

# Business Plan 2011–2015

## Department for International Development

May 2011

*This plan will be updated annually*

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## A) Vision (p.1 of 2)

Our Coalition 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 our national interest.

Whether you are talking about drug-resistant disease, combating climate change, economic stability, migration or conflict, development represents tremendous value for money. In short, it is good for our economy, our safety, our health and our future. That is why we have delivered on our commitment to spend 0.7% of gross national income in aid from 2013 – and promise to enshrine it in law.

In the current financial climate, we have a particular duty to show that we are achieving value for every pound of taxpayers' money that we spend on development. Results, transparency and accountability will be our watchwords and will guide everything we do. 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. We welcome and encourage the creativity that the private sector can offer, and will work with business to open new markets, extend access to financial services, stimulate new technology and create new jobs.

We want to see girls and women, who so often hold the key to development, becoming empowered members of their communities. We will work to strengthen women's voice and engagement in decision making. We will strengthen health systems and family planning facilities so that women can plan their families and receive treatment before, during and after childbirth. We have committed to reducing the burden of malaria in the developing world and will play our full part in ensuring that the world's poor have access to education, healthcare, water and sanitation and other basic services. Our funding through multilateral bodies, such as the United Nations and the World Bank, will enable us to extend the scope and reach of our aid but will be based on the effectiveness of what they do, value for money and the results they achieve.

## A) Vision (p.2 of 2)

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 for Britain.

Andrew Mitchell, Secretary of State for International Development

## B) Coalition Priorities

### Structural Reform Priorities

#### 1. Honour international commitments

- Honour the UK's international commitments and support actions to achieve the Millennium Development Goals

#### 2. Introduce transparency in aid

- Make British aid more effective by improving transparency and value for money

#### 3. Boost wealth creation

- Make British international development policy more focused on boosting economic growth and wealth creation

#### 4. Strengthen governance and security in fragile and conflict-affected countries

- Improve the coherence and performance of British international development policy in fragile and conflict-affected countries, with a particular focus on Afghanistan and Pakistan

#### 5. Lead international action to improve the lives of girls and women

- Work to empower and educate girls, recognise the role of women in development and help to ensure that healthy mothers can raise strong children

#### 6. Combat climate change

- Drive urgent action to tackle climate change, and support adaptation and low carbon growth in developing countries

## B) Coalition Priorities

### **Other major responsibilities**

#### **Respond to humanitarian disasters**

- Ensure that the basic needs of people whose lives have been ruined by disaster (whether natural or conflict-driven) are met, and ensure that emergency relief aid is targeted at those areas where threat to life is most severe, extent and depth of suffering greatest, and response capacities of communities and authorities most limited

#### **Deliver on obligations to the Overseas Territories**

- Help to provide an improved environment for economic and social development and promote self-sustainability

#### **Influence the global development system**

- Work with the international system, Whitehall, multilateral organisations and emerging economies to ensure coordinated worldwide action to deliver international development goals

## B) Coalition Priorities

### The Department will no longer...

...support projects that are failing to perform. This money will be redirected to programmes that are better placed to combat poverty

...spend as much money on marketing and communications. For example, we will phase out the Development Awareness Fund

...provide substantial aid to countries that do not need it.

DFID has completed three thorough reviews of its bilateral, multilateral and emergency response programmes to eliminate lower priority spending and waste. These savings will be redirected to priority countries and programmes where the impact will be greater.

## C) Structural Reform Plan

The Coalition is committed to a programme of reform that will turn government on its head. We want to bring about a power shift, taking power away from Whitehall and putting it into the hands of people and communities, and a horizon shift, making the decisions that will equip Britain for long term success. For too long citizens have been treated as passive recipients of centralised, standardised services. This Government is putting citizens back in charge, and Structural Reform Plans are part of this shift of power from government to people.

This section sets out how, and when, the Department will achieve the reforms that are needed to make this happen. Structural Reform Plans are key tools for holding departments to account for the implementation of Programme for Government commitments, replacing the old top-down systems of targets and central micromanagement.

Each month, the Department publishes a simple report on its progress in meeting these commitments. These reports are available on our departmental website and on the Number 10 website.

All legislative timings and subsequent actions are subject to Parliamentary timetable and approval.

