

# Operational Plan 2011-2015

## DFID Research and Evidence Division

Updated June 2012

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# Introduction

The UK Government is determined to help reduce the inequalities of opportunity we see around the world today. We believe that promoting global prosperity is both a moral duty and in the UK's national interest. Aid is only ever a means to an end, never an end in itself. It is wealth creation and sustainable growth that will help people to lift themselves out of poverty.

In May 2010, the International Development Secretary, Andrew Mitchell, commissioned the Bilateral Aid Review to take a comprehensive and ambitious look at the countries in which DFID works through our direct country and regional programmes. The review focussed on the best ways for the UK to tackle extreme poverty, ensuring that we make the greatest impact with every pound we spend. In parallel, through the Multilateral Aid Review, DFID assessed how effective the international organisations we fund are at tackling poverty.

On the 1st March 2011, the key outcomes of the reviews were announced, including the results that UK aid will deliver for the world's poorest people over the next four years. The Bilateral Aid Review has refocused the aid programme in fewer countries so that we can target our support where it will make the biggest difference and where the need is greatest. The Multilateral Aid Review findings enable us to put more money behind effective international organisations which are critical to delivering the UK's development priorities. In addition the independent Humanitarian Emergency Response Review looked at how the UK can build on its strengths in responding impartially to humanitarian needs and help ensure future disaster responses can be better prepared and coordinated.

DFID is committed to being a global leader on transparency. In the current financial climate, we have a particular duty to show that we are achieving value for every pound of UK taxpayers' money that we spend on development. Results, transparency and accountability are our watchwords and guide everything we do. DFID regards transparency as fundamental to improving its accountability to UK citizens and to improving accountability to citizens in the countries in which it works. Transparency will also help us achieve more value for money in the programmes we deliver and will improve the effectiveness of aid in reducing poverty.

The UK Aid Transparency Guarantee commits DFID to making our aid fully transparent to citizens in both the UK and developing countries. As part of this commitment we are publishing Operational Plans for country programmes. The Operational Plans set out the vision, priorities and results that will be delivered in each of our country programmes.

We will concentrate our efforts on supporting achievement of the Millennium Development Goals, creating wealth in poor countries, strengthening their governance and security and tackling climate change. The prize, in doing so, is huge: a better life for millions of people, and a safer, more prosperous world.

# 1) Context

DFID's Research and Evidence Division (RED) is responsible for delivering the Secretary of State's major priority to make DFID more systematic in using evidence as a basis for how best to reduce global poverty, and provide high quality relevant evidence to others. It aims to achieve this through commissioning research on key questions in development, robust evaluations of DFID's programmes, high quality statistics, active engagement with policy makers and strengthening DFID's professional cadres. A strong evidence base and well conducted evaluation is essential for the provision of more effective development and humanitarian assistance to the poorest if we are to get best value for money, learn lessons for the future and demonstrate impact.

*Research* in international development is needed to develop new products, evaluate best methods of delivery of development and humanitarian assistance, and understand the context to allow for well-informed decision-making. Tangible new products such as better crops or drugs, or less tangible products such as better tax regulations, are needed if development is to advance, and to combat emerging threats such as drug resistance. Rigorous research into delivery methods is needed to optimise their effectiveness, demonstrate things that work, and stop doing things which do not. Understanding the context, whether environmental, economic or political is essential for policymakers to be able to make rational decisions. RED's research commissioning teams aim to source high-quality research to fill the evidence gaps.

*Synthesising evidence* from all sources, assessing it for its quality and disseminating it to policymakers and practitioners as the basic foundation on which they can make rational decisions that maximise value for money (VfM). Currently much of the evidence they need is widely scattered, not systematically brought together and of variable quality. Systematic reviews, evidence papers, evidence brokers and research uptake work are needed along with better access to information by country teams.

*Strengthening evaluation* is a major priority to ensure we and others can learn from what DFID does and to ensure high quality spend. The evaluation team will move to RED to work alongside the Chief Economist, Chief Statistician, Chief Scientific Advisors and research teams to strengthen DFID's capacity to learn from its own programmes. A new Quality Assurance unit has been set up under the Chief Economist to examine major new spend in DFID.

*Increasing professionalisation* of the advisory cadres will be essential as DFID moves into a phase where administrative resources are limited and evidence is even more central to DFID's work. Chief Professional Officers and Heads of Profession (C/HOPs) provide technical expertise and give leadership on new ways of achieving and maintaining the highest professional standards.

The research, evidence and professional skills work of RED responds to major Ministerial initiatives including increased emphasis on malaria, maternal health, family planning, climate change, the private sector, fragile states and girls and women.

