



The Four Corners

The quarterly Alumni Association newsletter

Issue 31: March 2015

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EDITORIAL



Message from the chairman

Welcome to the Spring edition of The Four Corners.

I am very pleased John Stuppel has taken up his appointment as the secretary of the Association. He took over from Marc Taylor in March. Marc will continue to edit The Four Corners and sit on the Committee. We welcome John on board and look forward to his contribution to a busy agenda

We continue to try to keep members up-to-date with and engaged in development issues of the day. You will see the latest reports on conflict, security sector and justice and the situation in Sierra Leone which were extensively explored in our seminar at the end of last year. The challenge of corruption and what DFID can realistically do about it was aired in our seminar in March, reported in this issue of Four Corners. And we will have a further chance to discuss the current development agenda when Mark Lowcock talks with us on 28 April.

I hope you enjoy this latest newsletter. Thanks as always to Marc for putting it together. Please send us ideas and contributions for the next edition.

Simon Ray

NEWS IN BRIEF

General Election

The pre-election period runs from 30 March up to polling day on 7 May. As usual, during this purdah period DFID Ministers will carry on essential business, but are expected not to initiate new action for the long term or take policy decisions that a new Government might view differently.

The DFID Alumni Association will continue to share with members any announcements DFID makes in this context. Separately, it will draw members' attention to statements by political parties and others about international development issues.

DIARY

We hope you can come to these events:

- Tuesday 28 April 1300-1400 at DFID HQ 22 Whitehall. **Talk by Mark Lowcock on current development issues.**
- Thursday 11 June 1600-1700 at DFID HQ 22 Whitehall. **AGM followed by summer party at House of Lords 1800-2000 (note 11 June, not 10 June as provisionally indicated earlier)**
- Tuesday 14 July. **Visit to Brompton Cemetery.**
- Thursday 1 October. **St James Place event including tour of HMS Belfast.**

We are invited to a lunchtime talk organised by the 1818 Society (World Bank alumni) on Thursday 18 June on the **post-2015 sustainable development goals** (at DFID 22 Whitehall).

Cyclone Pam



The Secretary of State announced up to £2m of emergency humanitarian assistance to people affected by Cyclone Pam.

Initial assessments were that the cyclone caused widespread destruction of homes, infrastructure and basic services, in particular for the people of Vanuatu. Estimates of the number of deaths remained low but thousands were left homeless.

UK support

The UK response was a cross-government effort with DFID working alongside the FCO and Ministry of Defence to provide support and liaise with other governments.

- Working alongside the Governments of Vanuatu, Australia and New Zealand, the UK will make up to £1 million available to the UN and the Red Cross (IFRC)
- An additional £1 million will be made available through the UK's Rapid Response Facility – a network of specialist aid organisations and private businesses that can quickly deliver emergency medical, water and sanitation assistance
- a Royal Air Force C-17 transport plane with humanitarian relief supplies, including shelter kits for 8,200 people and over 1900 solar lights
- A DFID team of four humanitarian staff to support coordination with agencies operating in the region and assist with field assessments.

Announcements from DFID in January to March 2015

January

- DFID response to ICAI report on Smart Rules
- UK response to floods in Malawi
- Roll out of “inclusive growth diagnostics”
- International day of data protection
- Islamic Development Bank visited DFID
- Public Accounts Committee reported on the Private Infrastructure Development Group
- Baroness Northover visited Sudan

February

- CDC investment in African power generation
- Public Accounts Committee reported on Ebola crisis
- Secretary of State and HRH Prince of Wales visited countries neighbouring Syria
- Baroness Northover visited Mozambique
- Review of strategy on girls and women
- Secretary of State spoke at Global Law Summit
- Minister of State visited Scotland to launch DFID Direct
- Southern Think Tanks debated research policy
- Minister of State visited Nepal
- International Development Committee in Nepal
- Secretary of State visited Sierra Leone

March

- Management response to ICAI fragile states report
- Secretary of State's speech at the Institute of Development Studies
- International Women's Day
- Government response to ICAI report on non-DFID ODA
- Emergency assistance for Vanuatu
- Baroness Northover visited Abercrombie House
- Prime Minister launched a good governance fund for Eastern Europe and the Balkans
- Minister of State launched new climate programme
- New global framework on disaster risk reduction
- Government response to International Development Committee report on “Beyond Aid”
- Baroness Northover visited Tanzania
- Royal Assent for International Development Assistance (ODA Target) Act 2015

Conflict, stability and security fund

The UK's conflict, stability and security fund (CSSF) launched on Wednesday 1 April, replacing the DFID, FCO and MOD Conflict Pool.

The CSSF pools new and existing resources from across government into a larger fund of £1.033 billion, under the strategic direction of the National Security Council (NSC). It brings together under one mechanism the UK's contribution to multilateral peacekeeping, security and defence activities, and a larger budget for programmes (ODA and non-ODA) in countries at risk of instability.

DFID will be managing CSSF-funded programmes in the Middle East, Africa, South Asia, and Burma - and to support UN and NGO peacebuilding work.

