

The Four Corners

The quarterly Alumni Association newsletter



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EDITORIAL

Message from the chairman

Welcome to this Summer edition of the DFID alumni newsletter.

The DFID Alumni Association has had a busy few months. Let me start by thanking members who attended the annual general meeting. I was pleased that the elections went ahead successfully, and that we now have a committee all of whom are elected. The committee members much appreciated the positive feedback that members gave us when they commented on the current programme of activities.

The AGM also gave us the opportunity to start a discussion with members about opportunities to secure more funding for the development of the Association. The committee will follow up the ideas outlined at the AGM and come back to the membership with firmer proposals.

This discussion is for the long term. For the time being we have enough money to stay afloat. We are very grateful to St James's Place Wealth Management for continuing to support the Association financially as well as for organising financial seminars and concerts. The next will be on 10 September.

The committee is following up ideas for engagement with DFID on policy. In particular, DFID is taking steps to improve how it learns and has indicated its readiness to involve interested alumni in considering ways to do this.

I shall come back to you about this when I know which forms of engagement DFID would find most constructive.

With best wishes

Simon Ray



NEWS IN BRIEF

NEW MINISTER

Desmond Swayne MP has replaced Alan Duncan MP. See the profile on the next page.

ANNUAL GENERAL MEETING 2014

The Association held its Annual General Meeting on 11 June. The main business was to report on activities in the past year, to adopt the accounts for 2013-14, and to elect the committee. The results are on page 16.

The meeting also discussed options for generating more income in future, including the possibility of attracting sponsorship in addition to the support the Association receives from its financial adviser St James's Place Wealth Management.

EVENTS FOR YOUR DIARY

The organisers had to postpone the tour of Samuel Johnson's London planned for 17 July. Please contact Jim Drummond if you would like to join it at a later date: jim.drummond4@btinternet.com. The next financial seminar and concert sponsored by St James' Place Wealth Management will take place on **10 September** at the Albert Hall.

On **16 September** 2014 Ros Eyben, former Chief Social Development Adviser, will launch her book *International Aid and the Making of a Better World: Reflexive Practice* at DFID's London HQ. Jim Drummond will lead a visit to Lords Cricket Ground on **22 September** 2014. Garth Glentworth will organise a seminar at DFID 22 Whitehall on **16 October** 2014 about security sector reform in Sierra Leone. The Christmas drinks party will be held in The Exchange at DFID 22 Whitehall on **10 December**.

EVENTS

New Minister of State



Rt Hon Desmond Swayne TD MP has been appointed Minister of State for International Development. He replaces Alan Duncan MP. The new Minister was previously a Government Whip and Lord Commissioner of HM Treasury and is the former Parliamentary Private Secretary to the Prime Minister. He is the MP for New Forest West, in Hampshire.

He was educated at Drumley House Preparatory School at Mossblown in South Ayrshire and Bedford School. He studied Theology at St Marys College at the University of St Andrews.

Following the election of David Cameron as leader of the Conservative Party, Desmond Swayne was appointed as his Parliamentary Private Secretary. He was appointed a Government Whip in 2012, and a Privy Counsellor in the Queen's 2011 Birthday Honours.

From 1980 to 1981 Desmond Swayne was a school teacher in Economics at Charterhouse, then Wrekin College from 1982 to 1987. From 1988 to 1996, he was Manager of Risk Management Systems at the Royal Bank of Scotland.

ANNOUNCEMENTS FROM DFID IN APRIL TO JUNE 2014

April

- The International Development Committee published a report on DFID's work in Burma
- DFID announced preparations to withdraw aid from Vietnam by 2016.
- DFID published its response to the ICAI report "How DFID Learns"

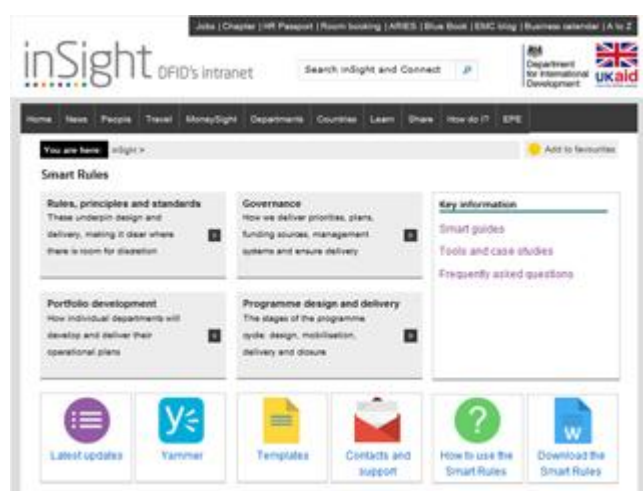
May

- Mark Lowcock visited Somalia and Kenya
- The Secretary of State gave a speech on women and girls
- Lynn Featherstone visited Mozambique
- DFID announced £60m humanitarian aid for South Sudan
- The government announced changes to the Civil Service Pension Scheme.