# 1. Honour international commitments

(p.1 of 2)

*Honour the UK's international commitments and support actions to achieve the Millennium Development Goals*

| <b>ACTIONS</b>   | <b>Start</b> | <b>End</b>   |
|--|--------------|--------------|
| <b>1.1 Honour UK commitment to spend 0.7% of gross national income on overseas aid from 2013, enshrine this commitment in law and encourage other countries to fulfil their aid commitments</b>  |              |              |
| i. Enshrine in law our commitment to spend 0.7% of national income as official development assistance (ODA) from 2013, as soon as Parliamentary time allows  | Started      | Apr 2012     |
| ii. Develop and implement an ODA monitoring strategy with the Treasury to ensure all departments meet agreed contributions to UK ODA targets set out in the 2010 Spending Review   | Started      | Mar 2015     |
| iii. Release data every March/April showing percentage of gross national income spent as ODA by calendar year  | Started      | Mar 2015     |
| iv. Ensure 0.7% of gross national income is spent as ODA   | 2013 onwards | 2013 onwards |
| <b>1.2 Support actions to help achieve the Millennium Development Goals (MDGs)</b>   |              |              |
| i. Publish DFID's Operational Plans and specify DFID's objectives on (a) increasing access to clean water, sanitation, healthcare and education, (b) reducing maternal and infant mortality and (c) restricting the spread of major diseases like HIV/AIDS, tuberculosis and malaria | Started      | May 2011     |
| ii. Publish a Malaria Evidence Paper and Business Plan detailing how the Department will spend up to £500 million per year on fighting malaria   | Completed    | -            |
| iii. Conduct a mid-term review of the Malaria Business Plan including progress against results   | Apr 2013     | Dec 2013     |

# 1. Honour international commitments

(p.2 of 2)

*Honour the UK's international commitments and support actions to achieve the Millennium Development Goals*

| <b>ACTIONS</b>   | <b>Start</b> | <b>End</b> |
|--|--------------|------------|
| <b>1.3 Use the aid budget to support the development of local democratic institutions, civil society groups, the media and enterprise</b>  |              |            |
| i. Develop and publish new guidance on implementing the commitment that up to 5% of all budget support should go to accountability institutions                                      | Completed    | -          |
| ii. All new budget support proposals include clear plans for implementation of up to 5% commitment on domestic accountability institutions   | Started      | Mar 2015   |
| iii. Support electoral processes in at least 13 countries over the period 2011-15, informed by new DFID-FCO guidance on Electoral Assistance   | Started      | Mar 2015   |
| <b>1.4 Develop a long-term programme to enhance UK 'soft power'</b>  |              |            |
| i. Work with other government departments to agree a joint approach to enhance British 'soft power' that uses all our national instruments, including a world class programme of aid | Started      | May 2011   |
| <b>1.5 Create International Citizen Service (ICS) to give young volunteers the opportunity to help some of the world's poorest people abroad</b>                                     |              |            |
| i. Launch and implement ICS pilots for around 1,000 young people and up to 250 people from other groups  | Started      | Apr 2012   |
| ii. Develop and publish plans for roll-out, including plans to scale up the programme over the Parliament, drawing on evaluation of early experience from the pilots                 | Aug 2011     | Jan 2012   |
| iii. Award contract for ICS to run from summer 2012  | Feb 2012     | Feb 2012   |
| iv. Publish annual data showing the number of ICS participants   | Mar 2012     | Mar 2015   |

## 2. Introduce transparency in aid (p.1 of 3)

*Make British aid more effective by improving transparency and value for money*

| <b>ACTIONS</b>  | <b>Start</b> | <b>End</b> |
|---|--------------|------------|
| <b>2.1 Increase independent scrutiny by establishing the Independent Commission for Aid Impact and by strengthening evaluation throughout DFID</b>  |              |            |
| i. Undertake and publish systematic reviews of evidence on the effectiveness of ten key policy interventions (e.g. the use of referral services to reduce maternal mortality)   | Completed    | -          |
| ii. Launch the Independent Commission for Aid Impact (ICAI) to lead independent scrutiny of the UK's aid projects and programmes  | Jun 2011     | Jun 2011   |
| iii. Review the current level of evaluation skills, posts and activities across DFID  | Completed    | -          |
| iv. Establish an internet-based evidence bank of quality-assessed evidence papers and systematic reviews  | Started      | Jun 2011   |
| <b>2.2 Introduce full transparency in aid and publish details of all new UK aid spending</b>  |              |            |
| i. Introduce a new UK Aid Transparency Guarantee  | Completed    | -          |
| ii. Publish full information online for all new DFID projects over £500, including core project documentation for all new projects and full project data  | Completed    | -          |
| iii. Push for an ambitious standard under the International Aid Transparency Initiative (IATI)  | Completed    | -          |
| iv. Lead international efforts to encourage other donors to implement the IATI in the run-up to the Korea High Level Forum  | Started      | Nov 2011   |
| v. Put in place new mechanisms to promote feedback and accessibility from aid beneficiaries   | Started      | Mar 2012   |
| vi. Review progress on implementation of the UK Aid Transparency Guarantee  | Jan 2012     | Mar 2012   |
| vii. Publish (a) individual DFID administrative and project transactions over £500 incurred after 1 <sup>st</sup> April 2011, and (b) new annual project reviews and project completion reports due from 1 <sup>st</sup> April 2011 | Started      | Mar 2015   |

