



DFID's RESULTS FRAMEWORK

Managing and reporting DFID results

Introduction

1. The increase in DFID's budget up to 2014/15 will make a significant impact on the lives of poor people. Some of the results that our money will deliver were set out in 'UK aid: Changing lives, delivering results' document and 'DFID's Strategic Vision for Girls and Women'. Operational Plans, published on our website, set out a fuller set of results we expect to deliver by end 2014/15.
2. DFID's Results Framework is a tool that we will use to monitor and manage progress and report publicly on delivery. It sets out the development outcomes DFID is seeking to contribute to, the actual results we will deliver, and the metrics we will use to measure our organisational effectiveness and efficiency.
3. This is the first results framework in which we have set out actual development outputs that DFID will deliver against for which we can be held accountable. This marks a significant step forward. By measuring results we get a much better idea of what works and what does not so we can refine our programmes accordingly. We are also able to manage our resources to deliver these results.
4. In its Annual Report for 2011/12, DFID published the results it has achieved to date against these results commitments for the first time.

Context

5. [DFID's Business Plan](#) sets out a commitment to make British aid more effective by improving transparency and value for money. Improving the measurement, management and reporting of the results achieved through the aid programme is an important part of this agenda.
6. By measuring results we can get a much better idea of what works and what doesn't and can refine our programmes accordingly. Monitoring results provides us with an incentive to look at the evidence, innovate and learn. This helps ensure that our aid is focussed on the best value poverty reduction programmes.

7. With a growing aid budget in the current financial climate we also have a particular duty to show that we are achieving value for money for every pound of taxpayers' money that we spend on development.
8. We also need to monitor the results achieved through all development resources, not just our own. We need to know what results are being achieved in each country from all development funding, including other donors (bilateral and multilateral) and partner governments.
9. In May 2011, DFID published operational plans which set out the results UK aid will achieve until 2015. The plans followed a series of comprehensive aid reviews (the Bilateral and Multilateral Aid Reviews) undertaken earlier in 2011 to make sure Britain's aid budget is as focused and effective as possible. In May 2012 DFID refreshed these Operational Plans to include revised results forecasts expected to be achieved by 2015, as well as a summary of results achieved to date.

Developing the Framework

10. Previous DFID results and performance frameworks have relied heavily on monitoring and reporting progress against global development outcomes, in particular progress towards the Millennium Development Goals.
11. These Goals remain a crucial guiding star for the whole international community. But they are less useful for measuring the specific contribution of DFID or other donors at a country level. There are also weaknesses in developing country data systems which affect the availability, quality and timeliness of relevant information making it difficult to develop useful systems for managing delivery of results.
12. The framework addresses both of these issues: firstly by identifying a core subset of results which DFID will seek to influence directly over the next 4 years, and secondly by identifying a range of key performance indicators that provide closer to real time data on DFID's operational effectiveness and organisational efficiency. The indicators are aligned with DFID's strategic priorities as set out in its Business Plan.
13. Development of the framework was informed by best practice in other donor institutions. In particular the design drew heavily from the frameworks of multilateral organisations such as the Asian and African Development Banks (AsDB; AfDB) and the International Development Association (IDA). Harmonisation of results frameworks, both across donors and with developing country systems, is a key part of the international aid effectiveness agenda.

Outline of DFID's Results Framework

14. DFID's results framework is organised into four levels that capture each main stage through which inputs are transformed into developing country results (Figure 1).

- **Level 1** consists of indicators that represent development outcomes to which DFID is seeking to contribute in partner countries. These outcomes cannot be attributed to DFID alone; they result from the collective action of countries and diverse development partners.
- **Level 2** contains indicators measuring outputs and intermediate outcomes which can be directly linked to DFID interventions.
- **Level 3** contains indicators for monitoring DFID's operational effectiveness. Improvements at this level can lead to better delivery of results and greater value for money.
- **Level 4** indicators aim to monitor improvements in the efficiency of DFID's internal corporate processes to help improve capacity to provide more effective frontline delivery.