June

- New guidance *The UK Government's Approach to Stabilisation* was published
- The Civil Service Benevolent Fund relaunched itself as The Charity for Civil Servants
- Lynn Featherstone visited Rwanda
- David Kennedy, new Director General for Economic Development, joined DFID
- DFID published a topic guide on the evidence about water security and economic development
- Cabinet Office published What Works review of DFID's use of evidence
- Global summit to end sexual violence in conflict
- DFID published a strategy on Payment by Results
- DFID launched a policy on programme delivery called Smart Rules.

In June DFID launched its “Smart Rules” for better programme delivery



The Smart Rules apply in DFID from Monday 30 June. DFID says they represent a new partnership whereby rules and processes are tightly controlled and developed together, creating deeper ownership and engagement.

They allow staff to spend time on the right things, use context to drive programming, build confidence in their judgements while remaining flexible, innovative and adaptive throughout.

The Smart Rules have been broken down into four sections

Rules, principles and standards

This contains 36 rules setting out what needs to be done, when and who is responsible, the principles which guide the design and delivery of high quality programmes and a set of standards which illustrate DFID’s expectations of effective decision making.

Governance

A governance framework sets out the context in which DFID operates, and explains how it delivers priorities, and plans; its funding sources, and management systems and how it ensures delivery. It also covers DFID’s approach to risk management, audit methodology, the

accountability chain, programme controls and delegated authority.

Portfolio development

A section on portfolio development covers operational plans (which set out how individual departments will deliver departmental priorities), how portfolios are developed, multilateral and bilateral support, how central programmes are built and DFID’s approach to private sector investments.

Programme design and delivery

This section explains the four stages of the programme cycle four stages of the programme cycle:

- design (where you develop the business case),
- mobilisation (where you commission partners and formalise agreements),
- delivery (where you deliver our programme objectives) and
- closure (where you evaluate, learn and share lessons).

Moving to a principle-based approach

DFID says this change to the way it manages programmes will allow it to direct effort proportionately on what matters most.

The simplified rules have been designed to protect tax payers’ money while also creating the space for discretion, meaning staff are trusted to use judgement to innovate, take risks and adapt to realities on the ground.

This is a major investment in programme delivery capability for programme managers, advisors, the SCS and corporate teams.

It requires DFID to establish a different set of leadership behaviours based on empowering staff, building confidence and trusting judgement - and it requires the delegation of responsibility to senior responsible owners.

UNDP's Helen Clark visited DFID



On Wednesday 11 June the Secretary of State and Nick Dyer hosted an all staff meeting with Helen Clark, the Administrator of the United Nations Development Programme (UNDP), in 22 Whitehall.

The Secretary of State opened the meeting by thanking Helen for taking the time to address staff, and highlighting the huge amount of work we do with the UNDP – particularly in Syria. Leading a government and leading a multilateral organisation

The Secretary of State asked Helen what the differences were between leading a government and a multilateral organisation. Helen said the main difference was that as PM of New Zealand she would build a majority in parliament to get things done, whereas in UNDP, the wider set of interests and positions and external factors in individual countries affect what can be delivered.

Helen's staff address

Helen said the UNDP considered DFID to be a vital part of their work, and the UK's significant funding and support meant they are "highly receptive" to our suggestions.

Her vision is to make the UNDP:

- A global 'thought-leader' based on their experience of knowing what works

- The partner of choice, who are good at what they do and get results
- Sustainable and able to adapt to funding changes.

They are currently embedding a greater focus on results and modernising their systems, while implementing their strategic plan. That saw them examine existing worldwide trends and challenges to work out what their role should be.

That led to the resulting three pillars of 'sustainability, governance and resilience' and the overall outcomes being reduced from 34 to seven (with country offices told to focus on no more than four).

In the accompanying structural review they have committed to removing duplicated functions, becoming less 'top-heavy', creating more entry and mid-level posts and having the majority of their staff based in the regions instead of New York. Overall this will lead to a 30% reduction of HQ staff and free-up \$16m annually for the front line.

Questions from the audience

Are we learning lessons from the post-2015 process and MDGs achievements?

Helen said she believed a clearly focused global agenda would get results. MDGs four, five and six are examples of that, as is getting children into schools. Her concern is that the MDGs took a while to take-off and that we can't afford that to happen with their successors. Using the lessons from the MDG accelerated framework, looking at the blockages and bottlenecks now should resolve that – and she's confident the UN and World Bank working together can get things done.

What do you think UNDP's top three challenges are in the year ahead?

- Bedding in our change programme
- Focusing on delivery. If we sign-up for things we need to do them
- Playing the best role we can in complex emergencies and improving our surge capacity.

What is UNDP's comparative advantage in implementing the post-2015 framework?

Our advantage is that we have universal presence and the mandate to join the dots. There will be lots of different groups working on gender, the environment, food and so on – and UNDP can help integrate these into what we call 'triple wins'.

How useful was the MAR in driving reform in UNDP?

It was launched at a time when the UNDP didn't have its own results framework – and DFID had to find the results for us. Our new framework will do that. It is intensive and if all member states did it we would have a problem but I understand the need for it.