## 2. Introduce transparency in aid (p.2 of 3)

*Make British aid more effective by improving transparency and value for money*

| <b>ACTIONS</b>  | <b>Start</b> | <b>End</b> |
|---|--------------|------------|
| <b>2.3 Create new mechanism to give British people a direct say in how an element of the aid budget is spent</b>  |              |            |
| i. Establish and launch new mechanism   | Started      | Jun 2011   |
| <b>2.4 Re-orientate DFID's programmes to focus on results</b>   |              |            |
| i. Pilot Results-Based Aid and cash-on-delivery contracts in three developing countries   | Started      | Nov 2011   |
| ii. Introduce new project design, appraisal, and monitoring templates to ensure greater focus on results, risks and value for money   | Completed    | -          |
| iii. Complete the Bilateral Aid Review  | Completed    | -          |
| iv. Complete the Multilateral Aid Review  | Completed    | -          |
| v. Complete the Emergency Response Review   | Completed    | -          |
| vi. Publish consolidated results of aid reviews and Operational Plans   | Started      | May 2011   |
| vii. Implement the findings of the aid reviews  | May 2011     | May 2015   |
| viii. Build more and better evaluations into DFID programmes, with rigorous impact evaluations for selected programmes  | Started      | Mar 2014   |
| <b>2.5 Give poor people more power and control over how aid is spent</b>  |              |            |
| i. Develop and issue formal guidance to all DFID country offices on scaling up participatory budgeting, cash transfers, and other measures that expand choice and empowerment to citizens in developing countries | Completed    | -          |
| ii. Complete participatory assessments with recipients of cash transfers in at least five countries   | Started      | Dec 2012   |
| iii. Take forward interventions to expand choice and empowerment and make institutions more accountable to citizens in at least 10 country programmes and report on progress                                      | Started      | Apr 2012   |



### 3. Boost wealth creation (p.1 of 2)

*Make British international development policy more focussed on boosting economic growth and wealth creation*

| <b>ACTIONS</b>  | <b>Start</b> | <b>End</b> |
|---|--------------|------------|
| <b>3.1 Make DFID more private sector friendly</b>   |              |            |
| i. Create a dedicated private sector team within DFID to drive culture change   | Completed    | -          |
| ii. Develop new projects on property rights, microfinance and small and medium-sized enterprise finance, and investment climate reform  | Started      | Sep 2011   |
| iii. Publish details of DFID's new approach to working with the private sector  | May 2011     | May 2011   |
| <b>3.2 Review CDC (formerly Commonwealth Development Corporation) in order to radically increase its development impact</b>   |              |            |
| i. Request CDC to develop new business plan to maximise its development impact  | Completed    | -          |
| ii. Consult on CDC's financial instruments, business sectors and remuneration framework   | Completed    | -          |
| iii. Announce results of the consultation   | Completed    | -          |
| iv. Work with CDC to ensure CDC publish a business plan   | Started      | May 2011   |
| <b>3.3 Promote pro-development trade agreements, including support for the African Free Trade Area</b>  |              |            |
| i. Develop a Trade White Paper, working with key departments, to set out the Government's strategy for growth through free, fair and open markets, including promoting trade facilitation | Completed    | -          |
| ii. Work with other departments to launch the Trade Window for Advocacy Fund  | Started      | Jul 2011   |
| iii. Work with other departments to deliver the policies and actions set out in the Trade White Paper, as monitored by the Trade and Investment Committee                                 | Started      | Mar 2015   |
| iv. Work with members of the G20 to attempt to agree duty-free, quota-free access for Least Developed Countries with a view to obtaining consensus at Cannes Summit in November 2011      | Started      | Nov 2011   |



## 4. Strengthen governance and security in fragile and conflict-affected countries (p.1 of 2)

*Improve the coherence and performance of British international development policy in fragile and conflict-affected countries, with a particular focus on Afghanistan and Pakistan*