Figure 1: DFID's Results Framework

<p>Level 1: Progress on key development outcomes</p> <p>MDG1: Eradicate extreme poverty and hunger MDG2: Achieve universal primary education MDG3: Promote gender equality and empower women MDG4: Reduce Child Mortality MDG5: Improve maternal health MDG6: Combat HIV&AIDS, malaria and other diseases MDG7: Ensure environmental sustainability</p>
<p>Level 2: DFID Results</p> <ul style="list-style-type: none"> • Bilateral programme results • Multilateral programme results
<p>Level 3: Operational Effectiveness</p> <ul style="list-style-type: none"> • Portfolio Quality • Pipeline Delivery • Monitoring and Evaluation • Performance against Structural Reform Plan
<p>Level 4: Organisational Effectiveness</p> <ul style="list-style-type: none"> • Human Resources • Employee Engagement • Workforce diversity • Finance • Procurement • Estates

Level 1: What progress is there on development?

15. The first level of the results framework monitors key development outcomes in DFID's priority countries. These outcomes cannot be attributed to DFID alone; they result from the collective action of developing countries and diverse development partners. The focus of Level 1 is progress against a relevant subset of the internationally agreed Millennium Development Goal (MDG) standard indicators.

16. Table 1 shows the list of MDG and other indicators which DFID will include in its regular results reporting. DFID will also track progress against the

[Worldwide Governance Indicators](#) as well as monitoring growth rates and other key economic indicators.

Table 1: MDG Indicators

MDG	MDG Indicator
MDG1: Eradicate extreme poverty and hunger	Proportion of population below \$1 (PPP) per day
	Prevalence of underweight children under-five years of age
	Growth rate of GDP per person employed
	Employment to population ratio
MDG2: Achieve universal primary education	Net enrolment ratio in primary education
	Proportion of pupils starting grade 1 who reach last grade of primary
	Literacy rate of 15-24 year-olds, women and men
	Proportion of children that can read with sufficient fluency for comprehension in early grades ¹
MDG3: Promote gender equality and empower women	Ratios of girls to boys in primary, secondary and tertiary education
	Share of women in wage employment in the non-agricultural sector
	Proportion of seats held by women in national parliament
MDG4: Reduce child mortality	Under-five mortality rate
MDG5: Improve maternal health	Maternal mortality ratio
	Proportion of births attended by skilled health personnel
	Unmet need for family planning
MDG6: Combat HIV&AIDS, malaria and other diseases	Incidence and death rates associated with malaria
	HIV prevalence among population aged 15-49 years
	Proportion of population with advanced HIV infection with access to antiretroviral drugs
MDG7: Ensure environmental sustainability	Proportion of population using an improved drinking water source
	Proportion of population using an improved sanitation facility
	Proportion of land area covered by forest
	CO2 emissions, total, per capita and per \$1 GDP (PPP)

¹ Not official MDG indicator: DFID specific

Level 2: What is DFID's contribution to development results?

17. Level 2 indicators measure the outputs that can be directly linked to DFID programmes and projects – whether delivered through bilateral country programmes, or through contributions to multilateral organisations. The bilateral indicators were selected primarily through analysis of expected results set out in individual DFID country operational plans. They reflect those outputs where it is possible to aggregate results across different countries and so do not capture all the results that DFID is delivering. Multilateral indicators were selected from multilateral organisations' results frameworks.

18. DFID has developed methodological guidance on each bilateral indicator to help ensure consistency of measurement across countries and permit meaningful aggregation of results. These can be found here: <http://www.dfid.gov.uk/About-us/How-we-measure-progress/DFID-Results-Framework/>

19. The full list of indicators is shown in Tables 2a and 2b below.

Table 2a: DFID bilateral indicators

Pillar	Results Indicators	Results Commitment
Wealth Creation	Number of people with access to financial services as a result of DFID support ¹	50 million
	Number of people supported through DFID to improve their rights to land and property	6 million
Poverty, Vulnerability, Nutrition & Hunger	Number of children under five and pregnant women reached through DFID's nutrition-relevant programmes ¹	20 million
	Number of people benefiting from DFID-supported cash transfer programmes	6 million
	Number of people achieving food security through DFID support	4 million
Education	Number of children supported by DFID in primary education (per annum)	9 million
	Number of children supported by DFID in lower secondary education (per annum)	Two million (700,000 girls)
	Number of children completing primary education supported by DFID (per annum)	No target
Malaria	Number of insecticide-treated bed nets distributed with DFID support	No target
	Number of malaria specific deaths per 1000 persons per year ²	Halve malaria deaths in ten countries
Reproductive, Maternal and Neo-Natal Health	Number of births delivered with the help of nurses, midwives or doctors through DFID support	2 million
	Number of additional women using modern methods of family planning through DFID support ¹	10 million
	Number of maternal lives saved through DFID support ²	50,000 women
	Number of neonatal lives saved through DFID support ²	250,000 newborn babies
Water and Sanitation	Number of unique people reached with one or more water, sanitation or hygiene promotion intervention ¹ This combines three indicators: Number of people with sustainable access to clean drinking water sources with DFID support Number of people with sustainable access to an improved sanitation facility through DFID support Number of people with access to improved hygiene through DFID support to hygiene promotion	60 million ³
Humanitarian and Emergency Response	Number of people reached with emergency food assistance through DFID support	No target
Governance and security	Number of countries supported by DFID in freer & fairer elections	Support elections in 13 countries
	Number of people who vote in elections supported by DFID	No target
	Number of people supported to have choice and control over their own development and to hold decision-makers to account	40 million
	Number of women and girls with improved access to	Ten million

