



Department
for International
Development

Operational plan 2011-2016

Research and Evidence Division

Updated December 2014

Contents

Introduction	2
Context	3
Vision	4
Results 2011/12-2015/16	5
Delivery and resources	11
Delivering Value for Money	15
Monitoring and evaluation	16
Transparency	17
Annex A: Changes to operational plan	18

Introduction

In 2013 the UK became the first G7 country to meet the United Nations target of spending 0.7% of gross national income on international development. The Department for International Development (DFID) uses that investment to help countries to lift themselves out of poverty and leave poverty behind. Operational plans set out to the public how we plan to deliver results across policy areas and for every country we work in. These plans clearly explain why, and how, DFID is targeting its resources and what we expect to achieve; covering the period up until March 2016.

DFID is focused on spending in the right ways, on the right things, in the right places. The portfolio of our projects is already shifting to deliver a more coherent, focused and ambitious approach to economic development. We are helping to build strong and investable business environments in developing countries and improving access to finance for entrepreneurs.

Improving the prospects for girls and women in developing countries is a priority. Investing in girls and women is the smart thing to do, as well as the right thing to do. By unleashing their potential, we see returns for girls and women themselves, their families and communities, and for their economies and countries. No country can successfully develop if it leaves half its population behind.

Life-saving humanitarian assistance remains one of DFID's most fundamental responsibilities. When disaster strikes or conflict erupts we are first on the ground to support the most vulnerable people. We are also increasing our efforts to help those countries that are at higher risk of natural disasters to become more resilient in the first place.

DFID continues to drive value for money in everything we do on behalf of the British taxpayer. We have improved our procurement and programme management, increased our internal audit oversight and we are ensuring that staff have the skills to deliver the Department's priorities.

On the international stage we are working hard to agree a new set of global development goals to replace the Millennium Development Goals when they expire next year. We are determined to secure a clear and inspiring set of goals for the post 2015 development framework that leave no one behind.

Increasingly we will take new and innovative approaches and we will work with new partners. This will include businesses who are increasingly major development players. During the Secretary of State's time as co-chair of the Global Partnership for Effective Development Cooperation, DFID played a key role in encouraging different development actors to work together and use internationally agreed principles for aid and development effectiveness.

As our operational plans set out, our approach to international development is ambitious and innovative. We are determined to ensure that every pound DFID spends has the biggest possible impact on the ground. Ultimately by investing in developing countries, we can end aid dependency for good and build a better, more prosperous world for us all.

Context

The **Policy and Global Programmes Directorate;**

- delivers development results at scale,
- influences change in the international system,
- manages international partnerships,
- develops new solutions, policy products, knowledge and instruments in support of Ministerial priorities and development outcomes.

It is made up of the **Policy, International Relations** and **Research and Evidence** divisions and the **Global Funds Department**.

The **Policy Division** delivers development results at scale through multi-country projects to tackle specific development problems where this approach offers better value for money than working through individual country offices. The division influences change on matters such as anti-corruption work, international tax reform, supporting girls and women and climate change. It does this across the UK Government, internationally, with civil society and academia. The division supports new policy development and provides technical knowledge to overseas programmes. The division manages major partnerships and funding to a wide variety of civil society organisations, and ensures DFID learns from their insights.

International Relations Division delivers development results at scale by providing funding through the European Union, The United Nations and Commonwealth. It influences change by leading UK work on the post-2015 development agenda, financing for development and working closely with other governments, the G7, the G20, philanthropic foundations and others to help improve the effectiveness and efficiency of our collective development efforts. The Division manages partnerships with the United Nations, European Union and Commonwealth development institutions, working with them to improve the development effectiveness of our contributions.

Research and Evidence Division works to make DFID more systematic in the use of evidence and thereby have greater development impact. Research helps DFID to deliver results at scale by supporting the development of new technologies and innovations, helping to find better and more cost-effective ways of delivering development, and improving understanding of key development questions to support policy choices. The division also helps to develop knowledge by ensuring quality evaluations of DFID projects and high quality statistics, and increasing the professional skills and impact of the DFID technical staff. The division commissions research directly and manages partnerships with public and private sector research organisations, including through the UK Research Councils.

The **Global Funds Department** delivers results at scale as the department responsible for managing the UK's contribution to international funds on health and education. It manages our partnerships with the funds and uses our involvement to influence the work of the funds.

Vision

Overview

Research and Evidence Division (RED) is responsible for making DFID more systematic in the use of evidence and thereby having greater development impact by:

Commissioning research: make the commissioning and disseminating of research evidence under each Millennium Development Goal (MDG) theme more professional. This focuses on 6 themes which mirror DFID priorities: human development; agriculture and nutrition; growth; climate and environment; humanitarian response 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; girls and women; malaria; maternal health; family planning; climate change; innovation and technology; fragile states; governance; and the private sector.