## 2) Vision

**Overview: RED's vision is to support DFID to become world-class in using evidence to drive VfM and development impact, to influence other donors to be the same, and provide better evidence to all decision makers in development.**

**Alignment to DFID and wider UK Government priorities:** The Secretary of State has been clear that he wants DFID to be more systematic in the collection and use of evidence of impact. A top Ministerial priority is to secure maximum VfM in aid through rigorous independent evaluation and a focus on demonstrating results. RED has been reorganised to drive forward and support this. The new structure of RED has three pillars that covers the three main functions of the new division (see page 8);

**Commissioning Research:** increase the professionalisation of commissioning and disseminating research evidence under each Millennium Development Goal (MDG) theme. This focuses on five themes which mirror DFID priorities; human development, agriculture, growth, climate and environment and governance, conflict and social development. There will be emphasis and new initiatives on current and emerging Ministerial priority areas including impact evaluations and trials, malaria, maternal health, family planning, climate change, water and energy, girls and women, fragile states, governance and the private sector.

**Making Evidence and Evaluation results accessible, driving VfM:** this pillar is responsible for synthesising, analysing and dissemination of evidence to make better decisions for better aid delivery. It will make evidence more accessible to the user including country offices and their partners. This includes research, evaluation and statistical support, analysis such as the systematic review programme and enhanced access to databases and evidence sources. The Chief Economist and Chief Scientific Advisers provide the lead on economic and scientific policy advice to Ministers and the Top Management Group (TMG). The division is leading a change process of embedding evaluation in DFID building evaluation skills, quality assurance and providing professional leadership in this area.

**Professional cadres, using evidence across the organisation:** this pillar is responsible for increasing the professional skills and impact of the DFID technical cadres. The C/HOP vision is to attract and retain a high level cadre of development specialist who ensure DFID programmes worldwide deliver optimal results and VfM through high quality technical expertise and specialists who remain at the top of their field of expertise. It will also establish a Quality Assurance unit to review all DFID business cases over £40 million.

Much of our thematic work **aligns with wider UK Government priorities** such as support the UK's commitments to International Climate Change, Biodiversity and Desertification conventions, the cross-government Living with Environmental Change initiative and work on global issues by Research Councils.

### **What we will stop doing:**

We will close programmes that are no longer strategic priorities and low performing projects where we no longer have confidence in the capacity of the programmes to deliver results. We will assess our funding models and stop using those which are shown not to be appropriate or cost effective. The Independent Commission for Aid Impact has commissioned centralised evaluation for DFID so residual work in this area ended in 2011/12. The C/HOPs will combine external support for Continuing Professional Development (CPD) with internal resources.

### 3) Results (1 of 3)

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
<p><b>SRP 1 honouring international commitments and MDGs MDG 6</b></p>	<p>New technologies (vaccines, diagnostics, medicines) developed for diseases affecting poor people. To include malaria and neglected tropical diseases, tuberculosis.</p>	<p>2002-10 four new drugs, four new diagnostics and four vaccine compounds in development ; 2011-12: three new drugs developed and approved; two for malaria and one for chagas disease</p>	<p>By 2014 three new drugs licensed and five compounds move from discovery into development, three potential vaccine candidates tested in late stage clinical trials, three new diagnostic tests developed.</p>
<p><b>SRP 1 and 3 International commitments and wealth creation  MDG 1</b></p>	<p>New technology developed to address the agricultural yield gap, hunger and malnutrition for farmers; New agricultural technology put into large scale production and use. Where technologies exist examine best ways to deliver them.</p>	<p>N/A. Long-standing multi-donor programmes</p>	<p>The CGIAR through its GRiSP programme releases 12 new varieties evaluated through Participatory Varietal Selection as part of the Stress Tolerant Rice for Africa and South Asia project (five Salinity tolerant varieties, five Iron toxicity tolerant varieties, At least two cold tolerant varieties) GALVmed: one new vaccine for tackling Newcastle disease in poultry, 0.25 - 0.5 million doses supplied (<i>delivered 2011-12</i>) eight high quality case studies document lessons learnt in getting research into use at scale.</p>
<p><b>SRP 5 improve the lives of girls or women  MDG 4 and 5</b></p>	<p>Evidence to expand access to effective family planning and maternal services among the poorest and most vulnerable populations. Identify what works: innovations in service delivery and/or key elements of strengthening existing health systems.</p>	<p>Good current technologies but weak evidence base for much of the delivery system.</p>	<p>High quality evidence published and available (in peer review journals and other sources) to support the framework for results for DFID and wider policies in maternal and family health.</p>
<p><b>SRP 4 Conflict and stabilisation</b></p>	<p>Fund research on poverty, governance and social development , especially in fragile and conflict affected environments.</p>	<p>Over 100 papers published to March 2012</p>	<p>Further publications, mainly of high quality (peer reviewed articles).</p>