	security and justice services through DFID support	women
Climate Change	Numbers of people supported by DFID funding to cope with the effects of climate change	No target
	Number of people with improved access to clean energy as a result of DFID funding	No target
	Number of hectares where deforestation and degradation have been avoided	No target

¹ These results will be delivered through both bilateral and multilateral delivery channels.

² Modelled indicators require an internationally agreed methodology to measure performance. For Malaria, the World Health Organization has established an Evidence Review Group (ERG) on Malaria Burden Estimation Methodology which will review existing methodologies and work on a way forward to standardize methods that allow for consistent reporting of trends. Any recommended changes will be applied retrospectively to previous years (to 2000).

³ A new public commitments has been made on water, sanitation and hygiene (WASH) (60 million). This supersedes three separate targets. Measurement of the new WASH commitment requires the results of three separate indicators to be combined to determine the total number of unique people reached with one or more of these interventions. The results of each individual indicator will continue to be published to ensure full transparency and accountability for delivery of results.

20. Nine of DFID's Level 2 Results Framework Indicators are sex-disaggregated and are used to measure progress against the results outlined within DFID's *Strategic Vision for Girls and Women*. These are:

- Number of people with access to financial services as a result of DFID support
- Number of people supported through DFID to improve their rights to land and property
- Number of children supported by DFID in primary education (per annum)
- Number of children supported by DFID in lower secondary education (per annum)
- Number of children completing primary education supported by DFID (per annum)
- Number of births delivered with the help of nurses, midwives or doctors through DFID support
- Number of additional women using modern methods of family planning through DFID support
- Number of maternal lives saved through DFID support
- Number of women and girls with improved access to security and justice services through DFID support

21. In addition, all other relevant indicators are sex-disaggregated wherever feasible and age and poverty breakdowns will be provided for the family planning indicator where appropriate.

22. Multilateral results are reported in terms of the overall results achieved by multilateral partners rather than the results that can be attributed to DFID as a result of its core funding. These are presented alongside the UK's funding share of the multilateral organisation, in order to show the extent of the UK's contribution. This approach ensures maximum visibility of multilateral results within the DFID Results Framework.

23. Table 2b (the results DFID aims to deliver via multilaterals) lists the indicators which DFID reported in its 2011/12 Annual Report in June 2012. The number of multilateral organisations covered has been considerably expanded since 2011. In addition the Annual Report contains a separate table of results for those organisations whose specialist mandates do not lend themselves well to reporting quantifiable output results, or who have less fully developed reporting systems. DFID is working with its multilateral partners to strengthen systems for reporting results.

Table 2b: DFID multilateral indicators

Pillar	Indicator	Multilateral organisation
Wealth Creation	Number assisted with microfinance	AsDB
	Micro/ small/ medium productive enterprises financed	IADB
	Number of active borrowers in micro-finance	IFAD
	Number of voluntary savers under micro-finance programme	IFAD
	Number of housing loans	IFC
	Number of microfinance loans	IFC
	Number of SME loans	IFC
	Number of jobs created	PIDG
PVNH	Farmers given access to improved agricultural services and investment	IADB
	Number of people receiving services from International Fund for Agricultural Development supported projects	IFAD
	Number of people trained in crop production practices/technologies	IFAD
	Number of malnourished children provided with special nutritional support	WFP
	Number of people provided with food	WFP
	Number of school children receiving school meal and take home rations	WFP
	Number of women and children provided with food and nutritional support	WFP
Health	Number of children immunised against preventable disease	GAVI
	Number of HIV positive women provided with treatment to prevent transmission to their babies	GFATM
	Number of insecticide treated bednets distributed	GFATM
	Number of people provided with treatment for AIDS	GFATM
	Number of tuberculosis cases detected and treated	GFATM
	Number of children immunised	IDA
	People provided with a basic package of health, nutrition or population services	IDA
	Number of female condoms procured	UNFPA
	Number of children benefitting from two doses of vitamin A supplement	UNICEF
	Children benefitting from child-friendly HIV/ AIDS medicines	UNITAID
	Children supplied with TB treatments	UNITAID
Education	Number of teachers trained	AsDB
	Number of teachers trained	IADB
	Number of teachers recruited or trained	IDA
	Number of education ministry officials trained and coached in strategic planning and management	UNESCO
Water and Sanitation	People with new or improved access to water and sanitation	AfDB
	Number of households provided with new water supply	AsDB
	Households with access to water supply and sanitation	CDB
	Households with new or upgraded sanitary connections	IADB
	Number of people with access to clean drinking water	IDA
	Number of people with access to improved sanitation facilities	IDA
Infrastructure	People with improved access to transport	AfDB