| <b>ACTIONS</b>  | <b>Start</b> | <b>End</b> |
|---|--------------|------------|
| <b>4.1 Improve the quality of aid to Afghanistan and Pakistan</b>   |              |            |
| i. Set up a new Division for Western Asia and Stabilisation   | Completed    | -          |
| ii. Review staffing capacity for the new division   | Completed    | -          |
| iii. Implement at least three evaluations of new programmes   | Started      | Apr 2013   |
| iv. Complete revised DFID strategies for Afghanistan and Pakistan in line with National Security Council (NSC) objectives   | Completed    | -          |
| v. Implement the recommendations of the staffing review in Pakistan   | Started      | Jul 2011   |
| vi. Work with FCO to create a Joint Programme Results Team to provide oversight, quality assurance and guidance for programme management across the UK mission in Afghanistan   | Started      | Jul 2011   |
| vii. Develop and publish a full evaluation strategy for DFID Pakistan's programmes  | Started      | Jul 2011   |
| <b>4.2 Improve DFID effectiveness in conflict prevention in the Horn of Africa</b>  |              |            |
| i. Provide input to joint HM Government (HMG) strategies on Somalia and Sudan   | Completed    | -          |
| ii. Establish separate DFID programmes for North and South Sudan in order to help deliver on joint HMG objectives   | Started      | Mar 2012   |
| iii. Enhance DFID staffing capacity on Somalia in order to support delivery of HMG Strategy   | Started      | Apr 2012   |
| <b>4.3 Support Strategic Defence and Security Review (SDSR) in the NSC</b>  |              |            |
| i. Work with the Foreign and Commonwealth Office (FCO) and the Ministry of Defence (MOD), to establish one single cross-government two-star board to develop and support the implementation of the Building Stability Overseas strategy, bringing together the previous Conflict Pool, Stabilisation Unit and Peacekeeping Boards | Started      | Jun 2011   |

**4. Strengthen governance and security in fragile and conflict-affected countries (p.2 of 2)**

*Improve the coherence and performance of British international development policy in fragile and conflict-affected countries, with a particular focus on Afghanistan and Pakistan*

| <b>ACTIONS</b>  | <b>Start</b> | <b>End</b> |
|---|--------------|------------|
| <b>4.3 Support Strategic Defence and Security Review (SDSR) in the NSC (continued)</b>  |              |            |
| ii. Contribute to ensuring that the tri-departmental Conflict Pool resources are fully aligned with SDSR priorities and demonstrate value for money   | Started      | Mar 2014   |
| iii. Finalise Results Framework for Building Stability Overseas Strategy and use to prioritise Conflict Pool resources  | Started      | Apr 2012   |
| iv. Work with the FCO and MOD to develop multi-year results-based allocations for the Conflict Pool (2012-15) for agreement by the NSC  | Started      | Dec 2011   |
| <b>4.4 Support efforts to establish an international Arms Trade Treaty, to limit the sale of arms to dangerous regimes (with FCO and MOD)</b>   |              |            |
| i. Contribute to HM Government strategy for promoting an Arms Trade Treaty  | Completed    | -          |
| <b>4.5 Improve effectiveness of DFID investments in fragile and conflict-affected countries</b>   |              |            |
| i. Ensure that we meet the commitment to spend 30% of UK ODA in conflict-affected and fragile states and work to ensure that this support is delivered effectively to improve results and value for money | Started      | Mar 2015   |
| ii. Working with the International Dialogue, develop an international action plan on fragile and conflict-affected states for presentation at the Busan High Level Forum on Aid Effectiveness             | Started      | Nov 2011   |
| iii. Develop and publish guidance for DFID's Country Offices on how to achieve development results in fragile states  | Started      | Dec 2011   |

**5. Lead international action to improve the lives of girls and women**

*Work to empower and educate girls, recognise the role of women in development and help to ensure that healthy mothers can raise strong children*

| <b>ACTIONS</b>   | <b>Start</b> | <b>End</b> |
|--|--------------|------------|
| <b>5.1 Lead international action to empower girls and women</b>  |              |            |
| i. Work in partnership with the Nike Foundation to bring private sector expertise into DFID’s strategy on gender equality, and stimulate innovative approaches to empowering adolescent girls  | Started      | May 2013   |
| ii. Approve new programmes to meet the Strategic Vision for Girls and Women, including to:   |              |            |
| a) increase the number of girls completing secondary and primary education   | Started      | Jul 2011   |
| b) promote economic empowerment of girls and women through jobs and access to financial services   | Started      | Jul 2011   |
| c) prevent violence against girls and women, including through piloting new approaches   | Started      | Dec 2011   |
| d) improve maternal health and access to family planning, including to delay first pregnancy and support safe childbirth (see 5.2)   | Started      | Dec 2011   |
| iii. Implement programmes to deliver the Strategic Vision for Girls and Women  | Started      | Mar 2015   |
| <b>5.2 Lead international action to improve maternal health and access to family planning</b>  |              |            |
| i. Embed in every relevant bilateral programme specific plans to take forward the promotion of choice for women over whether and when they have children   | Started      | May 2011   |
| ii. Publish a Reproductive and Maternal Health Evidence Paper and Business Plan detailing how we will double our impact in terms of the number of maternal and newborn lives saved, and enable 10 million couples to access modern methods of family planning over the next five years | Completed    | -          |
| iii. Conduct a mid-term review of the Reproductive and Maternal Health Business Plan including progress against results  | Apr 2013     | Dec 2013   |