The CSSF is part of a wider set of reforms intended to bring a more strategic and joined-up approach to the UK's work in priority conflict-affected states. These reflect the NSC's commitment to build stability and prevent conflict overseas, as a key part of the UK's national security objectives.

New NSC country and regional strategies

Last year, the NSC instructed departments to develop strategies for the countries or regions that ranked highest in terms of instability and interest to the UK.

So far, NSC (Officials) has approved 34 strategies, covering up to 70 countries across the Middle East, Africa, South Asia, the Americas, Balkans, Eastern Europe and Central Asia. Some of the strategies focus on a single country, others cover a sub-region such as the Sahel.

The strategies cover all HMG objectives in a country or region, and teams across DFID have worked hard to ensure development interests are fully reflected, where relevant.

Reform of cross-government mechanisms to support delivery

To support the delivery of these strategies and to prioritise and oversee CSSF programmes, Director-level Regional Boards have been set up, bringing together representatives from across the NSC departments. A Multilateral Strategy Board has been set up to focus on the UK's relationship with the UN, EU and NATO peace and security institutions. A Joint Secretariat, housed in the FCO and staffed by officials from across the NSC departments, has been established to manage the CSSF and advise the Boards and programme teams.

More information

A [Written Ministerial Statement on the CSSF](http://www.parliament.uk/business/publications/written-questions-answers-statements/written-statement/Commons/2015-03-12/HCWS392/) was laid before Parliament on Thursday 12 March. <http://www.parliament.uk/business/publications/written-questions-answers-statements/written-statement/Commons/2015-03-12/HCWS392/>

Baroness Northover visited Tanzania

The Parliamentary Under Secretary of State for International Development spent three days in Tanzania in March focusing on inclusive development and basic service delivery.

She met and congratulated the President, Jakaya Kikwete, on two successful terms in office, and discussed the busy electoral year ahead for Tanzania, with both a constitutional referendum and general election scheduled for 2015.





Disability inclusive development

Visiting the Comprehensive Community Based Rehabilitation in Tanzania Hospital (CCBRT), the largest provider of disability services in the country, the PUSS witnessed their excellent work to empower people with disabilities and ensure access to medical and rehabilitative services.

The PUSS also met women recovering from fistula operations and beginning the process of rehabilitation back into the community. She was deeply moved by the story of one woman, who had suffered 10 years of the extreme ostracism and social exclusion that often accompanies fistula, before coming to the clinic for treatment.

PUSS launched DFID's first newsletter on disability-inclusive development. Speaking alongside the British High Commissioner to Tanzania, Dianna Melrose, and the Country Director of ADD International Tanzania, Mathew Kawogo, PUSS highlighted the challenges faced by people with disabilities across the world, and reconfirmed our commitment to ensuring all development is inclusive and that no one is left behind.

Challenges in service delivery

The PUSS visited urban and rural communities to witness the changing dynamics of basic service provision in Tanzania. Visiting an urban health facility the huge challenges of rapid urbanization were apparent, with unplanned settlements and climate vulnerability posing real threats to the wellbeing of Tanzania's increasingly urban population.

PUSS met rural communities being supported by DFID to improve the quality of education, access family planning, and clean water. Meeting teachers, pupils and community members in Mphangwe village, it was apparent that the education system has expanded primary access at the expense of education quality. Poor infrastructure, inadequate school supplies and large class sizes reduce the opportunity for each child to fulfil their potential and continue their education to secondary level.

In a country with 25% unmet need for family planning, where 40% of girls are married by the age of 18, gender equality was a key focus of the visit. Visiting Mphangwe, PUSS saw first-hand the provision of family planning education and commodities, and felt the impact of improved access to water sources on young girls' lives.

UK Government response to IDC report on 'Beyond Aid'

The International Development Committee (IDC) published the [UK Government response](#) to their report on the ['Future of UK Development Co-operation: Beyond Aid'](#) on Thursday 26 March.

The IDC report had examined whether the Government has an adequate approach to beyond aid issues and explored the policy processes and mechanisms needed to implement a wider vision. This is the second phase of the IDC inquiry into the future UK approach to development. The first phase concentrated on development finance and covered 'beyond aid' issues.

As part of the second phase of the inquiry the IDC received 55 pieces of written evidence, including DFID's, and held three oral evidence sessions. The Secretary of State gave evidence at the final evidence session held on Thursday 11 December.

The Government response to the IDC report included:

- The Government welcomes the endorsement of the continuing need to maintain development spending at 0.7% of GNI and the existence of DFID as a standalone Department represented at Cabinet level
- The UK recognises aid will continue to be necessary in helping countries move to self-financing an exit from poverty, but the UK will also need to look beyond aid. Ending global poverty can only be achieved through ensuring the international system works for developing countries. The UK's approach to the post-2015 development framework and finance for development, the G8 agenda on tax, trade and transparency, and the Global Partnership for Effective Development Cooperation all demonstrate how the UK is shifting the debate to a 'beyond aid' focus
- DFID will work with UK Government partners, other UK institutions and international organisations to ensure coherence of policies that affect developing countries and to take advantage of opportunities that exist outside DFID to bring in skills and experience that support poverty reduction
- The UK will explore opportunities to make our operations more streamlined and efficient. This means delivering the One HMG programme of co-location, consolidation, harmonisation and regionalisation and exploring scope for joint units

- DFID will ensure staff have the skills and the knowledge needed to deliver the changing agenda in 2015 and beyond.