	People benefiting from new electricity connections	AfDB
	New households connected to electricity	AsDB
	People with access to new or improved roads	AsDB
	Beneficiaries of road projects	CDB
	Roads constructed and rehabilitated (km)	IDA
	Roads constructed / rehabilitated (km)	IFAD
	People impacted with improved/ new power supply	PIDG
Humanitarian	Number of people benefiting from disaster preparedness activities	ECHO
	Number of people provided with humanitarian assistance	ECHO
	Number of civilians provided with essential household items	ICRC
	Number of detainees visited	ICRC
	Number of migrants, internally displaced persons, refugees and other vulnerable groups receiving emergency, migration and durable support (e.g. shelter)	IOM
	Number of displaced people (refugees and internally displaced people) receiving protection or assistance	UNHCR
	Number of children reached through humanitarian response	UNICEF

Level 3: Operational Effectiveness: How well does DFID manage its operations?

24. Level 3 of the DFID Results Framework monitors how well the department manages itself to deliver the results required for development and ensure value for money. DFID reported this information in the 2011/12 Annual Report for the first time. Whilst work will continue to refine a set of key indicators to track overall effectiveness of DFID operations, the department will seek to report at least annually against the following performance areas:

- *Portfolio quality* – a measure of the extent to which DFID’s interventions are on track to deliver their expected outputs and outcomes
- *Pipeline delivery* – data on DFID’s pipeline of programmes either approved or under design to help assess whether DFID has sufficient plans in place to ensure that it will achieve results commitments and spend its budget effectively
- *Monitoring and evaluation* – data on the extent to which DFID is actively reviewing its programmes and learning lessons for the future
- *Structural reform* – data to assess how well DFID is delivering against its corporate objectives and areas of Coalition priority

25. DFID will also monitor and report progress on other indicators identified at Level 3 at a sector level as a relative measure of performance in each strategic priority area.

Portfolio Quality

26. DFID’s index of portfolio quality measures how on-track its portfolio of projects are to deliver expected development outputs and outcomes. Since the start of 2012, DFID has changed the way it reviews and scores projects. The new project scores assess actual performance against expected milestones as opposed to likelihood of achievement. The portfolio quality index has been modified to reflect the new approach to project scoring.

Pipeline Delivery

27. A necessary condition for results delivery is the development of clear plans for individual interventions, including a fully considered Business Case which sets out why the planned programme demonstrates good value for money and provides reassurance that stated objectives can be achieved. DFID introduced a new Business Case template in January 2011 which must be completed for all new projects regardless of level of spend. To ensure full transparency of our aid programme DFID Business Cases are published on the DFID website. An indicator of pipeline delivery will therefore allow us to track Business Case development and their planned contribution to Operational Plans and DFID's headline priorities. DFID has recently strengthened its monitoring of the number of programmes that have either been approved or are under design to ensure that it has sufficient plans in place, or in the pipeline to deliver planned results.

Monitoring and Evaluation

28. DFID also recognises the importance of monitoring and evaluation in improving operational effectiveness. Reviewing programmes during implementation and at completion is a key part of DFID's monitoring strategy. Reviewers assess whether the programme still represents value for money. All annual reviews and project completion reviews are published on DFID's website. As one measure of how well DFID is monitoring the implementation of its programmes, DFID tracks the number of reviews completed on time.

