' for reproductive, maternal and newborn health and for malaria, will be preceded by a period of **formal external consultation**, as per Cabinet Office guidelines.
- Within Human Development Department, we will be encouraging partners within the various **multilateral agencies and global funds and partnerships** important to human development sectors to be more transparent in their own business, as assessed and recommended by the Multilateral Aid Review.
- These measures will not only ensure that Human Development Department meets the corporate commitments of the **UK Aid Transparency Guarantee**, but will also ultimately improve the **effectiveness** of our programmes and the programmes of our partners.