### 3) Results (2 of 3)

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
<p><b>SRP 3 Wealth Creation</b></p> <p><b>MDG 1</b></p>	<p>Demonstrate that policies, programmes and practices are influenced by DFID funded growth research programmes.</p>	<p>Seven examples up to end 2011-12</p>	<p>By March 2013, add three further examples</p>
<p><b>SRP 1 honouring international commitments</b></p>	<p>Policies and markets that improve sustainable access by poor people to water, sanitation and hygiene are identified and tested</p>	<p>Existing water policies and incentives do not adequately address the needs of poor people and the sustainability of the resource.</p>	<p>Evidence based policies and market interventions contribute to improving access to safe water by 15 million people by 2015.</p> <p>Launch of a major research programme to increase water security in developing countries</p>
<p><b>SRP 6 Combat Climate change</b></p> <p><b>MDG 7</b></p>	<p>Policies and technologies to help poor people and the private sector in developing countries adapt to the impacts of climate change are tested and disseminated.</p>	<p>The Climate Change Adaptation in Africa (CCAA) programme published many outputs related to adaptation.</p>	<p>Further outputs from :            CSRP (project with Hadley Centre/Met Office) which is developing and testing improved methods for the prediction of rainfall in Africa and is working with regional bodies to improve the utility and availability of forecasts.</p> <p>Agricultural Model Improvement Project to improve crop growth models and global and regional economic impact models.</p>
<p><b>SRP 4 Conflict and Stabilisation</b></p> <p><b>SRP 2 more transparency in Aid</b></p> <p><b>MDG 8</b></p>	<p>To identify what is working and learn lessons undertake evaluations of DFID programmes and research into practical interventions in Afghanistan, Pakistan (Af/Pak) and other conflict-afflicted or fragile states where this has been considered difficult to achieve.</p>	<p>Limited data from existing programmes (2010)</p>	<p>Three evaluations in DFID Af/Pak programmes or others in difficult environments.</p>

### 3) Results (3 of 3)

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
<p><b>SRP 2</b> <b>More transparency in Aid</b> <b>MDG 8</b></p>	<p>To produce and make accessible high quality research and evidence: Portfolio quality score (PQS) Number of peer-reviewed publications % of these publications which meet DfiD Open Access Policy Number of systematic reviews and evidence papers published. Build more and better impact evaluations into DFID programmes</p>	<p>Baseline for Open Access = 60% in 2009. All indicators to be measured for 2011-12 Unknown</p>	<p>PQS in top quartile for DFID Expect steady increase in publications and % open access (in line with RED budget increase but lagged by years)  From 2012/13 an average of 50 evaluations will be commissioned per year</p>
<p><b>SRP 2</b> <b>More transparency in Aid</b> <b>MDG 8</b></p>	<p>To promote the use of evidence within DfiD and beyond: The number of page views of Evidence and Resources on Insight Number of downloads from the e-library Number of visits to R4D</p>	<p>11,100 page views; 10,342 articles and 16,575 EIU reports;</p>	<p>Sustained, steady Increases in the use of all three resources.</p>
<p><b>SRP 5</b> <b>Lead international action to improve the lives of girls and women</b> <b>MDG 3</b></p>	<p>All new research programmes and evaluations undertake gender analysis as demonstrated in programme proposals, inception reports, M&amp;E frameworks, and programme outputs. Number of programmes targeted at the needs of women and girls.</p>	<p>30% in 2010  Unknown</p>	<p>Target 15% increase year on year, we are currently undertaking a stocktake of progress in this area.</p>
<p><b>SRP 2</b> <b>More transparency in Aid</b> <b>MDG 8</b></p>	<p>To increase the effectiveness of the global statistical system and strengthen statistical capacity in partner countries. Measured by the Statistical Capacity Indicator (SCI) score for IDA countries.  Develop programmes that address South Asian regional priorities and build regional research capacity</p>	<p>29 2011-12 Business Cases (BC)'s were assessed: four addressed all four adequately eight addressed all four but needed to supply more information SCI=62 in 2011</p>	<p>Increase in SCI score. Outputs from research and capacity building in South Asia</p>
<p><b>SRP 2</b> <b>More transparency in Aid</b> <b>MDG 8</b></p>	<p>To strengthen professional skills of advisory staff through full implementation of Continuing Professional Development (CPD) strategy and number of advisers passing the Technical Competence Assessment (TCA) Promote and assure the effective use of evidence in Business Cases. Assess the use of evidence in large value BCs against 4 criteria: choice of evidence, function of evidence, assessment of</p>	<p>Recruited 220 new advisers for the advisory pool with 100 of these starting work by March 2012 0 for TCA.</p>	<p>All CPD training and conferences delivered to a high standard – 70% good/very good in evaluations Continual improvement in use of evidence; target of 90% of large BCs showing good use of evidence by end of CSR period.</p>



### 3) Results (continued)

#### Evidence supporting results

The evidence supporting our results comes from;

