

Operational Plan 2011-2015

DFID Research and Evidence Division

April 2011

Contents:		
	Introduction	1
Section 1:	Context	2
Section 2:	Vision	3
Section 3:	Results	4-7
Section 4:	Delivery and Resources	8-16
Section 5:	Delivering Value for Money	17
Section 6:	Monitoring and Evaluation	18
Section 7:	Transparency	19

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 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 and other key parts of DFID's work. The Operational Plans set out the vision, priorities and results that will be delivered.
- 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

The research, evidence and advisory work of Research and Evidence Division (RED) responds to Ministerial priorities including increased emphasis on malaria, maternal health, family planning, climate change, the private sector, fragile states, and women and girls. RED is responsible for delivering the Secretary of State's aim 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 evaluation 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. New products such as better crops, drugs, or 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.

One of the ways RED meets the demand from policymakers and practitioners for high-quality evidence is through *Synthesising evidence* from all sources, assessing it for its quality and disseminating it as a basic foundation for rational decisions that maximise value for money. 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 will be set up under the Chief Economist to examine major new spend.

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 will give leadership on new ways of achieving and maintaining the highest professional standards.

2) Vision

The RED 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.

Commissioning Research Increase the professionalisation of commissioning and disseminating research evidence under each 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, women & girls, 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 top management group. 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 DFID's technical experts (professional cadres). The 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 QA unit to review all DFID business cases over £40m.

Much of our thematic work **aligns with wider HMG 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 will commission centralised evaluation for DFID so residual work in this area will end in 2011/12. The C/HOPs will combine external support for continuing professional development with internal resources.

3) Results

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
<p>SRP 1 Honouring international commitments and MDGs</p> <p>MDG 6</p>	<p>New technologies (vaccines, diagnostics, medicines) for diseases of poor people developed (or in different phases of development) by organisations (e.g. PDPs) funded by DFID. To include malaria and neglected tropical diseases, tuberculosis. Where technologies exist examine best ways and policy environments to deliver them.</p>	<p>2002-10 4 new drugs, 4 new diagnostics and 4 vaccine compounds in development</p>	<p>By 2014 3 new drugs licensed and 5 compounds move from discovery into development, 3 potential vaccine candidates tested in late stage clinical trials, 3 new diagnostic tests developed.</p>
<p>SRP 1 and 3</p> <p>International commitments and wealth creation</p> <p>MDG 1</p>	<p>New technology 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>Available technologies not always relevant to needs of poor people. Slow uptake of technology: poor understanding of why innovation fails. Market failure limits the development of new products. Challenges of climate change and resource scarcity underpin the need for new technology.</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 (5 Salinity tolerant varieties, 5 Iron toxicity tolerant varieties, At least 2 cold tolerant varieties) GALVmed: one new vaccine for tackling Newcastle disease in poultry, 0.25 - 0.5 million doses of vaccine delivered SARID - integrated package to control root knot nematodes in food crops verified under field conditions and ready for scale up in resource-challenged production systems mainly managed by woman 8 high quality case studies document lessons learnt in getting research into use at scale.</p>
<p>SRP 5</p> <p>Improve the lives of girls or women</p> <p>MDG 4 and 5</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>

4) Results (continued)

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
SRP 4 Conflict and stabilisation	Two new strands of research to inform country relevant policy in fragile and conflict environments in four priority countries. The first is focused on livelihoods, social protection and basic services; the second on governance, security and justice.	New framework in 2010	Two new research consortia in this area which inform policy. Evidence papers on the dimensions of fragility. Systematic reviews on key components.
SRP 3 Wealth creation MDG 1	Broaden and deepen the policy engagement and the expertise on which we depend to increase the number of researchers engaged in the policy making process or consulted by policy makers on research funded by the Growth research programme.	Existing funding of applied growth research in LICs is small. Proposed research meets identified need.	By March 2012 three examples of policy engagement or consultation by researchers
SRP 1 Honouring international commitments	Policies and markets that improve sustainable access by poor people to water, sanitation and hygiene are identified and tested	Existing water policies and incentives do not adequately address the needs of poor people and the sustainability of the resource.	Evidence based policies and market interventions contribute to improving access to safe water by 15 million people by 2015. Launch of a major research programme to increase water security in developing countries
SRP 6 Combat climate change MDG 7 DFID climate change programming is subject to the strategy and allocations of the UK's cross-Government International Climate Fund (ICF). ICF priorities are to be agreed by summer 2011	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. Includes better evidence from climate, agricultural and rainfall models and economic models of climate change, new technologies including crop varieties and technologies for low-carbon growth.	Uncertainties about local impacts and absence of clear guidelines and technologies for adaptation, C-sequestration and low-C energy production constrain cost-effective climate change action.	Year on year increase in results and technical guidance on effective climate action in developing countries aiming. New technologies in agriculture and low carbon growth. Better rainfall models for Africa from Hadley. Results from along the chain from research to policy including peer-reviewed publications, policy work and actions in the field.