Improving policy and practice through use of evidence: this pillar is responsible for ensuring that investment in research leads to impacts on policy and practice which improve the lives of those living in poverty. The Chief Economist and Chief Scientific Advisers provide the lead on economic and scientific policy advice to Ministers and the Top Management Group. Through the Evaluation Department, the division is leading a change process of embedding evaluation in DFID, building evaluation skills, quality assurance and providing professional leadership in this area. The Regional Research Hubs provide direct engagement with Country Offices to improve the use of evidence. The Evidence into Action team aims to increase the use of rigorous evidence by decision makers in DFID and in the global south, ensuring evidence is effectively communicated and synthesised and by strengthening the capacity of decision makers to access and use evidence.

Professional cadres, using evidence across the organisation: this pillar is responsible for increasing the professional skills and impact of the DFID technical cadres. The vision of the Heads of Profession is to attract and retain a high level cadre of development specialists who ensure DFID programmes worldwide deliver optimal results and Value for Money (VfM) through high quality technical expertise and specialists who remain at the top of their field of expertise. The Quality Assurance unit reviews all DFID business cases over £40 million.

We ensure that our thematic work aligns with wider UK government priorities such as supporting the UK's commitments to international climate change, action against female genital mutilation and cutting, and work on global issues by Research Councils.

What RED will stop doing: RED 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, with particular scrutiny on small-sized programmes. Heads of Profession will combine external support for Continuing Professional Development with internal resources.

Alignment to DFID and wider UK government priorities

The Secretary of State has been clear that she wants DFID to be more systematic in the collection and use of evidence of impact. Ministers want DFID 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 3 pillars that covers the 3 main functions of the new division.

Results 2011/12-2015/16

Pillar / Strategic priority	Indicator	Baseline	Progress towards results (including year)	Expected results (end year included)
<p>SRP 1 honouring international commitments and MDGs</p> <p>MDG 6</p>	<p>New technologies (vaccines, diagnostics, and medicines) developed for diseases affecting poor people.</p> <p>To include malaria and neglected tropical diseases, tuberculosis and Ebola.</p>	<p>2002-10 4 new drugs, 4 new diagnostics and 4 vaccine compounds in development.</p>	<p>2011-12: 3 new drugs developed and approved; 2 for malaria and 1 for chagas disease. In 2014 a vaccine against rotavirus (ROTAVAC) was licensed for use in India; trials of two vaccines were completed in 2013. Diagnostics tests developed for sleeping sickness and malaria. Semi synthetic-artemisinin received WHO pre-qualification in 2013; Euratesim for the treatment of uncomplicated malaria approved in 3 African countries.</p>	<p>By March 2016, 3 new drugs, a vaccine and 2 diagnostic tests developed and approved, plus a further 3 trials will be initiated for late stage technology (vaccines, diagnostics, medicines etc.) candidates; and 2 further new technologies will have been developed.</p>
<p>SRP 1 and 3 International commitments and wealth creation</p> <p>MDG 1</p>	<p>New technology developed to raise agricultural productivity and address 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>Plantwise has launched 720+ clinics in 33 countries and reached over 600k farmers; external evaluation commissioned 2014.</p> <p>Launch at G20 of AgResults, with first pilot launched 2013-14; DFID has commissioned and managed an external evaluation.</p> <p>Support to the G8 New Alliance on Agricultural science through the ICT Grand challenge with USAID.</p>	<p>Upscaling of work on the effectiveness of mobile phone agro-advisory services to get technologies into large scale use, with Centre for Agricultural Bio-Science International (CABI) and mFarmer, reaching >4 million farmers by 2016.</p> <p>AgResults: 3 pilots launched and 2 approved to test effectiveness of innovative financing mechanisms (prizes, payment by results, to deliver new technologies (March 2015); external evaluation work to continue.</p> <p>Further support to the G8 New Alliance on Agricultural science through the ICT Grand challenge with USAID.</p>