Management response to ICAI security and justice overseas report

On Wednesday 25 March, the UK Government published its [management response](#) to the Independent Commission for Aid Impact (ICAI) report on the [UK's development assistance for security and justice overseas](#).

The report scored an overall amber-red rating, with amber-red scores across the four pillars.

ICAI made two recommendations:

- DFID should develop a new strategy for more focused and realistic security and justice assistance that emphasises tackling specific security and justice challenges in particular and local contexts. This should include working in a cross-disciplinary way to address wider security and justice themes, such as gender equality (including working with men), labour rights and urban insecurity
- DFID should identify the key evidence gaps across its security and justice portfolio and tailor investments in research and innovation to fill those gaps. It should develop guidelines on how to ground programme design in sound contextual analysis and evidence of what works and on how to strengthen programme oversight, including management of political risk.

DFID partially accepts both recommendations. DFID says it already approaches security and justice (S&J) in a context-specific, problem-driven way, focusing on the S&J needs of poor people, and balancing long-term institutional capacity-building (top-down) with community-level services and responding to demand (bottom-up). DFID agrees that it is timely to refresh its position on security and justice, and to reflect changes to the UK and global context and to draw on recent lessons.

DFID will update and consolidate its approach in a position paper by December. The updated position paper will draw on lessons from a range of country programmes, including those that have a problem-focused approach (e.g. Malawi, Nepal, Sierra Leone). It will be guided by country offices on its selection of priority themes.

DFID does not accept that there is a need for new guidelines on programme design as this would duplicate existing programme management guidance and the new Smart Rules. DFID agrees that a mapping of evidence gaps will be a useful step towards building the evidence base of “what works”, and commits to completing this by September.

Baroness Northover visited

Abercrombie House

On Monday 16 March the PUSS made her first visit to Abercrombie House. It included a panel discussion on Ebola with Scottish civil society stakeholders, a disability roundtable and an all staff meeting.

Members of the International Development Committee were also in the office on the same day, to follow up on their Scotland Inquiry from a year ago.

Ebola

The PUSS and Alistair Carmichael, Secretary of State for Scotland, hosted a panel discussion with over 30 of our main Scottish civil society stakeholders to highlight the contribution made

by Scots to the UK's response to the Ebola outbreak in Sierra Leone. The panel was chaired by the Head of the Ebola Crisis Unit – George Turkington – and included speeches from both Ministers.

Save the Children Fund and Alasdair Kerr, an NHS volunteer, also presented on their experience working in Sierra Leone. The event included a live video link with Dr Jeredine George, who works at the Aberdeen Women’s Centre in Freetown – recently visited by the Secretary of State.

Disability

Both Ministers then joined a disability roundtable discussion hosted by Scottish Catholic International Aid Fund (SCIAF) and the Network for International Development Organisations in Scotland (NIDOS).

Over 20 Scottish civil society organisations attended the event to discuss how to secure the disability agenda in the context of the post 2015 development goals.

International Development Committee (IDC)

Members of the IDC visited Abercrombie House one year on from their Scotland Inquiry to follow up on progress around their recommendations. They held positive discussions with a range of teams actively engaged on communications and outreach with Scottish stakeholders.

The IDC recognised we have worked hard to build effective communications and strategic relationships in Scotland, encouraged us to keep up the momentum and, to go even further on raising our profile.

DFID found this a successful and valuable visit and expects the Committee to recommend more visits to AH in their legacy report for the next International Development Committee which will be formed after the general election.

The PUSS also had a meeting with the Climate and Environment Team, and held an AH all staff meeting, in which she gave her personal take on some of the big issues facing DFID and development.



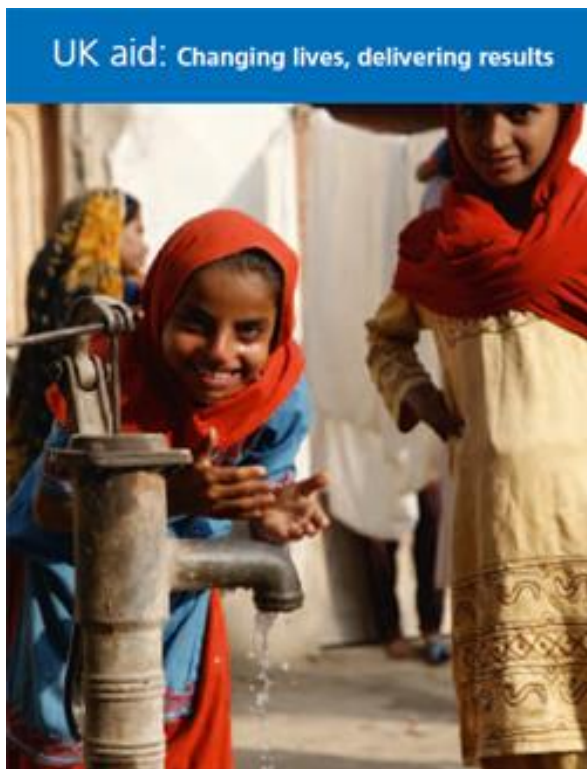
Secretary of State at the Institute of Development Studies



On Tuesday 10 March the Secretary of State Justine Greening made a [speech at the Institute of Development Studies](#) where she set out her vision for the future, reflected on how UK development has evolved in the last five years and highlighted some key achievements.