Performance against DFID's Structural Reform Plan

29. DFID's Structural Reform Plan (SRP), published as part of its overall Business Plan, sets out 6 key strategic objectives for the department over the next 4 years. Under each objective there are a number of key actions identified to drive delivery and ensure that each business unit is fully aligned with the overall aims of the department. This strategic alignment is a key measure of operational effectiveness. DFID will continue to track progress against each of the actions in the SRP as part of its new results framework.

30. DFID's Business Plan was updated in May 2012 and contains an annex with a full list of completed structural reform actions to date. The updated Plan also introduces new structural reform priorities which build on completed work over 2011-12.

Level 4: Does DFID Manage Itself Efficiently?

31. A key challenge for DFID is delivering a growing aid programme whilst reducing administrative costs. It is essential that DFID ensures its internal corporate processes are as efficient as possible. Level 4 of the DFID Results Framework focuses on monitoring improvements in organisational efficiency.

32. An important consideration in determining DFID's overall efficiency is benchmarking against other organisations. DFID's Business Plan sets out a list of efficiency indicators which are monitored across all UK government departments. DFID is already publishing information on a quarterly basis against key corporate service areas including human resources, employee engagement, workforce diversity, finance, procurement, estates and environment. For further information on the specific efficiency indicators DFID has reported against please see the following link to DFID's Annual Report (Chapter 1): <http://www.dfid.gov.uk/About-us/How-we-measure-progress/Annual-report/>.
33. A motivated and committed workforce is one of the most important determinants of good institutional performance. DFID tracks levels of employee engagement through staff surveys and seek to reduce absence rates through ongoing monitoring of central systems. In addition DFID will develop its strategic monitoring of workforce requirements to ensure it retains the right combination of staff in both the UK and overseas.
34. Since the introduction of its current financial management system (ARIES) in 2008, DFID has monitored overall budget performance and efficiency. DFID will continue to track key aspects of financial performance and develop further measures over time. A key focus will be on developing improved forecasting of spend.
35. A key strand to delivering value for money across the aid programme is to drive commercial advantage through improved procurement practice. DFID is developing a range of metrics to track progress on this agenda. A key indicator is progress towards overall commercial savings targets.
36. In addition, in driving international action to combat climate change DFID is taking steps to minimise its own energy consumption and carbon footprint. Monitoring the cost and size of the DFID estate as well as continuing to reduce travel costs and air miles are important components of the new framework.
37. As well as monitoring progress on its transparency commitments through the Structural Reform Plan, DFID will continue to monitor its performance in dealing with parliamentary questions and ministerial correspondence, an important aspect of accountability. Monitoring the volume of MPs and public questions to DFID, and the resulting response times, are measures of DFID's efficiency at processing such enquiries.

Reporting Results

38. DFID is committed to full transparency of its aid programme. Regular reporting on performance and results is a key part of this commitment.
39. As such it is DFID's intention to publish information on the results it achieves annually via an official statistics publication, commencing from 2012/13 reporting onwards. This publication will be the first release of new

information into the public domain and ensures such statistics are produced in accordance with the standards set out in the Code of Practice for Official Statistics. For further information please click the following link:

<http://www.statisticsauthority.gov.uk/assessment/code-of-practice/index.html>

40. Alongside this, DFID results will continue to be reported through the Annual Report, which is produced to meet the requirements of the International Development (Reporting and Transparency) Act 2006. The main requirement of this Act is for DFID to report the effectiveness of its aid programme in delivering the MDGs in its partner countries and those countries which its multilateral partners serve. The Annual Report published in June 2012 included, for the first time, results achieved against DFID's results framework.
41. Since the Act was introduced the level and quality of results information included in the report has increased. DFID will seek to further improve the quality of results information, both through internal processes and through publication of impartial and independent official statistics, which will precede results information reported within the Annual Report each year.
42. DFID's Business Plan also sets out an Information Strategy including a list of key data that DFID will make available. While it may be possible in some instances to report progress on Level 1 and Level 2 indicators more regularly, most will be updated on an annual basis.
43. Until now operational effectiveness and organisational efficiency monitoring has been limited to internal Management Board reports. However much of this underlying data is already in the public domain. As such we published this information as part of annual DFID results framework reporting through the 2011/12 Annual Report. We will continue to publish this information in future years.
44. Data on Level 3 indicators are drawn primarily from DFID's own performance management systems. Data on individual project Business Cases and annual reviews are available through the project database on DFID's website. DFID also publishes a monthly update on progress against its SRP commitments in conjunction with the Cabinet Office. Similarly DFID will publish data against all the common UK Government Departments benchmarks as part of cross-government commitments on transparency.