4) Results (continued)

Pillar/ Strategic Priority	Indicator	Baseline (including year)	Expected Results (including year)
SRP 2 More transparency in aid MDG 8	Database of quality assessed systematic reviews and evidence papers developed for use by policy makers and practitioners. Target fully operational by June 2011. No of hits on data base when established. Better use of R4D bank of all DFID-funded research.	Zero for systematic review database, 43,794 visitors to R4D April 2010	June 2011 databank established, 50,000 visitors in March 2012, SRs informing DFID and partner policy. 10% increase in R4D traffic, reduced barriers to evidence for country programmes.
SRP 4 Conflict and stabilisation SRP 2 More transparency in Aid MDG 8	To identify what is working and learn lesson undertake evaluations of DFID programmes and research into practical interventions in Afghanistan, Pakistan and other conflict-afflicted or fragile states where this has been considered difficult to achieve.	Limited data from existing programmes (2010)	Three evaluations in DFID Af/Pak programmes or others in difficult environments.
SRP 2 More transparency in aid MDG 8	DFID funded published research is available in open-access sources. DFID staff to have greater access to existing data to help make evidence-based decisions. Support operational teams so evaluation is built into all major DFID business areas	2009: Open Access 60% of articles on R4D Patchy coverage	Increase by 20% OA from current baseline by end of 2013. Establish an internet evidence site June 2011. Strengthen the electronic library. Pilots in 2 country and 2 thematic areas by mid 2011. All areas covered by mid 2012
SRP 5 Lead international action to improve the lives of girls and women MDG 3	All new research programmes and evaluations undertake gender analysis as demonstrated in programme proposals, inception reports, M&E frameworks, and programme outputs. Have programmes which are specifically targeted at the needs of women and girls.	30% in 2010	Target 15% increase year on year
SRP 2 More transparency in aid MDG 8	Quality of evidence base of all new DFID projects. Target; All projects to demonstrate their relevance and potential impact by being assessed on strength of evidence as part of DFID's corporate procedures. All innovative projects to include an impact evaluation from inception.	Zero (new framework)	30% in first year show good use of evidence (including recognising where it is weak), rising to 90% by end of CSR period.

4) 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
- ▶ centrally held data on our investments, hits on websites such as R4D, data collected from our partners and case study evidence
- ▶ credible evaluation arrangements and building a culture across DFID where rigorous evaluation is a routine part of management

Value for Money (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 (eg reducing the cost of interventions), research that allows DFID to avoid developing expensive ideas that sound reasonable but do not work, 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 (Wellcome Trust, UK Research Councils for example range between 3.5%- 7%). 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). Research Uptake works to ensure DFID's investments in research are realised and used. 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. Focus on gender; improving health and education for women and girls has high returns to research.
- 3) **Ensure VfM through professional cadres**; DFID's reputation is built on the quality and impact of its staff. The new C/HOP structure will focus on providing and managing high quality expertise to deliver results and VfM.

5) 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 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, 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 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 Consultative Group on International Agriculture Research (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. The aim of RPCs is to generate new policy-relevant knowledge that will help developing countries, the wider development community and DFID.

4. Direct Funding other than RPCs

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 Wellcome Trust and impact on maternal mortality with USAID and the Gates Foundation.

5) Delivery and Resources (Research and Evidence Division only)

Programme Spend Red programme offer excludes CEO, CHOPS and EVD

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		39,045		57,855		63,175		190,665	0	190,665
Climate Change	28,000		30,500		37,500		44,500		140,500	0	140,500
Governance and Security	10,374		14,630		18,620		19,950		63,574	0	63,574
Education									0	0	0
Reproductive, Maternal and Newborn Health	62,700		66,500		82,650		82,650		294,500	0	294,500
Malaria									0	0	0
HIV/Aids									0	0	0
Other Health									0	0	0
Water and Sanitation	3,325		3,800		6,650		6,650		20,425	0	20,425
Poverty, Hunger and Vulnerability	10,450		11,400		16,150		15,200		53,200	0	53,200
Humanitarian									0	0	0
Other MDG's									0	0	0
Global Partnerships	76,380		73,650		114,500		124,000		388,530	0	388,530
TOTAL	221,819	0	239,525	0	333,925	0	356,125	0	1,151,394	0	1,151,394

5) Delivery and Resources (Research and Evidence Division only)

Operating Costs

	2010/11		2011/12		2012/13		2013/14		2014/15		Total	
	FTE	£'000s	FTE	£'000s	FTE	£'000s	FTE	£'000s	FTE	£'000s	FTE	£'000s
Frontline staff costs - Pay	3	200	34.4	2150.5	52.4	3374.5					86.8	5525
Frontline staff costs - Non Pay				213		332.3					0	545.3
Administrative Costs - Pay	80	4765	50	3076.5	37	2252.5					87	5329
Administrative Costs - Non Pay		1284		859		679.7					0	1538.7
Total	83	6249	84.4	6299	89.4	6639	0	0	0	0	173.8	12938

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 to support front line delivery.