What steps are UNDP taking to improve results reporting on projects and programmes?

Our programmes weren't designed with clear objectives and evaluation in mind so we're providing lots of support on programme design to make evaluation much better.

We're aligning country programmes to our results framework and no more than four strategic outcomes, with a much more systematic approach.

What are your thoughts on improving due diligence and value for money in UNDP?

When I arrived our systems were quite clunky and we'd been burned on our work in North Korea. That led to us building in additional controls and we became too risk averse. We have

to accept that we can't anticipate everything, but we will try. We know every dollar counts, we're cost conscious and we've promised to significantly reduce costs and overheads.

What are your plans for peace and development advisers?

These are incredibly important and there will be no impact on those as part of the ongoing changes.

Do events like the Social Good summit and more developing countries getting online will impact organisations like ours?

The annual [!\[\]\(41aea2746216b27a6939d696d8e035da_img.jpg\) Social Good summit](#) is a fantastic event which aims to unlock the potential of new media to make the world a better place. Social media means we're broadening and expanding our accountability, and beneficiaries themselves are telling us what they expect – it can have a massive impact on areas like health, governance and early warning systems.

In May DFID hosted a briefing seminar for small businesses in partnership with UK Trade & Investment

DFID met with SME suppliers together with UK Trade & Investment at an event which was attended by over 30 small businesses. This is the third event of this kind which DFID hosted for prospective small suppliers in the international development sector since June 2013, aiming to encourage new players in the market.

Promoting opportunities for SMEs

The session focused on opportunities for smaller suppliers to work with DFID – either as a lead contractor or as a downstream partner.

The agenda included:

- Procurement & Commercial Department discussing DFID's procurement procedures and bidding process in detail, and clarifying questions from suppliers

- Private Sector Department outlining how DFID engages with businesses at home and overseas to promote economic development
- Crown Agents explaining the DFID Procurement Agent function and supply chain opportunities for small businesses specialising in goods and equipment
- PwC discussing its approach to leading consortia and opportunities for smaller suppliers to win sub-contracts
- UKTI discussing its support offer for UK companies operating in the international development sector.

Feedback from delegates was extremely positive, with many suppliers commenting that they now felt more informed about DFID's procurement processes and better able to access the opportunities available to them. The next briefing seminar is planned for November.

Background to DFID supporting small suppliers

The Cabinet Office is leading a cross-government initiative to provide SMEs with increased opportunities to win government contracts. The aspiration is that, by 2015, 25% of government spend will be directed towards small businesses.

To support this initiative, all central government departments committed to SME Action Plans in 2012 to increase opportunities for smaller suppliers. Holding engagement events for SMEs is a key part of DFID's Action Plan, as well as forming part of PCD's broader supplier engagement strategy to develop the market and drive value for money through greater strategic alignment with delivery partners and increased market competition.

More information

If you would like to know more about DFID's work with SMEs or PCD's broader supplier engagement strategy, please contact Jane Carter: j-carter@dfid.gov.uk.

DFID ALUMNI ARE HELPING DFID INDIA TO PREPARE A HISTORY OF BRITISH INVOLVEMENT IN INDIA'S DEVELOPMENT OVER 50 YEARS

On 23 June members of the DFID Alumni Association with links to India were invited to a seminar organised by DFID India to gather reflections and lessons from Britain's involvement in the development of India.

Many of those present had already made written contributions to a book which DFID is preparing to publish next year. A piece of academic research will also be commissioned.

The seminar was chaired by Martin Dinham and Robert Graham-Harrison. Its objective was to debate and enrich the findings of alumni essays and DFID's historical research on British aid to India across five decades; and to draw out general lessons and conclusions, including those that will help the next phase of the India programme.

The seminar examined the achievements and failures of successive phases of British aid to India. The sessions were introduced and led by Michael Jay and David Stanton; Richard Manning and Roger Wilson; and Robert Graham-Harrison and Susanna Moorhead. The Permanent Secretary Mark Lowcock took part.

In conclusion, the present head of DFID India Sam Sharpe described the challenges and opportunities presented by the transition towards a £30m technical cooperation programme and away from a programme of over £300m centred on grants.

If you would like to keep in touch with this project, please contact Emma Spicer, who is leading it: e-spicer@dfid.gov.uk.

How can we help DFID learn better?

In April, the UK hit its target of providing official development assistance equal to 0.7% of national income. At the same time the government announced that some traditional recipients of British assistance no longer required grant aid.

A debate about the merits of different forms of development assistance is under way. In early July the UK Parliament's International Development Committee is launching an inquiry called "Beyond Aid: The Future UK Approach to Development", and is inviting written submissions.

The DFID Alumni committee's view is that the Association is not the kind of body that should formulate positions for a Parliamentary inquiry. But one of its aims is to *enable members to maintain interest in and support DFID's work*. Another is to *bring to the attention of members opportunities for them to provide expertise to DFID and other organisations*.