## 6. Combat climate change

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*Drive urgent action to tackle climate change, and support adaptation and low carbon growth in developing countries*

| <b>ACTIONS</b>  | <b>Start</b> | <b>End</b> |
|---|--------------|------------|
| <b>6.1 Establish an Advocacy Fund to help the very poorest developing countries take part in international climate change negotiations</b>  |              |            |
| i. Develop and launch the Advocacy Fund   | Started      | Sep 2011   |
| ii. Monitor and evaluate the impact and value for money of the Advocacy Fund  | Sep 2012     | Mar 2013   |
| <b>6.2 Support developing countries' climate adaptation and low-carbon growth</b>   |              |            |
| i. Develop a new programme to improve forest management and tackle illegal logging in order to reduce deforestation   | Completed    | -          |
| ii. Develop methodologies and indicators to track impact and value for money, on adaptation, low-carbon development and protecting forests  | Started      | Jun 2011   |
| iii. Start implementation of new programme to tackle illegal logging and deforestation  | Mar 2012     | Mar 2012   |
| iv. Publish the UK's International Climate Fund Plan, working jointly with the Department of Energy and Climate Change (DECC), Department for Environment, Food and Rural Affairs (DEFRA) and HM Treasury (HMT)   | Oct 2011     | Oct 2011   |
| v. Support the Climate and Development Knowledge Network (CDKN) to enable developing countries to access the best climate change knowledge, research and data so that they can build resilience to climate change, adopt low-carbon growth and tackle poverty | Started      | Mar 2015   |
| vi. Support, together with other donors, the Global Environment Facility (GEF)  | Started      | Jun 2014   |
| vii. Provide UK inputs to second EU report on progress of Fast Start Funding  | Nov 2011     | Nov 2011   |
| viii. Provide UK inputs to final EU report on Fast Start Funding  | Nov 2012     | Nov 2012   |



## D) Departmental expenditure

This section sets out how the Department is spending taxpayers' money as clearly and transparently as possible.

We have included a table to show the Department's planned expenditure over the Spending Review Period, as agreed with the Treasury. It is split into money spent on administration (including the cost of running departments themselves), programmes (including the frontline), and capital (for instance new buildings and equipment).

This section also includes a bubble chart setting out further detail how its settlement will be allocated for the 2011/12 financial year, across its key programmes and activities.

# Table of spending for 2011/12 to 2014/15

This section sets out the Department’s planned expenditure over the Spending Review period, as agreed with the Treasury.

| £bn <sup>1 2 3</sup>                             | Baseline<br>2010/11 | 2011/12      | 2012/13      | 2013/14       | 2014/15       |
|--|---------------------|--------------|--------------|---------------|---------------|
| <b>Total departmental expenditure allocation</b> | <b>7.812</b>        | <b>7.838</b> | <b>8.562</b> | <b>11.029</b> | <b>11.147</b> |
| <i>Administration spending<sup>4</sup></i>       | 0.128               | 0.121        | 0.112        | 0.103         | 0.094         |
| <i>Programme spending<sup>4 5</sup></i>          | 6.128               | 6.323        | 6.815        | 9.002         | 9.009         |
| <i>Capital spending</i>                          | 1.556               | 1.394        | 1.635        | 1.924         | 2.044         |

Administration spending: the costs of all central government administration other than the costs of direct frontline service provision.

Programme spending: spending on activities, goods and services, such as pay and benefits (excluding admin spending as defined above).

Capital spending: spending on assets with a lasting value, such as buildings and equipment.