The highlights the Secretary of State referred to are outlined in more detail in the [Achievements annex](#) to DFID's mid-year report, which was published in March, and sets out progress against the commitments in [UK aid: changing lives, delivering results](#), published in 2011.

Most of these commitments relate to results to



be delivered by the end of March, and the annex set out the position in January.

The annex highlights, for example:

- 24.5 million children under-five, breastfeeding and pregnant women received relevant nutrition interventions, exceeding the target of 20 million
- 4.3 million births carried out with the help of nurses, midwives or doctors - more than double the target of 2 million
- 8.6 million people benefited from cash transfer programmes, exceeding 6m target
- 3 million people in six countries achieved increased food security, meeting the target
- 13 countries held freer and fairer elections, meeting the target.

DFID is also on track to support more than 11 million children in school and more than 6 million people with improved rights to land and property

Secretary of State visited Sierra Leone

The Secretary of State was in Sierra Leone at the end of February, at a critical time in the Ebola response. After a steep decline in cases during December and January, the numbers of cases of Ebola in Sierra Leone have plateaued at around 70 cases a week over February. Ahead of the Brussels Conference on Ebola on Tuesday 3 March, it was an important moment to reiterate to the Government of Sierra Leone the need for sustained efforts to reach zero.



A solid strategy for getting to zero

The Secretary of State met with President Koroma, emphasising the urgent need to get to zero as quickly as possible and the critical role he must play in halting a return to unsafe burials.

The Secretary of State visited Kambia, where she participated in a community discussion including the Paramount Chief, contact tracers and social mobilisers. She saw how contact tracers are actively working to break remaining chains of transmission in a hotspot community. The Secretary of State also visited the border with Guinea, and discussed the challenges of cross-border movement to containing the disease.

Celebrating local heroes



The Secretary of State and the High Commissioner hosted an Ebola Heroes reception, drawing on the [work of the digital team](#), to celebrate local heroes.

There she met a Sierra Leonean WASH expert who works to ensure safe waste management in Kerry Town. He brought an empty, unused child body bag with him, on which staff had written a thank you to the UK for its work on the Ebola crisis.

Preparing for the transition to recovery

The Secretary of State spoke at a business event, hosted by Standard Chartered Bank, pressing on the need for engagement from the private sector to get Sierra Leone's economy back on its feet in

the longer term. The business group agreed to work on a plan of potential support.

The Secretary of State also visited one of the few women's health centres still functioning, which provides maternal healthcare and family planning services. Before Ebola, the centre also undertook fistula operations. The longer term impacts of this crisis are diverse and challenging, and the Secretary of State agreed plans for our next phase of work over six to nine months, to help build back essential services safely.

£100 million for Syria crisis:

Secretary of State and HRH The Prince of Wales visited Jordan

The Secretary of State announced an additional £100 million in funding for the Syria crisis on a visit with HRH The Prince of Wales between Saturday 7 and Monday 9 February.

The new support will help host communities in Jordan, Lebanon, Turkey and Iraq deal with the extra pressures they face from the number of refugees fleeing across the borders from Syria. It will also support people affected by fighting inside Syria by providing food, medical care and relief items.

The UK's largest ever response to a humanitarian crisis

They met Jordan's King Abdullah II and visited Za'atari refugee camp as well as UK-funded projects, including a UNICEF youth centre and World Food Programme supermarket.





Also announced was a £4.7 million two-year programme with CARE International to help more than 35,000 Syrian refugees in Jordan. This will allow CARE to provide:

- Urban refugee hubs, where refugees can find basic information on their rights and the services available to them
- Basic household items
- Psychosocial care to help host and refugee communities integrate.

This funding will take the UK's total commitment to dealing with the Syrian crisis to £800 million – the UK's largest ever response to a humanitarian crisis.

The Secretary of State said:

“Britain stands shoulder to shoulder with Jordan as the country continues to play a pivotal role promoting stability in the region and providing a safe haven for hundreds of thousands of Syrian refugees, many of whom have fled unimaginable horrors in their home country. Almost four years since the start of the crisis, thousands of families are still unable to return home and are in need of our support. The UK's new £100 million pledge will ensure Syrian refugees and host communities in countries like Jordan can continue to receive food, water and shelter while shoring up stretched public services.”

By the end of September, the UK aid had delivered over 8.7 million food rations, each of which feeds one person for one month, and provided:

- access to clean water for 1.5 million people per month
- sanitation and hygiene services for over 950,000 people
- over 1.3 million medical consultations
- shelter and relief items for almost 230,000 people in Syria and the region.



SPOTLIGHT

Mark Lowcock in Zimbabwe

Mark Lowcock visited Harare in early March 2015, the most senior UK Government representative to meet with the Zimbabwean Government since his last visit in 2012.