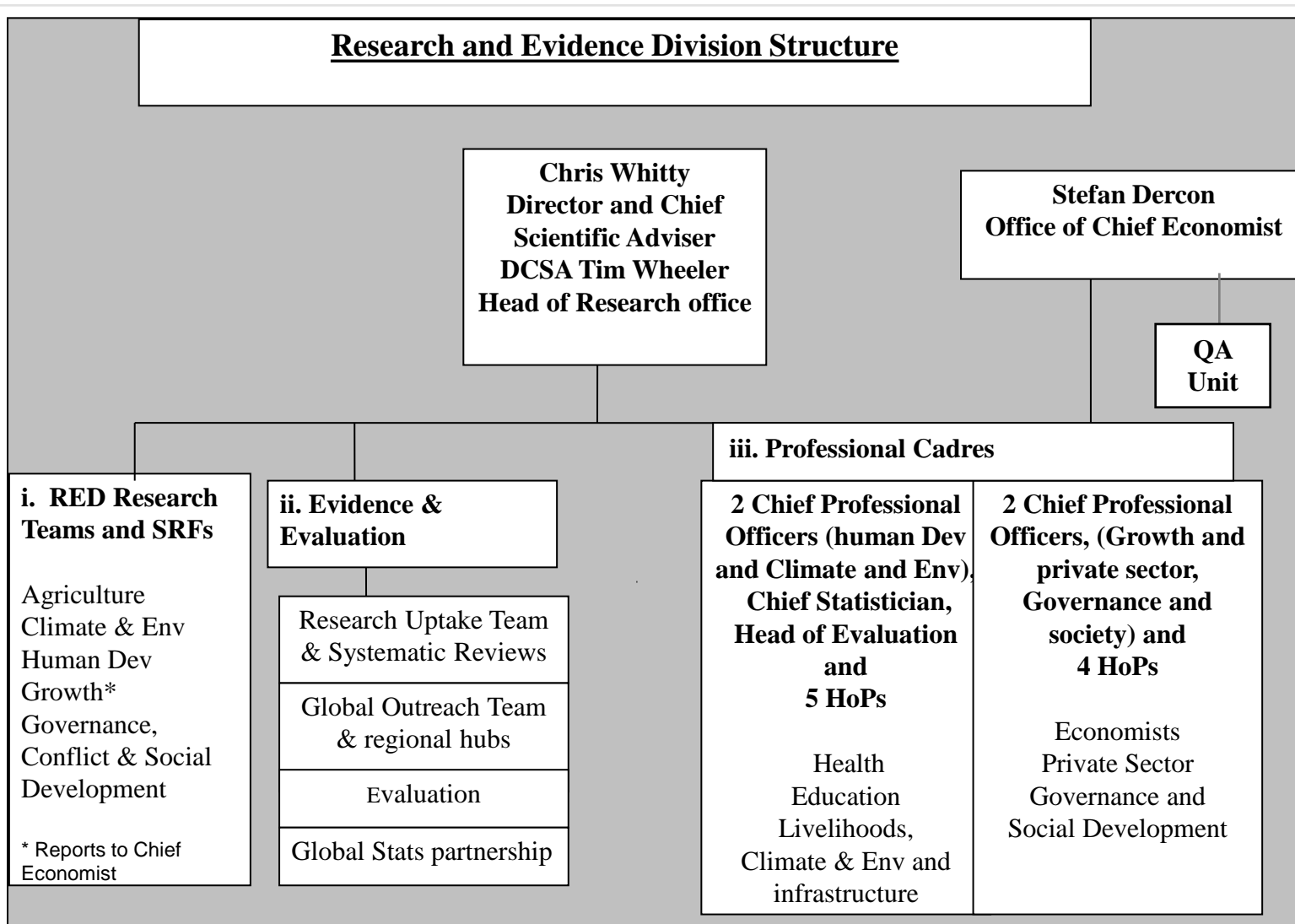
- systematic reviews of evidence,
- lesson learning from evaluations,
- evidence papers which identify existing evidence,
- monitoring and review visits
- theory of change frameworks
- We also have centrally held data on our investments, hits on websites such as Research for Development (R4D), data collected from our partners and case study evidence.
- We are putting in place credible evaluation arrangements and building a culture across DFID where rigorous evaluation is a routine part of management.