1. Detailed breakdown of these budgets will be published by April 2011

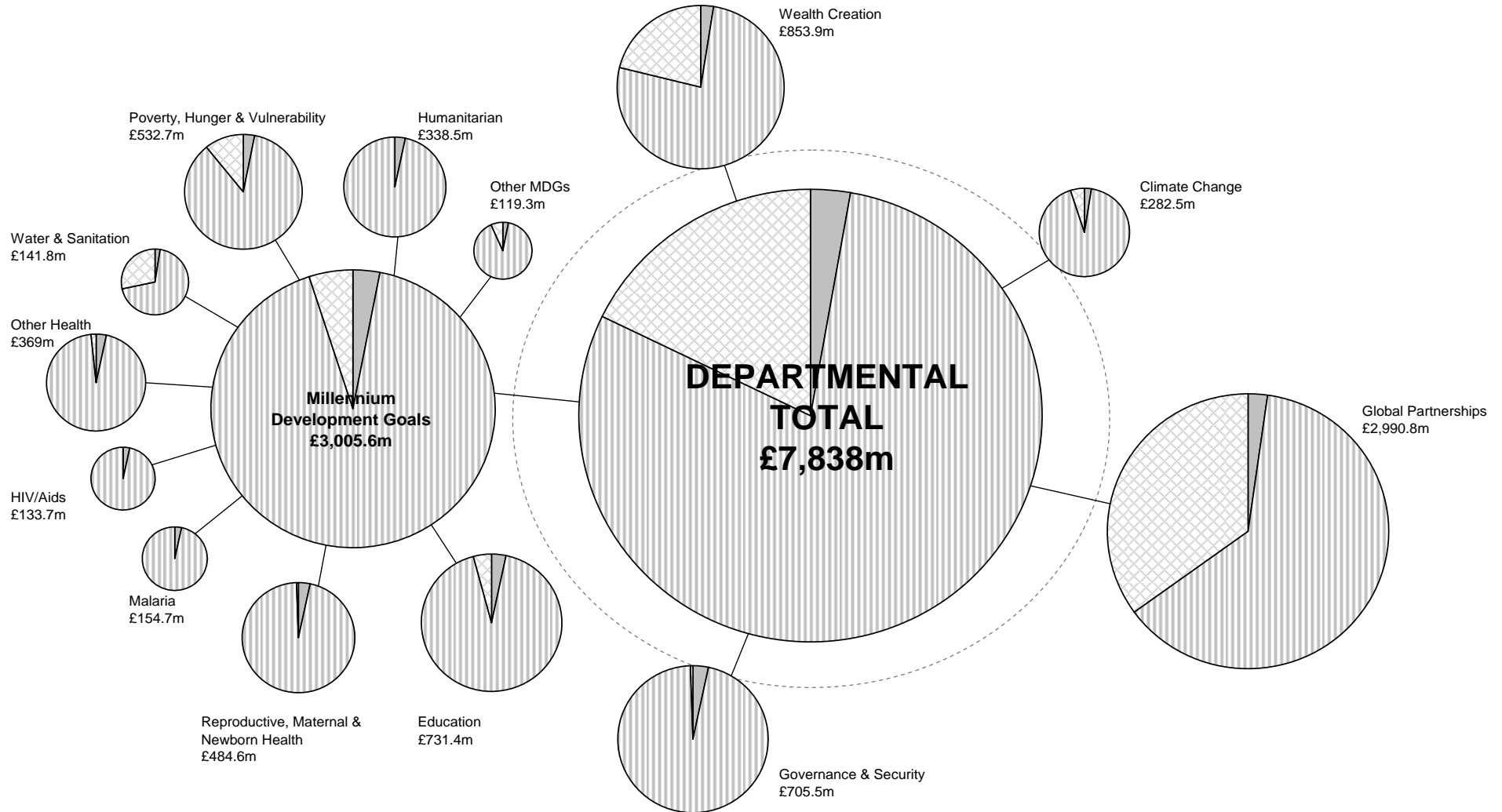
2. Excludes departmental Annually Managed Expenditure

3. Numbers may not sum due to rounding

4. Excludes depreciation

# Planned Departmental Expenditure 2011/2012

This bubble chart sets out further detail on how our settlement will be allocated for the 2011/2012 financial year, across our key programmes and activities



| Colour Key | RDEL Total Operating Costs | RDEL Programme | CDEL Programme |
|------------|----------------------------|----------------|----------------|
|            |                            |                |                |

# Common Areas of Spend

This data aims to let the public compare DfID operations against other public and private sector organisations, by setting out the cost of common operational areas against common data standards. Here, departments are setting out historical data from 2009/10 to form a baseline for future updates.

|   |
|---|
| <b>In 2009/10, DfID...</b>  |
| ...employed 1,573.1 full-time equivalent (FTE) people; was unable to provide a figure for temporary staff and had an average staff cost of £47,701  |
| ...had a total estate of 24,078sqm with a cost of £10m equating to a cost per FTE of £6,356   |
| ...procured goods and services with a cost of £534.6m with third party suppliers, and were able to provide detailed categorisation for 100% of this |
| ...had no major projects  |
| ...spent £17.6m with third party suppliers on ICT and had an average cost of desktop per FTE of £1,174  |
| ... annually managed expenditure of £354.7m to which CDC and IFFIM were the major contributors  |
| ... spent £113.4m on staff pay  |
| ...spent £19.95m on the HR, Finance, Procurement and Communications aspects of Corporate Services   |
| ...identified £260,771 of Fraud   |
| ... spent £630m to/through non-governmental organisations within the UK and overseas.   |

During the baseline year, few of the data standards above were available for consistent comparison across government. So historical data has not always been prepared on a consistent basis. Departments have set out **caveats and exceptions** that explain how their data fits with the common standard, and are critical to understanding this data. We are working to improve substantially the quality of data and particularly consistency across departments.