The visit provoked media interest. Speaking to the country's media, Mark said 'I am delighted to be back in Zimbabwe for the first time since 2012, and looking forward to seeing the friends I made when I lived here in the 1990s. The UK remains committed to supporting Zimbabwe's poorest people and to doing what we can to reinforce democracy, stability and prosperity here'.

DFID Zimbabwe's long serving staff were particularly pleased to see Mark having worked with him in Zimbabwe 20 years ago. In addition to catching up with staff at the British Embassy in Zimbabwe, and discussing the Mission's pilot approach to Integrated Business Planning, Mark reviewed DFID Zimbabwe's programme strategy and took stock of economic policy issues.

High level meetings

Mark met Finance Minister Patrick Chinamasa, to discuss the state of the economy and Zimbabwe's debt, and encouraged the Government of Zimbabwe to continue to make progress on their International Monetary Fund Staff Monitored Programme, a first step towards normalising IFI relations.

An audience with the newly appointed Vice President Emerson Mnangagwa provided an opportunity to stress the importance of working towards a secure policy framework to attract investment. Mark met leading private sector representatives from the mining and commercial agriculture sectors.

Bridging the gap between education and work

Mark travelled to Wedza district to see the work of the Campaign for Female Education (CAMFED), funded through both the DFID Girls Education Challenge (GEC) and the bilateral programme. Together, this funding provides bursaries to 64,000 girls to complete secondary school.

1,500 alumni are 'ploughing back' into their communities by serving as "Learner Guides", who mentor and support other younger girls. These young women are eligible to receive a \$500 interest free loan to start a small business. This innovation is proving effective in bridging the gap between school and work for vulnerable young women.

Small business success stories



Mark met Marvellous Mapingu at the Happymore General Store, which she set up using one of these loans. Marvellous and six other Learner Guides gathered at the store. Their successful businesses ranged from poultry to tailoring. They explained that this opportunity had not only provided an income, but crucially given them increased voice and influence in their families and communities.

EVENTS

DFID & DFID Alumni Association Seminar, 14:00, 24 March 2015

What can DFID really do about corruption?

Garth Glentworth

The Independent Commission for Aid Impact published a report in 2014 on DFID's approach to anti-corruption and its impact on the poor.

On 24 March, DFID and the DFID Alumni held a seminar to

- explore the tension between a realistic assessment of what DFID can do about corruption and the political need to show “zero tolerance of corruption” and “stamp out corruption affecting the poor”;
- draw out the lessons of past and present DFID efforts to tackle corruption; and
- explore the scope for new approaches.

Speakers

Four speakers introduced different aspects of the subject:

- Phil Mason, Senior Anti-Corruption Adviser in DFID;
- Richard Manning, former Director General in DFID;
- Robert Barrington, Executive Director of Transparency International in the UK; and
- Hugh Bigwood, Global Head of Compliance at Rio Tinto.

The Seminar was chaired by John Burton, previously Deputy Chief Economist in DFID and now Head of the International Development Team in KPMG.

Talk by Mark Lowcock,

DFID's Permanent Secretary

13.00-14.00, 28 April 2015, 22 Whitehall, K1.1

DFID's Permanent Secretary, Mark Lowcock, will talk exclusively to DFID alumni about '*Development under the Coalition Government*'.

This will be an opportunity for members of the DFID Alumni Association to hear about the evolution of DFID's development programme over the last five years, along with its priorities, and successes.

The meeting will be chaired by Simon Ray and there will be an opportunity for questions and answers. It will be a unique opportunity to hear directly from Mark.

Please let John Stuppel, Secretary to the DFID Alumni (john-stuppel@dfid.gov.uk), know by 21 April 2015 if you wish to attend.

Biography

Mark Lowcock was appointed Permanent Secretary on 9 June 2011.

Mark began his career in DFID (formally the Overseas Development Administration) in 1985. From 1992-94, he was Private Secretary to Baroness Chalker, Minister for Overseas Development. From 1994-97, he was Deputy Head and latterly Head of the DFID Regional Office for Central Africa (based in Harare). He then became Head of the European Union Department until 1999, before returning to Africa as Head of the DFID Regional Office for East Africa (based in Nairobi).

In 2001 he was appointed to the role of Director, Finance and Corporate Performance, before being promoted to Director General, Corporate Performance and Knowledge Sharing in 2003. In April 2006 he was made Director General, Policy and International, and then in April 2008 he was appointed Director General, Country Programmes.

Mark Lowcock has a BA in economics and history from Oxford University, a Masters in economics from Birkbeck College, and was a Graduate Fellow at Boston University. He is a qualified accountant and a member of the Chartered Institute of Public Finance and Accountancy.

Attendance

A group of about 30 participants, made up of DFID Alumni Association members, British Council Association members, members of The 1818 Society British Chapter (*The Association of World Bank Group Alumni*), and current DFID staff.