**VfM rationale:** There are three levels of VfM rationale in this plan;

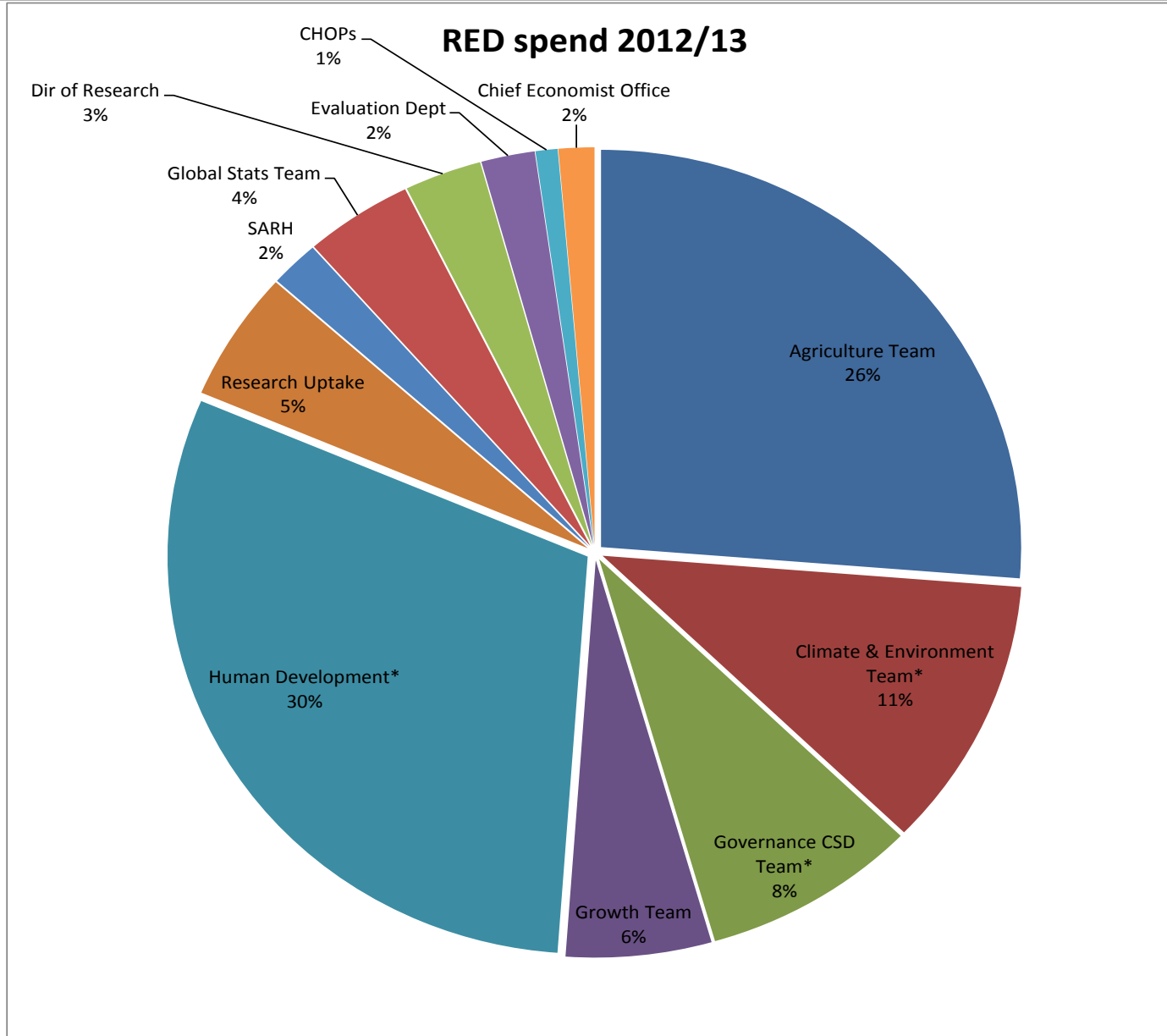
- 1) **Evidence that supports better VfM for DFID**, for example; research that leads to a reduction in poverty through developing new technologies, research that allows us to do more with available funds (e.g. reducing the cost of interventions), research that allows DFID to focus on developing ideas that are both feasible and cost-effective, research that improves governance and counter corruption while promoting growth, evaluations that provide VfM evidence regarding interventions including research/evaluation that focuses on what works and what doesn't.
- 2) **Ensuring VfM in our portfolio.** Compared to other large funders of research, including the Research Councils, RED has the lowest admin costs at 2.7% of programme costs. Our economists are developing rates of returns to research investments in different sectors; shown to be particularly high in agricultural research (47% WDR 2008) and health research (WHO in 2008 showed returns of \$3 or more for every health dollar spent). The Evidence into Action team works to ensure DFID's investments in research are realised and used by DFID and other practitioners. Capacity building and more open procurement to increase the range of institutions we work with fosters innovation and greater research capacity in 'the south' so high quality research can be conducted at lower cost. Research on gender; improving health and education for girls and women has high returns.
- 3) **Ensure VfM through professional cadres;** DFID's reputation is built on the quality and impact of its staff. The C/HOP structure focuses on providing and managing high quality expertise to deliver results and VfM.



# 4) Delivery and Resources



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## 4) Delivery and Resources

We have extensive partnerships and co-funding arrangements with a wide range of research and development organisations. These include the UN, the World Bank, the range of Consultative Group on International Agriculture Research (CGIAR) agricultural research centres, Specialist research programmes based within the World Health Organisation, the Bill and Melinda Gates Foundation, the UK Research Councils (in particular Medical Research Council, BBSRC, EPSRC, NERC, ESRC), the Met Office's Hadley Centre, the Wellcome Trust, Organisation for Economic Co-operation and Development OECD development agencies and product development partnerships (PDPs) with the private sector. We also work with a range of overseas research donors including Canada, China, Switzerland, the Netherlands and the US. Partners in developing countries include universities, Regional Research Organisations in Africa and Asia and the private sector.

### 1. Funds to Research Organisations

This is where we support research in partnership with a research institution such as supporting smallholder vegetable crops through working with the CGIAR. The impact of these funds is reported through our representation on the organisations' governing boards and through our own performance frameworks which give objectives and indicators for the results we jointly expect the organisation produce.

### 2. Product Development Partnerships (PDPs)

These are a form of core funding and include about half of the funding for health research. PDPs offer an innovative funding model to develop new or improved medicines to combat diseases of the poor (or the animals of the poor) for which prevention or treatment is lacking or inadequate.

### 3. Research Programme Consortia (RPCs)

RPCs are centres of specialisation around a particular research and policy theme. They are made up of a group of institutions (typically 4 - 6), including (or exclusively) institutions in developing countries, with a lead institution that has overall management responsibility. Institutions may include academic, civil society and commercial organisations. RPC's aim to generate new policy-relevant knowledge that will help developing countries, the wider development community and DFID.