More detailed data, the caveats, definitions and supplementary information is available in Annex A. In future, we will publish updates to this information as part of our regular reporting of business plan data.

## E) Transparency

Transparency is key to improved outcomes and productivity in our public services. Public reporting of data promotes higher quality and more efficient services, choice and accountability. Transparency is a driver of economic growth because it enables the development of tools to support users, commissioners and providers of public services.

This section sets out how departments will publish information that will allow taxpayers to assess the efficiency and productivity of public services, holding them more effectively to account. The commitments in this section will be kept under continuous review – it is essential that public services are consistently pro-active in publishing information to help citizens make the best decisions and routinely appraise their success in delivering meaningful transparency to their users.

This Business Plan makes commitments to the publication of key data sets that will improve the transparency of the public service – at the same time, it commits to providing data that is of good quality so that it can be used for effective comparison and to publishing this information in such a way so that it is as accessible as possible. In addition, departments are expected to work with data users to promote awareness of new data sets as they are published so that they become the focus of innovation and enterprise.

In most cases, the data will be available free of charge.

# Information strategy (p.1 of 4)

DFID is committed to being a global leader on transparency. 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. The transparency agenda will also help us achieve our goal of delivering more value for money in the programmes we deliver. Greater transparency will improve the effectiveness of aid in reducing poverty.

We will implement the Government's commitments on transparency and maintain our existing reporting obligations laid out in the International Development (Reporting and Transparency) Act 2006. We will also continue to report full details of our aid programme to the OECD in line with the DAC Statistical Reporting Directives. But we will go further and faster.

We remain committed to strengthening statistical systems in developing countries to improve the quality, availability and use of data. We will continue to support this at both the country level where we build capacity in national statistics systems and at the international level where we work with multilaterals to deliver statistical support to developing countries and improve international monitoring of the MDGs.

Our information strategy is based on:

- The Prime Minister's government-wide transparency commitments and commitments under the International Aid Transparency Initiative (IATI)
- The UK Aid Transparency Guarantee, which commits DFID to making our aid fully transparent to citizens in both the UK and developing countries
- Extensive internal and external consultations, including with external opinion leaders on aid transparency, such as MySociety, Publish What You Fund and Development Initiatives

## Information strategy (p.2 of 4)

All work on transparency will be taken forward at Board level by Richard Calvert, Director General for Corporate Performance.

We will publish the following new information online:

- Full information on all new DFID projects over £500 (from Jan 2011) including those funded through the tri-departmental Conflict Pool and managed by DFID
- Expand the project data included in our new project database to be in line with international best practice, providing more detail and more frequent updates
- Make our data and information more accessible by changing the format of the information we publish, including through revised project documentation and country business plan formats
- Online details for all new tender documents for contracts over £10,000 (from Sep 2010)
- Names, job titles and annual pay rates for Directors and above (from Oct 2010)
- Organisational structures covering all of the Senior Civil Service (from Oct 2010)

We will publish our data in a more accessible format through [data.gov.uk](http://data.gov.uk). This will enable others to combine it with data from other donors to create maps, graphs and other visualisations that help show, for example, aid flows to specific countries.

In releasing this information we will continue to respect issues of data protection, commercial confidentiality and security. All published data will be in line with the Public Data Principles and registered on [data.gov.uk](http://data.gov.uk). Data we use that comes from other organisations will go through rigorous internal quality assurance.

## Information strategy (p.3 of 4)

We will continue to look at our own internal management information to establish what else we can publish.

Transparency is an important principle for DFID in its own right, but it is also an important principle for our partners to work towards. We are working to integrate transparency within partners that we fund, by:

- Leading on the International Aid Transparency Initiative (IATI) to improve the international consistency of aid reporting and its suitability at country level
- Requiring, over time, any civil society organisation that is in direct receipt of DFID funds to adhere to similar standards of transparency and accountability, and pushing multilateral organisations to do the same
- Pressing other donors – bilateral, multilateral and non-traditional – to adhere to similar standards of transparency as set out in the International Aid Transparency Initiative (IATI)

We will continue to press other UK government departments who provide ODA or who we have joint programmes with (such as the Conflict Pool), to adhere to similar standards of transparency as set out in IATI.

In order to increase the effectiveness and value for money throughout the delivery chain, we will also work to improve accessibility. We are committed to working at the country and international level to improve the availability, quality and use of data in order to drive effectiveness.

## Information strategy (p.4 of 4)

Making information about aid spending easier to access, use and understand means that UK taxpayers and citizens in poor countries can more easily hold DFID and recipient governments to account for using aid money wisely. Transparency creates better feedback from beneficiaries to donors and taxpayers, and helps us better understand what works and what doesn't.

Delivering this agenda will require a fundamental cultural and structural shift in DFID's processes, and we are working to embed transparency across the whole organisation.