5) Delivery and Resources (Research and Evidence Division only)

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		
	FTE	PAY £'000	Non Pay £'000	FTE	PAY £'000	Non Pay £'000	FTE	PAY £'000	Non Pay £'000	FTE	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	2	140		13	824	69.3						
Other Reductions			30		0	110						
Total	2	140	260	13	824	179.3	0	0	0	0	0	0

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 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
Wealth Creation	377		371		380				1,128	0	1,128
Climate Change	377		371		380				1,128	0	1,128
Governance and Security	755		741		760				2,256	0	2,256
Education	377		371		380				1,128	0	1,128
Reproductive, Maternal and Newborn Health	377		371		380				1,128	0	1,128
Malaria	189		185		190				564	0	564
HIV/Aids	189		185		190				564	0	564
Other Health									0	0	0
Water and Sanitation	189		185		190				564	0	564
Poverty, Hunger and Vulnerability									0	0	0
Humanitarian									0	0	0
Other MDG's	189		185		190				564	0	564
Global Partnerships	755		741		760				2,256	0	2,256
TOTAL	3,774	0	3,705	0	3,800	0	0	0	11,279	0	11,279

5) Delivery and Resources (Evaluation Department only)

Operating Costs

	2010/11		2011/12		2012/13		2013/14		2014/15		Total	
	FTE	£'000s	FTE	£'000s	FTE	£'000s	FTE	£'000s	FTE	£'000s	FTE	£'000s
Frontline staff costs - Pay											0	0
Frontline staff costs - Non Pay											0	0
Administrative Costs - Pay	24.42	1,283	17.2	1,048	15.78	888					32.98	1935413
Administrative Costs - Non Pay		471		290		260					0	550000
Total	24.42	1,754	17.2	1,338	15.78	1,148	0	0	0	0	32.98	2485413

5) Delivery and Resources (Evaluation Department only)

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		
	FTE	PAY £'000	Non Pay £'000	FTE	PAY £'000	Non Pay £'000	FTE	PAY £'000	Non Pay £'000	FTE	PAY £'000	Non Pay £'000
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				1.4	160							
Other Reductions					20							
Total	0	0	0	1.4	190	0	0	0	0	0	0	0

Efficiency savings for EvD dept from 2010/11 to 2011/12 will be reported under Corporate Performance Group returns as this is a budget transfer as of 1 April

5) Delivery and Resources (Head of Professions Office, Chief Economist's Office and Quality Assurance Unit only)

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		2,470		2,565		2,565		9,975	0	9,975
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			1,425		2,850		2,850		7,125	0	7,125
TOTAL	2,375	0	3,895	0	5,415	0	5,415	0	17,100	0	17,100

Note – budgets for Chief Economists Office and Heads of Professions are new and therefore not reflected in efficiency savings.

5) Delivery and Resources (Head of Professions Office, Chief Economist's Office and Quality Assurance Unit)

Operating Costs

	2010/11		2011/12		2012/13		2013/14		2014/15		Total	
	FTE	£'000s	FTE	£'000s	FTE	£'000s	FTE	£'000s	FTE	£'000s	FTE	£'000s
Frontline staff costs - Pay											0	0
Frontline staff costs - Non Pay											0	0
Administrative Costs - Pay	26.7	1680	26.7	1860	26.7	1860					53.4	3720
Administrative Costs - Non Pay		500		520		520					0	1040
Total	26.7	2180	26.7	2380	26.7	2380	0	0	0	0	53.4	4760

Additional admin resource of £200k awarded by Finance and Corporate Performance Division to fund the new Quality Assurance Unit is included within admin costs

6) 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, Policy Division) 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.

7) Monitoring and Evaluation

Monitoring

The RED operational plan and high level indicators are monitored annually. Each of the RED teams including EvD, the HoPs/CPO, QAunit have used the operational plan format to develop their own internal management plan. Each team has its own Monitoring and Evaluation (M&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&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&E group meet monthly to embed good M&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&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&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 the ability of partners to deliver

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

8) Transparency

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 5,000 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 QA unit, C/HOPs and Global Outreach team will contribute to strengthening the quality assurance of Business Cases published on DFID's website to ensure that they 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 understood by the non specialist reader and all text is written in plain English.

RED is progressing towards an open access policy. 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, and 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, in order to scale up what works and end 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.