### 4. Direct Funding other than RPC's

Direct funding may also take place through conventional projects, which like all other DFID spending, are structured around a project memorandum, logframes and budgets. Examples include the Research Into Use Programme contracted by DFID to Natural Resources International Limited.

### 5. Research councils

This includes joint programmes with the UK research councils such as ESRC, BBSRC, MRC, for example jointly working with NERC and ESRC on the 'Ecosystem Services for Poverty Alleviation (ESPA)' research programme .

### 6. Collaboration with other Donors

We work with other donors to develop joint research. These are bilateral relationships in which we have shared objectives. Examples are climate adaptation and research communications with the Canadian International Development Research Centre (IDRC), tobacco control with IDRC, health research capacity strengthening with the Wellcome Trust and impact on maternal mortality with USAID and the Gates Foundation.

## 4) Delivery and Resources (RED only)

Pillar/Strategic priority	2011/12		2012/13		2013/14		2014/15		TOTAL		
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total £'000
Wealth Creation	30,590		19,872		57,855		63,175		171,492	0	171,492
Climate Change	28,000		28,866		37,500		44,500		138,866	0	138,866
Governance and Security	10,374		13,212		18,620		19,950		62,156	0	62,156
Education			2,286						2,286	0	2,286
Reproductive, Maternal and Newborn Health	62,700		15,126		82,650		82,650		243,126	0	243,126
Malaria			12,114						12,114	0	12,114
HIV/Aids			15,860						15,860	0	15,860
Other Health			21,067						21,067	0	15,860
Water and Sanitation	3,325		2,933		6,650		6,650		19,558	0	19,558
Poverty, Hunger and Vulnerability	10,450		11,974		16,150		15,200		53,774	0	53,774
Humanitarian			4,011						4,011	0	4,011
Other MDG's			2,025						2,025	0	2,025
Global Partnerships	76,380		75,446		114,500		124,000		390,326	0	390,326
<b>TOTAL</b>	<b>221,819</b>	<b>0</b>	<b>224,792</b>	<b>0</b>	<b>333,925</b>	<b>0</b>	<b>356,125</b>	<b>0</b>	<b>1,136,661</b>	<b>0</b>	<b>1,131,454</b>

## 4) Delivery and Resources (Evaluation Department)

### Programme Spend

Pillar/Strategic priority	2011/12		2012/13		2013/14		2014/15		TOTAL		
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total
Wealth Creation	377		130		380				887	0	887
Climate Change	377		30		380				787	0	787
Governance and Security	755		180		760				1,695	0	1,695
Education	377		450		380				1,207	0	1,207
Reproductive, Maternal and Newborn Health	377		450		380				1,207	0	1,207
Malaria	189		450		190				829	0	829
HIV/Aids	189		450		190				829	0	829
Other Health			580						580	0	580
Water and Sanitation	189		150		190				529	0	529
Poverty, Hunger and Vulnerability			480						480	0	480
Humanitarian			236						236	0	236
Other MDG's	189		40		190				419	0	419
Global Partnerships	755		1,030		760				2,545	0	2,545
<b>TOTAL</b>	<b>3,774</b>	<b>0</b>	<b>4,656</b>	<b>0</b>	<b>3,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,230</b>	<b>0</b>	<b>12,230</b>

## 4) Delivery and Resources (C/HOPs, CEO and QA unit)

### Programme Spend

Pillar/Strategic priority	2011/12		2012/13		2013/14		2014/15		TOTAL		
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total
Wealth Creation	2,375		2,940		2,565		2,565		10,445	0	10,445
Climate Change									0	0	0
Governance and Security									0	0	0
Education									0	0	0
Reproductive, Maternal and Newborn Health									0	0	0
Malaria									0	0	0
HIV/Aids									0	0	0
Other Health									0	0	0
Water and Sanitation									0	0	0
Poverty, Hunger and Vulnerability									0	0	0
Humanitarian									0	0	0
Other MDG's									0	0	0
Global Partnerships			3,000		2,850		2,850		8,700	0	8,700
<b>TOTAL</b>	<b>2,375</b>	<b>0</b>	<b>5,940</b>	<b>0</b>	<b>5,415</b>	<b>0</b>	<b>5,415</b>	<b>0</b>	<b>19,145</b>	<b>0</b>	<b>19,145</b>

## 4) Delivery and Resources (RED)

### Operating Costs

	2010/11 (outturn)	2011/12	2012/13	2013/14	2014/15	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Frontline staff costs - Pay	91	2150.5	3374.5			5525
Frontline staff costs - Non Pay	77	213	332.3			545.3
Administrative Costs - Pay	4777	3076.5	2252.5			5329
Administrative Costs - Non Pay	961	859	679.7			1538.7
<b>Total</b>	<b>5906</b>	<b>6299</b>	<b>6639</b>	<b>0</b>	<b>0</b>	<b>12938</b>