In April the Independent Commission for Aid Impact published a report on how DFID learns. It commented that while DFID staff learn well as individuals, the organisation is less good at building on experience and linking its investment in research, evaluation and personnel development to deliver better impact. The ICAI suggested DFID's emphasis on reporting results could be leading to the selective use of evidence. Its overall assessment was amber-red.

Our chairman has offered to consider with DFID how members of the Alumni Association can draw on their expertise to support the actions which DFID is about to take forward in response to the ICAI's report. For example, members might offer to take part in expert learning sets or mentoring activities. It is not yet clear what form of engagement DFID would most value.

If you would be prepared to give some time to this, please let Simon Ray know.

£60 million for South Sudan

Announcement on additional funding as humanitarian crisis deepens



The UK has pledged an additional £60m to respond to the worsening humanitarian situation in South Sudan, at an international conference hosted by the Norwegian Minister of Foreign Affairs. This brings the UK's support for the crisis to around £93 million since December 2013.

Man-made crisis

During five months of conflict tens of thousands of people have been killed. Gross human rights abuses have been committed by both sides and, according to the UN, civilians were not only caught up in the violence, they were directly targeted, often along ethnic lines.

Half of the population are in need of humanitarian assistance. Over 1 million people are displaced within South Sudan and over 300,000 have fled to neighbouring countries. The UN has declared a level 3 emergency, the highest possible rating.

The livelihoods of millions of people have been disrupted: crops have not been planted, livestock are dislocated and traders have fled. By August, 7.3 million people will be food insecure and the risk of famine is looming. Malnutrition rates have shot up, threatening the lives of tens of thousands of children.

The UK's response

The UK has been at the forefront of the humanitarian effort, committing £20.5m to provide immediate supplies to key organisations, including through the Rapid Response Facility (RRF) and to the FAO to help conflict-affected families restore their agriculture-based livelihoods and stave off food insecurity.

Due to the influx of South Sudanese refugees to neighbouring countries, £12.5 million has also been allocated to support the regional response in Ethiopia, Uganda and Kenya. We have also scaled up our humanitarian advisory capacity based in Juba.

The Oslo Conference

In response to the gravity of the situation and the scale of the response required, the Norwegian Ministry of Foreign Affairs hosted a humanitarian pledging conference in Oslo on Tuesday 20 May.

The PUSS joined ministers and representatives from over 40 countries to focus the world's attention on the deepening crisis and agree on practical measures to enable humanitarian action. \$600 million was pledged, doubling the total commitment, but leaving a funding gap of \$900 million.

As well as announcing the UK's new £60 million pledge, the PUSS urged the Government of South Sudan to increase the investment of its own resources in health, education and food security as part of its response to the looming crisis

Climate Innovation Centre launched in Ethiopia

The Ethiopian Climate Innovation Centre (ECIC) was launched in Addis Ababa in March. These centres meet a critical gap in fostering innovation in locally relevant technologies that address domestic energy, climate, resource and environmental challenges.

They provide targeted support to local entrepreneurs in financing, business support,

policy development and market research, thereby overcoming fundamental barriers to innovation and stimulating technological development and growth.

The ECIC aims to generate 3,500 direct and indirect jobs in its first five years - and up to 12,000 within ten, focussing its activities on:

- Sustainable agribusiness
- Bio-fuels and biomass
- Transportation technologies
- Micro-hydropower
- Energy efficiency.

Supporting the Government of Ethiopia's climate resilient green economy strategy

The government's green growth plans are ambitious – building resilience across all sectors, plus massive investment in renewable energy and cleaning up industry and transport. Ethiopia sees this as an opportunity to drive sustainable development, to access finance and to play an international leadership role on climate action.

The role for the private sector, however, is so far small. The investment climate in Ethiopia is difficult, with limited access to finance and lack of support for entrepreneurs.

The UK is providing significant support to promote green business and is designing new economic development programmes to tackle key bottlenecks to growth. This includes wider private sector support through the Private Enterprise Programme and the strategic climate institutions programme.

DFID is supporting the design and establishment of the ECIC, which is managed by infoDev/World Bank, with £5m and managing another £4m from the Government of Norway. It also forms part of the £19m DFID funded Global Network of Climate Technology Innovation Centre Programme that supports the design and establishment of another nine new CICs and the international coordination of existing CICs, including two DFID funded CICs in Kenya and Vietnam.

Pension reform

Changes to the Civil Service Pension Scheme

This does not affect people who have already retired

A new Civil Service pension scheme will be introduced on Wednesday 1 April 2015. At that point the majority of Classic, Classic Plus, Premium and Nuvos members will move into this new scheme.

The new scheme provides a 'defined benefit' pension, which will give a guaranteed income in retirement, and benefits will be worked out based on a percentage of pensionable earnings earned each year until a staff member leaves or retires. This is called a 'career average' scheme.


The normal pension age (the age you can take your pension benefits without reduction) will be the later of age 65 or your State Pension age. If you decide to take your pension before or after this, pension benefits will be adjusted to reflect the fact that you may be receiving your pension for a longer or shorter period.