Discussion

The following were the main points, set out as they were raised in discussion and not in order of relative importance:

The Challenges of Tackling Corruption

- The need to pay much more attention to the political realities behind corruption as well as the technicalities of how it takes place.
- The challenges over measuring corruption and knowing what works to counter it: these remained challenges for DFID and the wider donor community.
- Financial centres, such as the City, need to cease to be clearing houses for corrupt funds.
- Prosecution for corrupt acts, both in the UK and in their home countries, has to be increased.
- The need to recognise that anti-corruption is only one aspect of a number of ways in which governments could respond to shocks and achieve development (KPMG Change Readiness Index).
- There is a need to track where the money goes especially in Africa, where it rarely returns to the country where it was stolen.

Promising approaches

- Civil society needed to be strengthened to be more effective in policy dialogue with governments (if political space allows). One key was to generate citizen pressures against corruption within a country using non-governmental structures and facilitating civil society space. Pierre Landell Mills' book 'Citizens Against Corruption', which looks at promising grassroots initiatives (some funded under DFID's Governance and Transparency Fund), contains some very interesting examples.
- More research on corruption was needed, e.g. analysing corruption in the supply chain in different contexts and exploring countries which seemed to have fared better in beating corruption – e.g. Singapore and Rwanda.
- The importance of legislation should not be ignored, as well as strengthening financial and banking systems and standards.
- The importance of transparency around service delivery and extractives could not be over-estimated. The various transparency conventions were exerting positive impacts: e.g. the Extractive Industries Transparency Initiative (EITI) has moved forward reforms on tax transparency and beneficial ownership.
- Civil service systems were an important element of anti-corruption. However, it is a difficult area and some of the reforms that have worked well in high income countries cannot necessarily be replicated.

- Conventional remedies – good analysis, leadership and good institutions – were well known but not proven as solutions. More thought needed to be given to identifying the pressure points on elites and how to have anti-corruption at the heart of donor efforts. For example credit ratings given by international rating agencies could be influential in stopping corruption, as downgrades linked to corruption could deter inward investment. Other sanctions could also work such as visa bans and financial checks.
- The support to asset recovery appeared promising with a good rate of return and might be worth expanding, domestically and internationally.
- There is a need to improve business advocacy around anti-corruption, for example through a more results focused B20 groups linked to the G20. Transparency International is focusing on improving its engagement with the private sector. DFID should help to build coalitions of public and private British institutions to combat corruption.
- DFID needed to continue to develop its role of public leadership against corruption where it is well respected internationally. It needed to coordinate better with other British Government departments. Its effort to clean up corruption in the UK in the “United Kingdom National Anti-Corruption Plan” was an excellent example and DFID should play a large part in the Plan’s implementation.
- It was important not to divide the world into the “corrupt developing world” and the rest of the developed world: some of the largest fines were being imposed in the US and corruption could have more hidden and insidious aspects in more sophisticated contexts.
- DFID could engage in useful dialogue with other countries on anti-corruption in contexts where business would find it more difficult.
- The example of China and its current campaigns against corruption at high levels needed careful study to see what the keys were, if the campaigns worked in reducing overall levels of corruption. China’s G20 Presidency next year would be very interesting.
- Corruption needed to be broken down into its different aspects and those which were most damaging tackled first; DFID couldn’t do it all.
- The banking system might be better used to combat corruption, but the record of Western banks led by HSBC was not a particularly encouraging one.

Conclusions on DFID’s Role:

The following is a summary and wrap up of the discussions:

- DFID should continue working closely across Whitehall to maintain the focus of attention on overseas corruption and implement the new UK Anti-Corruption Action Plan.
- DFID should gather more country evidence on corruption with its new £9.6m evidence programme beginning this year. This evidence needed to concentrate on both technical and political aspects of corruption and to explain the politics particularly.

- There is considerable urgency on the corruption front as it is an active element in political and security destabilisation, for example, in South Sudan. A new book by Sarah Chayes, “Thieves of State: Why Corruption Threatens Global Security” funded by DFID research looked at the links between corruption and instability in countries such as Afghanistan, Tunisia and Nigeria and would be of interest to the Alumni.
- DFID recognised that it needed to coordinate closely with the private sector, civil society and other aid agencies in tackling corruption, to strengthen the evidence base, nurture promising international initiatives such as EITI, and demonstrate results.
- The 2015 World Development Report, “Mind, Society and Behaviour” concentrated particularly on how social norms might be changed. Complementing this, DFID’s initiation of new research on social norms and corruption in Africa with a view to identifying opportunities to shift behaviours should be a high priority.
- Open data, citizen reporting, media and ICTs all provide avenues for increasing the pressure – the challenge remains in moving from more transparency to achieving substantive accountability and responsiveness.

You are invited to join a

Visit to Brompton Cemetery

At 10:30 a.m. on 14 July 2015

Brompton Cemetery is one of Britain’s oldest and most distinguished garden cemeteries. It combines historic monuments, trees and wildlife with the stories of the remarkable people buried within in.

This beautiful landscape is the only Cemetery in the country owned by the Crown and managed by The Royal Parks on behalf of the nation. It is designated Grade 1 on the English Heritage Register of Parks and Gardens, has several Listed Buildings and is a Site of Nature Conservation Importance.

Hundreds of famous people in their place of rest can be visited including Emmeline Pankhurst, Lord Cunard and Princess Alexandra Rostovsky . In special honour of our visit we are also going to be to visit the catacomb which is usually only opened once or twice a year. This is a rare treat.