*The 2010/11 figures reflect actual outturn as the baseline year before the current spending review period. Figures for 2011/12 to 2014/15 are planned budgets within the spending review period. The 2012/13 figures differ from the previously published Operational Plan as the 2012/13 budget round has now taken place and updated allocations for this year have been agreed. 2013/14 and 2014/15 figures are subject to updates in subsequent years.*

**Reclassification of 24.4 roles from admin to FLA in 2011/12 results in switch from admin to FLA of £1714k**  
**Roles that have been re-scoped/re structured to meet expanding programme have resulted in admin savings in outer years**  
**RED efficiency savings delivered:**

- 2011/12: £400k through reductions in non staff costs , consultancy, travel and other costs plus staff savings due to SRFs contracts being revised, FTE reduced and reductions in SCS.
- 2012/13: a further £110k of savings will be delivered through combination of e library costs and further staff efficiencies.
- A one off exercise has been undertaken to reclassify existing roles within RED that qualified under new FLA guideline. 24.4 FTE roles highlighted to be reclassified.
- Roles will also need to be amended to reflect the change in focus. A possible 13 further roles have been identified that could be restructured and then reclassified as FLA in the outer years.



## 4) Delivery and Resources (Evaluation Department)

### Operating Costs

	2010/11 (outturn)	2011/12	2012/13	2013/14	2014/15	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Frontline staff costs - Pay						0
Frontline staff costs - Non Pay						0
Administrative Costs - Pay	1,376	1,048	888			1935413
Administrative Costs - Non Pay	232	290	260			550000
<b>Total</b>	<b>1,608</b>	<b>1,338</b>	<b>1,148</b>	<b>0</b>	<b>0</b>	<b>2485413</b>

## 4) Delivery and Resources (C/HOPs,CEO and QA Unit)

	2010/11	2011/12	2012/13	2013/14	2014/15	Total
	£'000s	£'000s	£'000s	£'000s	£'000s	£'000s
Frontline staff costs - Pay						0
Frontline staff costs - Non Pay						0
Administrative Costs - Pay		1860	1860			3720
Administrative Costs - Non Pay		520	520			1040
<b>Total</b>	0	2380	2380	0	0	4760

**Additional admin resource of £200k awarded by FCPD to fund new QA unit included within admin costs**  
**These units did not exist in their current form in 2010/11 therefore there are no comparative figures for 2010/11.**

## 4) Delivery and Resources (RED)

### Efficiency savings

#### Delivering Programme Efficiencies

Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation		
Further examples of Programme efficiency		

Administrative Cost Savings Initiative (from 2010/11 baseline)	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in Consultancy Payments		150						
Reduction in Travel		80						
Reduction in Training								
Reduction in Estates & Property Costs								
Reduction in costs as a result of Office Restructuring	140		824	69.3				
Other Reductions		30	0	110				
<b>Total</b>	<b>140</b>	<b>260</b>	<b>824</b>	<b>179.3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Reclassification of 24.4 roles from admin to FLA in 2011/12 results in switch from admin to FLA of £1714k**  
**Roles that have been re-scoped/re structured to meet expanding programme have resulted in admin savings in outer years**

## 5) Delivery and Resources (Evaluation Department)

### Efficiency savings

Delivering Programme Efficiencies		
Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation		
Further examples of Programme efficiency		

	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Administrative Cost Savings Initiative (from 2010/11 baseline)								
Reduction in Consultancy Payments								
Reduction in Travel		0	10					
Reduction in Training								
Reduction in Estates & Property Costs	0		0					
Reduction in costs as a result of Office Restructuring			160					
Other Reductions			20					
<b>Total</b>	<b>0</b>	<b>0</b>	<b>190</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Efficiency savings for EvD department from 2010/11 to 2011/12 will be reported under CPG returns as this is a budget transfer as of 1 April**

## 4) Delivery and Resources (C/HOPs, CEO and QA Unit)

### Efficiency savings

Delivering Programme Efficiencies		
Category	Details	Residual cost in the SR period £'000
Strategic Reprioritisation		
Further examples of Programme efficiency		

Administrative Cost Savings Initiative (from 2010/11 baseline)	2011/12		2012/13		2013/14		2014/15	
	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000	PAY £'000	Non Pay £'000
Reduction in Consultancy Payments								
Reduction in Travel		0						
Reduction in Training								
Reduction in Estates & Property Costs	0		0					
Reduction in costs as a result of Office Restructuring								
Other Reductions			0					
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 5) Delivering Value for Money