How the changes affect you will depend on how close you were to retirement on 1 April 2012:


- If you were ten years or less away from your current Normal Pension Age (age 60 for members of the Classic, Classic Plus and Premium schemes and age 65 for the Nuvos scheme) on 1 April 2012, you are less likely to move to the new scheme. You will continue to build up benefits in your current pension scheme
- If you were more than ten, but less than 13.5 years away from your current Normal Pension Age on 1 April 2012, then it is likely that you may be able to choose whether or not to remain in your current scheme for a period of time, based on your age, before moving into the new scheme. This is called a 'tapered enrolment' period.

If neither applies to you, then you will move to the new scheme on 1 April 2015.

The amount you contribute towards your pension will depend on your salary

The average scheme member contribution rate for the new scheme will be 5.6% of salary. You can find out exactly  [how much you will pay towards your pension](#) from next April. Your employer will continue to make a significant contribution towards your pension.

More information

The  [Civil Service Pensions website](#) explains the changes in more details and the site will be updated over the coming months – so check back to find out how the change will affect you.

TOUR OF THE ROYAL HOSPITAL CHELSEA

29th APRIL 2014

Janet Grimshaw



On the day of the tour London Underground decided to strike and a few Alumni members called me as they sadly had to cancel their places on the tour.

We met Brian Cumming, MBE, MSM, KCStG, our Guide, at the Chelsea Gate of the Hospital and we were given a very interesting 90 minute tour. He told us that the Royal Hospital was founded in 1682 and is home for 300 pensioners mostly men and there are now a few women.

King Charles II who was aware the army was supporting growing numbers of soldiers who

were no longer fit for active service decided to create a welcoming and safe home for veterans. His vision was brought to life by Sir Christopher Wren and still stands proudly and in full use on the banks of the River Thames in Chelsea.



We visited the Light Horse Court, the Figure Court, the Octagon, the Great Hall which is the dining room, the Long Ward, the Wren Chapel and the Infirmary – named after Margaret Thatcher who took a keen interest in the Royal Hospital. Descriptions and wonderful photos of all these can be viewed on the Royal Hospital Chelsea website.

We also saw the ongoing programme of modernisation of facilities giving each resident a bathroom and living area which is a great improvement after the limited space of the original tiny bedroom with washrooms some distance away.

At the end of the tour we visited the Museum which is dedicated to the Duke of Wellington. In the entrance there is a panorama by George Jones' of the "Battle of Waterloo" (1820). We visited the gift shop which had a wide range of interesting gifts and souvenirs and also a post office.

We ended the tour with a refreshing cup of tea and cake at the cafe which was very relaxing.

DFID ALUMNI SUMMER PARTY

11 JUNE 2014

The annual summer party was held in The Exchange at DFID's London HQ, 22 Whitehall, on the evening of 11 June.



We are grateful to Frankie Bush and Kathy Marshall (seen here with Janet Grimshaw) for providing the food, and to Simon Ray and Jim Drummond for organising the drinks.



This year, no DFID Minister or senior official was available to join the party.



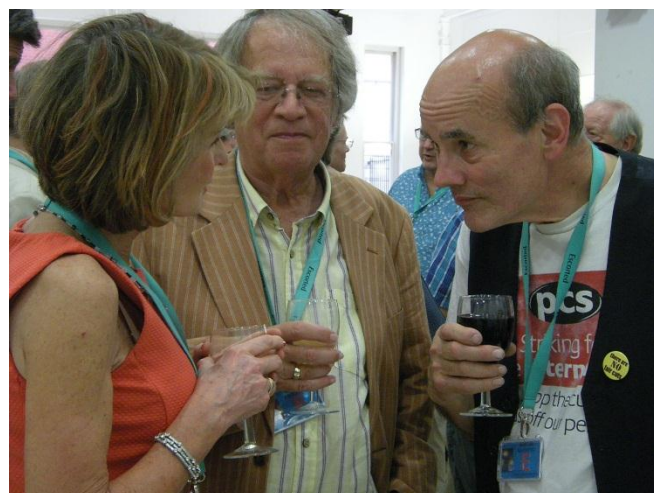
Our newly elected chairman Simon Ray opened the party with a short account of the progress the DFID Alumni Association has made over the last year. He thanked everyone who contributed to the development of the Association.



Our thanks go also to Gaynor Whitley for taking the more embarrassing pictures in this collection.



Former Secretary Loraine Histed found time to catch up with her admirers.



Geoff Leader was one of the members who helped with the refreshments. On this occasion members were asked for a contribution of £5 towards the cost.



SPOTLIGHT

Congratulations to David

David Stanton was awarded the CMG in the 2014 Queen's Birthday Honours in recognition of service to children and to international development through his work as Chair of the Board of Trustees of UNICEF UK.

Book launch on 16 September: Ros Eyben

At 11:00 on 16 September, Ros Eyben will launch her book ***International Aid and the Making of a Better World: Reflexive Practice*** at a seminar in DFID 22 Whitehall.