We are meeting on 14th July at 10.30am outside Fulham Broadway station and will be using the entrance gate in Fulham Road. The tour will start at 11am in the chapel where refreshments will be served while our guide gives us an introduction.

The cost is £10 per person. Please email janetgrimshaw@onetel.com to reserve a place.

Please access “The Friends of Brompton Cemetery” for further information.



DFID Alumni visit to BAPS Shri Swaminarayan Mandir

On 17 February, a group of DFID Alumni and members of the British Council Association visited the BAPS Mandir (HINDU TEMPLE) on Brentfield Road, Neasden

BAPS Shri Swaminarayan Mandir is a masterpiece of traditional Hindu design and workmanship. It is an active place of worship. Our tour was arranged around ceremonies taking place in parts of it.



Our group visit included an introductory address, a video presentation, and a guided tour lasting one-and-a-half hours. It ended with a half hour visit to the educational 'Understanding Hinduism' exhibition.



If you would like to visit the Mandir yourself, it is about 20 minutes' walk from Stonebridge Park or Neasden or Wembley Park stations. Buses 224 and 206 stop outside it. Buses 112, 611, 232 and 18 stop nearby.



PEOPLE

Anthony (Tony) Barker

Tony died suddenly on 26th December 2014 aged 75.

Tony joined then ODA mid career in 1981 as an Assistant Engineering Adviser. He had earlier worked as a Highway Engineer for the Governments of Bahrain and Zambia and as a Consulting Engineer in the private sector in Saudi Arabia, Philippines and Nigeria.

Tony worked initially in the East Africa Development Division (1982-87) in Nairobi, followed by South and East Asia Division, London (1987-1990), Southern Africa Division, Malawi (1990-1992), Latin America and the Caribbean Department, London and Barbados (1992-1994) and latterly East Asia and Pacific Department (1994-1999).

Highlights included road projects in East and Southern Africa, slum clearance projects in India, camp roads in the Falklands, bridge construction in the Philippines and rabbit hutches in Tanzania. In retirement he returned to Malawi for two years as an accompanying spouse but eventually long distance travel palled and he kept projects and trips closer to home.

I first got to know Tony when we worked together in Kenya in the 1980s. We remained friends ever since. We went on many safaris together and I learnt much about engineering and the challenges of building roads and bridges across the country. He had refreshingly forthright views about politics and development policies and had no time for waffle or obfuscation.

I will always remember his attachment to his portable radio which went on all safaris with him. The first priority on arrival was to get it set up and working. We were able to get the latest ball by ball commentary from Lords as the sun behind the acacias and the condensation ran down the bottles of chilled beer.

We will miss him.

Simon Ray

Request for sponsorship

Dear Alumni,

On 17 June, the ROMIL Peloton will be gathering their strength to cycle the 1000km from Nuremberg to Budapest, largely following the River Danube, passing through 4 countries along the way. To help us overcome the physical challenge, we seek your encouragement to reach our destination - by way of a charitable donation to Restored.*

Restored is a phenomenal charity that is working to eliminate violence against women in the UK and in developing countries. Peter Grant (ex DFID director) and Mandy Marshall (ex Tear Fund) are Founders and Co-Directors and are supported by many volunteers.

Restored has achieved much in its short history, including speaking at the General Synod of the Church of England on a gender based violence motion, UN side events, producing free resources for churches, providing church training as well as a host of international work.

We ROMILs (which includes in its number Charles Clift an ex-DFID adviser) aim to raise £5,000 (or more!!). It is a big target but I know you have generous hearts and can help us reach it. As a small charity your donation will have a big impact. Please sponsor us for as much as you can, whether that's £1, £5, £20, £50 or £100 or more. Every pound counts.*

THANK YOU FOR PLAYING YOUR PART IN ENDING VIOLENCE AGAINST WOMEN. IT IS VERY MUCH APPRECIATED.

Here is the standard giving info:

www.virginmoneygiving.com/nuremberg2budapestcyclists

I'll provide an update of how we got on.

Thank you

Mike McCarthy

(mccarthy.mike2011@yahoo.co.uk)

**Really Old Men In Lycra*

Leadership in the Civil Service

The [Civil Service Reform Plan](#) aims to create a more open, capable and responsive Civil Service.

The Civil Service Leadership Statement



A [Leadership Statement](#), was published on Thursday 12 February. It set out the behaviours expected of all civil service leaders. It was a response to wide ranging feedback and evidence from civil servants (such as the People Survey, CS21 workshops and CS Live) that indicated persistent concerns with leadership and culture within the Civil Service, as well as evidence and best practice from the private sector which underlines that strong leadership directly affects the culture within organisations.

This statement of intent took as its starting point the responsibility of the Civil Service for the effective delivery of the Government's programme and Ministers' priorities, living its values and serving the public.

The statement highlighted the three key characteristics that civil servants have indicated they expect from effective leaders, and that Civil Service leaders promise to live up to:

- Inspiring – about their work and its future
- Confident – in their engagement
- Empowering – their teams to deliver.