- The Chief Economist and Chief Scientific Advisors contribute to VfM throughout DFID by providing review, technical guidance and policy advice and by fostering strong relationships with development partners such as the World Bank, IMF and academia.
- The QA unit fosters VfM throughout DFID by holding offices to high standards, flagging potential inefficiencies and informing staff about measuring VfM.
- RED supplies VfM to DFID directly through the rigorous scrutiny process of our procurement and management processes. RED is one of the most scrutinised parts of DFID with individual programmes being routinely subjected to peer review and team portfolios reviewed by the external Independent Research Advisory Committee and internally through the Research Committee. All need to demonstrate they are building on existing evidence bases.
- Research partners engage closely with users (DFID country offices, PD) to ensure the research agenda is defined tightly around operationally relevant questions.
- All new programmes are required to submit a section on value for money in their proposal and once commissioned potential efficiency savings/VfM regularly form part of the annual review process.
- C/HOPs supply VfM to DFID through the provision and development of high quality technical expertise, challenge, intellectual leadership and lesson learning to all our programmes.
- RED and EvD provides DFID more widely, especially country offices, with value for money evidence regarding what works, what can be done better or cheaper and what does not work.
- The Division provides all its research and evaluation results as global public goods and aims for open access to the wider development community ensuring maximum use and application of our investments.
- RED works with other parts of DFID to ensure that quality assured and analysed research, evaluations and evidence are relevant in informing the challenges that they face, and that professional information is accessed through the evidence databank and e-Library.
- The Division is working with research councils to manage large numbers of small projects. These are individually high risk and drive innovation which is essential for organisational value for money whilst maintaining the same overall risk profile.
- Many programmes are in partnership with other donors and leverage the funding of others towards our poverty reduction agenda.
- We encourage individual research programmes to work together to achieve economies of scale and include cross cutting issues (growth and agriculture, urbanisation)
- There are challenges to developing standard metrics for assessing VfM throughout DFID. Rates of return metrics work well for some areas but not for others. To tackle this issue a new Research Evaluation and Impact advisor position will be filled this year to assess the impact of research funding.
- Effective portfolio management, regular annual reviews that scrutinise outcomes, project budgets and finances to ensure VFM. Careful negotiation on administration costs with our partners are important in this.
- We have achieved efficiency savings from limiting consultancies and bringing the work in-house while using cheaper travel arrangements. Future work on developing guidance internally and supporting enhancement of staff skills will bring other work in-house that would previously be contracted out.

## 6) Monitoring and Evaluation

### Monitoring

The RED operational plan, theory of change and high level indicators are monitored on a 6 monthly basis. Each of the RED teams including EvD, the HoPs/CPO, Q A unit have used the operational plan format to develop their own internal management plan. Each team has its own M and E lead person who is responsible for the team's theory of change and performance indicators that direct, communicate and measure team progress. The cross cutting issues of gender and capacity building have separate theories of change and indicators. Team plans and performance indicators are discussed with the Director, Deputy Head and divisional M and E lead every six months. The end of year team discussions will inform the analysis of progress of the divisional plan. The cross divisional M and E group meet monthly to embed good M and E practice and collect the high level RED indicators used to monitor the RED theory of change.

### Evaluation

EvD will quality assure evaluation across DFID, provide expert advice, support impact evaluations and integrate this into lesson learning systems within DFID. RED has a M and E unit which is leading on evaluating the impact of research. This team will be joined in March by an embedded evaluation adviser Lesson learning from this work will feed back into teams directly through the M and E leads network. We have an audit committee that meets monthly to learn lessons across the division from success and failure and ensures cross cutting issues are discussed.

### Building capacity of partners

This is an important outcome for RED and we have an A1 Governance Adviser who works across the division at 50% on improving capacity building across all our programmes. All new Research Programme Consortia are required to have an output on strengthening capacity of Southern institutions and to follow new guidance on this. A number of stand alone programmes provide long term support for building capacity, e.g. the Africa Economic Research Consortium, the Partnership for African Social and Governance Research and support medical research capacity in Kenya and Malawi. EvD works with the OECD-DAC and other established evaluation networks to build up evaluation capacity and best practice. The C/HOPs and cadres work with development partners to enhance and influence development thinking and poverty reduction. Capacity building in M and E is an integral part of many programmes.



## 7) Transparency

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

Information about all DFID-funded research programmes is already available on the Research4Development website. It is a contractual requirement to submit regular updates to this site. This information includes plain English summaries of each programme and a wide range of different outputs, including 500 projects, 23,000 research outputs and 14,000 pdfs on specialist topics as well as details of over 4,000 research organisations worldwide with whom DFID has worked.

The Division, and particularly the Q A unit, C/HOPs and Global Outreach team will contribute to strengthening the quality assuring the Business Cases published on DFID's website are based on evidence of impact and clear appraisals. All new project work will be published and each team will ensure that project titles and descriptions are clearly apparent to the non specialist reader and all text is written in plain English.

RED is progressing towards an open access policy and this will be published in the 2012/13 reporting year. Open access refers to unrestricted, irrevocable and free online access by any user worldwide to full-text/full version scientific and scholarly material. The aim of this policy is to improve access to research outputs funded by RED, thereby making them global public goods, to increase the uptake and use of research results. Both rich and poor governments across the world are demanding to know in detail what they're getting for their aid money, scaling up what works and ending what doesn't. We increasingly expect that researchers will publish their outputs in sources that are widely accessible so open access can provide some of this information. Better quality data will enable DFID programmes to be more transparent about the results they achieve.

We are currently discussing the increasing need for openness and transparency with all of our partners and highlighting the changes within DFID and what it means for them for example publically available annual reviews. We are active in the International Forum of Research Donors, aiming to share strategic thinking, lessons, peer reviewing and funding priorities to identify synergies and avoid duplication of effort.