Ros worked for DFID as Chief Social Development Adviser and then as head of the Bolivia office. A recent article in Transformations gives a flavour of her book (and a nice picture of Ros at work in rural Bolivia instructing a Guarani community how to hold the state accountable).

<http://www.opendemocracy.net/transformation/rosalind-eyben/i-am-sorry-for-you-you-mean-well-trust-and-history-in-making-of-better>.

Ros says that the preface of her book sums up her reasons for writing it, and will provide the theme for discussion on 16 September. In the preface she says:

I do not consider what a former development minister (on reading a draft of this book) referred to as 'the effectiveness of the overall effort'.

Alumni on Stage

Those of you who know Paul Ackroyd will know that wherever he worked for DFID in the world he was never far from a theatrical production. Since his retirement he has continued to develop his theatrical interests in a number of directions and is this year appearing in a production of *Anne Boleyn* at Hever Castle.

This is the same play by Howard Brenton which premiered at Shakespeare's Globe in 2010 and it is particularly fitting that it is being performed at Anne Boleyn's childhood home.

Performances are from the 24th to 26th July and anyone in the region of Kent who fancies a splendid evening of outdoor theatre on a summer's evening can get tickets at www.heverfestival-tickets.co.uk

Instead, I show why a desire for such summative judgements is unhelpful, driving aid agencies to attribute change only to their own actions and diverting attention from how to most usefully (and possibly very modestly) contribute to positive change in a multitude of diverse local contexts. I argue that reflexive practice is the foundation of such contributions.

Coming late to reflexive practice, I have written this book because I wish something like it could have been available when I first became involved in development. I understand reflexivity as a practice that both identifies the tacit assumptions I make about the world and then turns the lens back upon myself, enquiring into what is it about me – the interplay of history and my life story – that has generated such assumptions and what is it I am hiding from myself.

In my experience of international aid I have found that my small influence on making the world become better increased when I cultivated the habit of making visible to myself what had been obvious to others'.

PEOPLE

Security Sector Support in Sierra Leone: The Key Success Factors and Wider Aid Implications

Garth Glentworth is organising a seminar at DFID Whitehall in room K.1.1 from 14.00 to 18.00 on Thursday 16th October, 2014.

Objectives

1. To identify the key factors in British support to the Sierra Leone Security Sector that made the programmes a comparative success.
2. To draw out the lessons of Sierra Leone experience for their application more widely in other programmes of Security Sector support and reform.

Speakers

There will be four:

- **Keith Biddle:** Retired British Deputy Chief Constable and Inspector of Constabulary, who was appointed as Inspector -General of the Sierra Leone Police for three years from 1999 to 2002.
- **Brigadier (Retd) Patrick Davidson –Houston:** Previously Commander of the British led Military Advisory and Assistance Team (IMAAAT) and its Protection Team in Sierra Leone and now a Senior Adviser in the UK Stabilisation Unit.
- **Dr Brian Jones:** Head of the British International Security Advisory Team (ISAT) in Sierra Leone.
- **Mark White:** Acting Head of the MOD/FCO/DFID Stabilisation Unit.

In initial presentations, each will address the following questions from their different perspectives and areas of involvement:

- 1 What was the state of the SL security sector when British involvement started?
- 2 What strategies and tactics were adopted for the Armed Forces, Police and Intelligence Agencies, their parent ministries and the coordination and policy making machinery in the Office of the President?
- 3 How did these work out? What were the keys to the impact achieved?
- 4 What should have been done differently?
- 5 What are the wider implications for Security Support and Reform in subsequent UK Programmes elsewhere?

The presentations will then be taken up in general discussion .

Attendance

Invitations are extended to past DFID staff who are Alumni Association members, present DFID staff, MOD and FCO officials, and members of the World Bank Alumni Association –the 1818 Society.

Jubilee Year: Chequers Luncheon Club

Some retired practitioners of overseas aid who have lived through the changes in Whitehall over the last 50 years are still around!

The forerunner of the current overseas aid programmes was administered by the Colonial Office with grants made under the Colonial Development and Welfare Act. This legislation, passed in 1940 during one of the darkest periods of the Second World War, has been described as an Act of Faith.

The Colonial Office was relatively modest in size. Those who served in it recall their experiences with affection; they still think of it as a “special” department.

An important factor was the existence of after-hours activities such as chess, bridge and stamp clubs. The horticultural society and Colonial Office Choir operated during lunchtimes as well. There was a nine acre sports ground at Purley for use by staff from the Colonial Office, Crown Agents and Commonwealth Relations Office.

All of this smacks of a bygone age when life was less frenetic. It is a world away! But then it enabled one to find out who people were. This is no better illustrated than by the young man who, having just joined the C.O. after being demobbed, was singing in the choir and found that his fellow bass was Hilton Poynton, the Permanent Secretary.

The Colonial Office expanded during the late 1940s and 50s until in 1961 its overseas aid functions were transferred to a newly created Department for Technical Cooperation. There were upheavals as successive governments added more functions and changed the status – Department, Ministry, Administration. But the sense of common purpose and the importance of ‘knowing’ people continued.