DFID said that the statement can make a difference only if all staff as leaders consider their own behaviours, focus on their own development and take action. There will be a 360 feedback tool to allow everyone in DFID to have the opportunity to appraise leaders and ensure they are held to account for embodying those values – the Leadership Statement is as much a tool for staff to hold leaders to account as it is for leaders' development.

Lined up behind the Leadership Statement are the elements for developing the Civil Service, including DFID – increased capability in key areas, smarter working, greater transparency, a diverse workforce and talent.

Talent Action Plan:

removing barriers to success



On Thursday 26 March a refreshed [Civil Service Talent Action Plan \(TAP\)](#) was published, which builds on work to champion difference and improve capabilities and talent management in the Civil Service.

As part of the Civil Service Reform agenda, the TAP sets out proposals to ensure the most talented people can progress and reach the top positions, regardless of gender, ethnicity, sexuality or disability.

In this update, for the first time, the Civil Service underwent independent scrutiny to help understand the long persisting barriers certain groups continue to face and how to set about removing them.

In [three new published reports](#) that examine these barriers there are some common themes, one being around a lack of leadership on ensuring fair opportunity for underrepresented or disadvantaged groups. The recently published [Leadership Statement](#) provided a call for all leaders to reflect on their behaviours and consider what we can do so that we are inspiring, confident and empowering.

Some of the proposals in the refreshed TAP to be implemented include:

- Introduction of an intensive two-year programme to support departments and agencies to implement the TAP and fully integrate diversity and inclusion into all our business processes. This will be led by a new central diversity and inclusion unit, bringing together existing teams across government
- Appointment of dedicated diversity and inclusion non-executive directors with a proven track record who will hold the Civil Service to account on this agenda and report directly to the Cabinet Secretary
- Introduction of an ambitious new SCS talent programme 'Accelerate' 'to raise visibility and aspiration, offering leadership training and development to produce a larger pool of diverse talent in the SCS
- Move to a single disability passport for all departments in 2015, to improve the ease with which employees with a disability or health condition can move jobs in the Civil Service.

A personal note from John Stuppel

As I take over the reins from Marc Taylor as Secretary to the DFID Alumni Association I am very much looking forward to working with you all and continuing all the hard work that Marc and, before him, Loraine Histed did to establish the Alumni Association as an effective network for past members of DFID and its predecessors.

Many of you will know me, but for those who do not I spent just over 36 years with DFID and its predecessors ODM and ODA and only left DFID at the end of January 2014. This puts me in a very good position to strengthen links with DFID as I still have many contacts in the department, and intend to spend one day a week in the DFID Whitehall office, and if I can, also call on DFID Abercrombie House, and continue the links with the DFID Overseas office networks.

In my 36 odd years with DFID I managed a range of development programmes in a number of countries in Eastern Africa and Eastern and Central Europe, including five years from 2003 to 2008, as Head of the DFID office in Ukraine (actually opening and closing the office based in the British Embassy in Kyiv).

I have also provided support on a range of health and population issues covered a number of corporate roles, including three and half years in the DFID Tanzania office from 2008 to 2011 as the Corporate Services Manager.

In addition I have led on DFID's relations with a number of UN agencies and the Commonwealth, and indeed my final posting in DFID from 2011 to 2014 was in the United Nations and Commonwealth Department based in East Kilbride as the team leader covering the UK's relations with WHO and UNAIDS.

I hope to be able to draw on this extensive experience of various aspects of DFID's work and put it to good use for the Alumni Association.

John Stuppel

Our new Secretary



The Committee is delighted to announce that John Stuppel took over as Secretary in March 2015. You can contact him at john-stuppel@dfid.gov.uk. John is a member of the DFID Alumni who worked for DFID and its predecessors from 1977 to 2014. During his long career, John served in a range of posts delivering aid programmes in Africa and Europe. Before he retired he led a team covering the UK's relationships with a number of UN organisations based in Geneva. We look forward to seeing John use his wide contacts within and outside DFID to take forward the aims of the DFID Alumni.

After serving as Secretary for two years, Marc Taylor stood down in February. Marc continues to be a member of the Committee, having been elected in June 2014.

New Members of the Association

Welcome our new members, who joined the DFID Alumni in January to March 2015.

Kerry Albright
John Gibb
Deepa Gupta
Rita Hart
Patrick Hanmer
Janet Liabunya
Elly Lock
Rahul Malhotra
Catherine Martin
Andrew Panton
Karen Pillay
Anne Poad
Sam Sharpe
Deepali Uppal
Chris West

Your Committee

The members of the Committee elected at the Annual General Meeting in June 2014 were:

Simon Ray Chairman

John Burton Treasurer

Jackie Creighton

Jim Drummond

Janet Grimshaw

Amisha Patel

Marc Taylor (Secretary to February 2015)

After advertising the position of Secretary to members in December 2014, the Committee decided in February to co-opt John Stuppel as a member, and confirmed his appointment as Secretary at its meeting on 24 March 2015.

At the Annual General Meeting in June 2015, members will be invited to endorse John's appointment and elect him to the Committee.

Simon Ray circulated a note to members about the issues discussed at the March Committee meeting. The Committee will next meet on 11 June before the Annual General Meeting.

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