# Input indicators

The indicators set out in this section are only a small subset of the data gathered by the Department which will be made transparently available as outlined in the Information Strategy. Where appropriate we will include a proportionate share of our core contributions to multilateral organisations in the input figures. Full details of DFID bilateral and multilateral inputs by sector is published in Statistics on International Development. The Department will adopt the following indicators to help the public scrutinise our inputs:

| Input indicator  | When will publication start? | How often will it be published? | How will this be broken down?              |
|--|------------------------------|---------------------------------|--|
| Cost per child supported in primary education  | July 2011                    | Annual                          | By country                                 |
| Average unit price of long-lasting insecticide treated bed nets procured                             | July 2011                    | Annual                          | By multilateral organisation               |
| Cost per person of providing sustainable access to an improved sanitation facility with DFID support | July 2011                    | Annual                          | By country or by multilateral organisation |
| Cost per person of improving access to financial services  | July 2011                    | Annual                          | By country or by multilateral organisation |
| DFID spend on elections  | Ongoing                      | Quarterly                       | By country or by multilateral organisation |
| Cost per birth delivered by a skilled birth attendant with DFID support                              | July 2011                    | Annual                          | By country                                 |
| DFID spend on climate change adaptation, low carbon development and protecting forests               | July 2011                    | Annual                          | By country or by multilateral organisation |
| DFID spend through multilateral organisations (e.g. United Nations)                                  | Ongoing                      | Quarterly                       | By multilateral organisation               |

Note that the costs presented here are only a proxy for the actual unit cost of delivering the outputs and outcomes described.

# Impact indicators

It is essential that the impact of the UK's work on development is demonstrated in terms of outcomes it achieves. The indicators listed below reflect this multi-faceted approach to poverty reduction and are indicative of the breadth of work in which DFID is engaged. Our full portfolio will be made available as detailed in the information strategy. Where appropriate we will include a proportionate share of multilateral results.

| Impact indicator  | When will publication start? | How often will it be published? | How will this be broken down?   |
|---|------------------------------|---------------------------------|---|
| Number of children supported by DFID in primary education   | July 2011                    | Annual                          | By sex and by country   |
| Number of insecticide treated bed-nets distributed with DFID support                                    | Ongoing                      | Annual                          | By country or by multilateral organisation  |
| Number of people with sustainable access to an improved sanitation facility as a result of DFID support | Ongoing                      | Annual                          | By country and by sex (where possible) or by multilateral organisation                          |
| Number of people with access to financial services as a result of DFID support                          | July 2011                    | Annual                          | By country and by sex (where possible) or by multilateral organisation                          |
| Number of people who vote in elections supported by DFID  | July 2011                    | Annual                          | By country and by sex (where possible)  |
| Number of births delivered by a skilled birth attendant with DFID support                               | July 2011                    | Annual                          | By country  |
| Number of people DFID supports to cope with the impacts of climate change                               | July 2011                    | Annual                          | By country and by sex (where possible) or by multilateral organisation/ Climate Investment Fund |

# Other data

We will publish a full range of datasets and our full departmental organogram on our website:

[www.dfid.gov.uk/About-DFID/Finance-and-performance/Access-to-Information1/Public-data/](http://www.dfid.gov.uk/About-DFID/Finance-and-performance/Access-to-Information1/Public-data/)

|   |
|---|
| <b>Data which will help people to judge the progress of structural reforms:</b>   |
| DFID’s online Project Database summarises each project we fund, including what it aims to achieve and how much it costs (e.g. it shows which projects have an objective to promote gender equality) |
| The range of output and outcome indicators included within Operational Plans that will measure progress and delivery of the broad range of results DFID offices intend to deliver during 2011–15    |
| Statistics on International Development shows UK Official Development Assistance (ODA) as a percentage of GNI, as well as full details of DFID spend by sector                                      |
| Aid Effectiveness Indicators used to monitor progress towards Paris Declaration   |
| Number of volunteers participating in International Citizen Service, by age and by local authority  |
| R4D (information on DFID's research projects) ( <a href="http://www.dfid.gov.uk/R4D/">www.dfid.gov.uk/R4D/</a> )  |

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| <b>Other key data:</b>   |
| United Nations assessment of progress towards the MDGs ( <a href="http://unstats.un.org/unsd/mdg/">unstats.un.org/unsd/mdg/</a> )                                |
| Results frameworks for multilateral organisations which DFID funds   |
| Proportion of projects by DFID-funded multilateral organisations (such as the World Bank) that perform ‘satisfactorily’ or better, disaggregated by organisation |
| The OECD DAC publishes details of other donors ODA volumes ( <a href="http://www.oecd.org/dac/stats">www.oecd.org/dac/stats</a> )                                |