My retirement in 1986 was tinged with regret at no longer seeing some of my colleagues. I resolved that if I discovered others of like mind I would try to organise regular contact with them.

Some three years later we met at the Chequers pub at Walton-on-the-hill in Surrey. Such gatherings have continued on a Friday in April, August and December and are still well attended.

I handed over my coordinator’s role to David Sands Smith some four years ago and I expect he, like me, derives much satisfaction when members turn up, often having travelled far. We celebrated our 25th year in December 2014. Our membership has gradually dwindled and now numbers 20 including ‘country’ members. Our latest loss was Ian Buist. But we still find new recruits. There are no doubt some familiar faces around and we would be pleased to see them.

Ernie Barnes



Can you visit Dick Jenkin?

Colleagues may remember Dick Jenkin, DFID Senior Forestry Adviser, who retired in 1995.

Dick is now in room no 29, Maybury, Woking, Surrey GU22, 8BT, Tel [01483 764300](tel:01483764300). Sadly he is suffering from Alzheimer’s disease. Dick will enjoy a visit and welcome the company of colleagues, although he might not remember them.

Best regards,
Nana

Srimeena Leverington

YOUR COMMITTEE

Meetings

The Committee met on 11 June and will next meet on 16 October.

Annual General Meeting

The Annual General Meeting on 11 June elected the following members of the Committee:

Simon Ray (Chairman)

John Burton (Treasurer)

Jackie Creighton

Jim Drummond

Janet Grimshaw

Amisha Patel

Marc Taylor (Secretary)

Kathy Marshall was elected in 2012. Her current term ends in 2015.

We invite you to suggest future activities

The Committee invites members to propose activities that would attract a good attendance. We are keen to hear from members willing to take the initiative in organising social events and reunions outside London, with support from the Secretary and Committee members. Generally, we expect members to cover the cost of social events they attend. We rely on knowing that there will be sufficient interest to justify the work that goes into making the arrangements.

A third of our membership is outside the UK, spread across 50 countries. We welcome ideas for support that the Association can give to help members meet up, keep in touch, and organise activities that make sense for them wherever they live and work.

The Committee very much welcomes feedback.



CORRESPONDENCE COLUMN

Update from Accountants for International Development

Dear Simon,

We are delighted to announce AfID has reached two exciting new milestones, 500 Volunteers & 100,000 Hours of pro-bono support; provided to over 300 charities in 36 countries. A remarkable achievement when you consider the organisation began its work in late 2009. Please find enclosed a copy of short press release (see page 18); the original can found on our website [500 Volunteer Press Release](#).

We could not have done this without the support of our many supporters – Thank you. With more and more charities approaching us each week for help we are super keen to reach our next milestone of 1000 volunteers even quicker. We would be enormously grateful if you could share our story with your network in any way! Please do let me know if you would like more detailed information or some more photos.

Kind regards,

Khushboo

Khushboo Koutu | Marketing and Communications officer | Accounting for International Development

Office: +44 (0) 208 741 7000 | Website: <http://www.afid.org.uk> | Connect on LinkedIn



Are you interested in sharing your insight as a former DFID staff member?

An invitation to participate in a UCL PhD Research Project on DFID, 1997-2003.

The PhD research project is titled 'Public Engagement with Global Poverty: Constructing UK International Development Policy'.

In this project I set out to examine DFID's 'public engagement' activities, looking at two time periods, 1999-2003 and 2010-2014. The former, looking back to the tenure of Clare Short when the first public engagement strategy was launched and to present day under the Coalition leadership of Andrew Mitchell/Justine Greening.

I am especially interested in speaking to former DFID staff from the 1997-2003 time period, including but not limited to high-level decision-makers, ex-Information and Communication Division staff as well as those of you that may have been aware of the 'Building Support for Development' strategy launched in 1999, an off shoot of the 1997 White Paper. I would also like to speak to those involved with the work, strategically or otherwise of building support for development in the UK public across DFID.

My interest rests with the relationship between DFID's work and 'public support' for international development. I am particularly interested in the ways in which DFID's engagement work has emerged and how different voices contribute to the policy process, whether and how such work is linked to operational programmes, and how issues of accountability, governance and

legitimacy are dealt with. I am undertaking the PhD research at UCL and I should like to stress that this is not just an 'academic' piece of research; I am fully committed to producing practically useful findings and welcome the input of former DFID staff to make this possible. Please do get in touch via email if you are interested in sharing your insights in a short interview; I cannot emphasise enough the value of your input.

The research interview would be conducted at your convenience at some time over the next few weeks, and would last for approximately an hour, maximum one and a half hours. The information provided by you will remain confidential. The data will be used in the thesis submission; it is covered by the UK Data Protection Act. Nobody except myself and PhD supervisor (Dr David Hudson, UCL) will have an access to it. Your name and identity will also not be disclosed at any time (unless you specify otherwise).

Thank you for taking the time to read this, and to consider contributing to this research. Please get in touch if you have any questions or require any clarification. If you are willing, in principle, to meet up with me please contact via email d.arrondelle@ucl.ac.uk and we can make arrangements.

I look forward to hearing from you.

Best wishes.

Donna Arrondelle

PhD Candidate

School of Public Policy/ Department of Political Science, UCL.

AfID reaches 500 Volunteers & 100,000 Hours of pro-bono support

Retired accountant John Andrew (FCA), recently travelled to Laos to coach and mentor the staff at Laos Rugby Federation, in doing so he became *Accounting for International Development's* 500th volunteer. A remarkable milestone when you consider the organisation was founded in 2009.



John Andrew, riding an elephant in Laos

100,000 hours of support

AfID's volunteer accountants have now provided over 100,000 hours of support more than 300 charities and grassroots community organisations in 37 countries. Key contributions such as internal audits, budget creation, monitoring and evaluation, financial reporting training and the implementation of controls help to increase the financial sustainability of these organisations and allow for the continued financial support from their donors. AfID's founder Neil Jennings was quick to pass on his thanks to each one of the 500 volunteers.

"On behalf of everyone at AfID and all our charity partners we like to take this opportunity to thank each and every one of our volunteers for their tremendous efforts; they have truly made a lasting and positive impact to some of the world's most worthwhile of organisations."

AfID's 500 volunteers continue to represent a diverse demographic, ranging in institute, nationality, age and gender demonstrating that truly any accountant could make a remarkable contribution. The most common age group of an AfID volunteer is between 30 and 45 years, closely followed by the under-30s however the fastest rising demographic is the over 45s. Their oldest volunteer to date is a spritely 73. The gender difference in volunteers is very slight, with men just edging ahead of women at 52 per cent.

35 Worldwide Accounting Institutes

The ICAEW tops the accounting institutes with just over a third of AfID volunteers being members, closely followed by CIMA with 25%. ICAS, ACCA and CIPFA follow, with AICPA (USA), CPA Australia, AAT, CA Ireland and CPA Canada completing the top 10.

Where in the world?

AfID's volunteers have come from all over the world. The top-five nationalities outside of the UK are Australian, American, Canadian and Irish. German and Polish volunteers are tied in fifth place. The most sought after country to visit remains Cambodia, visited by nearly 100 volunteers. The rest of the top-five consists of all African countries: Uganda, Zambia, Malawi and Kenya. One of AfID's longest serving recipients of pro-bono support is US international NGO Partners in Health (PIH). Ann Quandt, Vice President of Finance, believes the support AfID has provided has been crucial to the development of the organisation.

"PIH has benefited tremendously from AfID volunteers in Haiti, Rwanda, and Malawi. Each volunteer has provided an enormous amount of support, mentorship, and leverage for our employees. Due to our extremely lean finance and accounting teams, it is extraordinarily helpful to have a trained accountant help with our project"

It is not just the international charities which are benefitting from the support of AfID volunteers, community-based organisations, like Interdependent Society Surket in Nepal, have also reaped the rewards of expert, financial assistance.

Executive Manager, Bibek Kumar Shahi, said: *"AfID is the one organisation in the world that is really supporting grassroots organisations' with their accounting. We can now manage our financial systems. Thank you very much AfID!"*

With more charities requesting the support of volunteers each week it is clear there is still an enormous need for accountants right across the sector and AfID is keen to hear from any accountants that wish to share their skills and experience in this way.

AfID's next milestone is 1000 volunteers. If you would like to find out more about volunteering contact AfID on info@afid.org.uk or phone +44 (0)208 741 7000.

WELCOME OUR NEW MEMBERS

13 new members joined the DFID Alumni Association in April to June 2014

Janet Beattie
Cindy Berman
Seema Bhatia-Panthaki
Valbona Bogujevci
Graham Bond
Catherine Cameron
Toni Granchorova
Bridget Holtom
Nisha Iswaran
Matthew Maguire
Anthony Oyo
Felicity Proctor
Yiannis Zahariadis

In January to June 2014,
a total of 36 new members
joined the DFID Alumni

DIARY



17 July: Samuel Johnson's London POSTPONED
10 September: financial seminar and concert
16 September: launch of Ros Eyben's book
22 September: visit to Lords Cricket Ground
16 October: committee meeting
16 October: security sector reform in Sierra Leone
10 December: Christmas drinks party

Please remember to inform the association when your address, e-mail or phone number changes. The best way to do this is to e-mail alumni@dfid.gov.uk.

Follow the DFID Alumni Association, and share information about international development news and event, on Twitter: [@DFID_Alumni](https://twitter.com/DFID_Alumni)

You can keep in touch with DFID by reading the staff blog at <http://blogs.dfid.gov.uk>



The Four Corners is YOUR newsletter.

Please send articles for the next edition to
alumni@dfid.gov.uk
by Friday 26 September 2014.

CONTACT

This newsletter is produced by DFID's Alumni Secretariat. For any queries, please contact:

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