Pillar / Strategic priority	Indicator	Baseline	Progress towards results (including year)	Expected results (end year included)
<p>SRP 5 improve the lives of girls or women MDG 4 and 5</p>	<p>Evidence to expand access to family planning and maternal services among the poorest most vulnerable populations. Identify what works: innovations in service delivery and strengthening existing health systems.</p> <p>Evidence on causes and impacts of gender inequality, and what works to release potential through economic opportunities, reducing violence against women, and strengthening political voice and empowerment.</p> <p>Research programmes and evaluations undertaking gender analysis as demonstrated in programme proposals, inception reports, Monitoring and Evaluation frameworks, and programme outputs.</p>	<p>Good current technologies but weak evidence base for much of the delivery system. (2010)</p> <p>Some evidence on extent of gender inequality; less evidence on what works (policy, institutional, programme interventions).</p> <p>In 2010, 30% of research programmes and evaluations demonstrated gender analysis.</p>	<p>New research programmes launched:</p> <ul style="list-style-type: none"> - Violence Against Women and Girls (VAWG) research programme (£25 million overall, RED 5 million), September 2014 - FGM/C research programme (£8 million), plan to sign contract in November 2014 - Global Girls Research Initiative (GGRI). £30 million overall, RED 14m) June, 2014 <p>Programmes provided evidence-based content for Preventing Sexual Violence in Conflict Initiative and Girls' Summit, plus specific research meetings on fringes of summits.</p> <p>Target on track. E.g. for DFID-Economic and Social Research Council (ESRC) poverty alleviation research grants, >80% now include gender analysis</p>	<p>High quality evidence published in peer review journals and other sources) to inform policies in maternal and family health.</p> <p>By 2015: Research programmes established on VAWG, economic empowerment, FGM/C, and adolescent girls; at least four high quality evidence papers/products on VAWG and one on FGM/C; at least 12 innovations in women's economic empowerment developed and tested. To hold the launch of the new Global Girls Research Initiative in 2014.</p> <p>By 2016, 70% of research programmes and evaluations including at least some gender analysis.</p>
<p>SRP 4 Conflict and stabilisation</p>	<p>Fund research on poverty, governance and social development, especially in fragile and conflict affected environments. Innovations in humanitarian practice developed and tested.</p>	<p>Inadequate evidence base, especially contextualised to fragile states. Limited innovation in humanitarian response (2010).</p>	<p>Database of humanitarian security incidents being established by SAVE; evidence to determine best means to deliver humanitarian aid also being established by SAVE; primary research on the nexus of poverty and conflict being gathered by Secure Livelihoods Research Consortium (SLRC) and Justice and Security Research Programme (JSRP).</p>	<p>By 2015: Policy actors demonstrate improved perception of research on poverty, governance and social development, especially in fragile and conflict environments.</p> <p>By 2015: at least 50 new peer-reviewed papers published, including 10 by southern institutions.</p> <p>Develop and test 10 innovations in humanitarian practice (by 2016).</p>

Pillar / Strategic priority	Indicator	Baseline	Progress towards results (including year)	Expected results (end year included)
SRP 3 Wealth creation MDG 1	Demonstrate that policies, programmes and practices are influenced by DFID funded growth research programmes. Inclusion of higher education within new education research portfolio.	No documented examples of impact of DFID funded growth research (2011); no DFID funded higher education research (2012).	We have a record of 9 specific examples of impacts of growth research including, instances of the DFID-IMF programme impacting on macro-economic policy choices in low income countries, and specific policy changes influenced by research under the International Growth Centre.	To March 2016, add 3 impact examples annually, including instances of the DFID-IMF programme impacting on macro-economic policy choices in low income countries, and specific policy changes influenced by research under the International Growth Centre. By 2015, publish syntheses of evidence on what works in tertiary education and issue a call for research proposals on youth and skills.
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.	Existing programmes on track to meet expected target. Our SHARE (Sanitation and Hygiene Applied for Equity) has contributed to 9.2 million people with improved access to sanitation and hygiene (2014).	Evidence based policies and market interventions contribute to improving access to safe water, sanitation and hygiene services by 15 million people (by 2015).

Pillar / Strategic priority	Indicator	Baseline	Progress towards results (including year)	Expected results (end year included)
<p>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).</p>	<p>Better understanding of the drivers of African climate and the impacts of climate change on the lives of poor people.</p> <p>Policies and technologies to help poor people and developing countries adapt to the impacts of climate change are tested and disseminated.</p> <p>Strong evidence and business models that help developing countries deploy and efficiently use clean energy technologies.</p>	<p>Limited evidence on the expected impact of climate change in Africa and the most appropriate adaptation responses (2010).</p>	<p>Climate Science Research Partnership with the UK Met Office delivered significant improvements in understanding and prediction of African climate from short (days) to medium-term (years to decades) timescales. More than 30 academic papers to date; new knowledge shared through collaborations (c.30 Meteorological Agencies in Africa).</p> <p>The Agricultural Model Intercomparison and Improvement Project (AgMIP) has delivered a much improved models of the effects of climate change on agriculture and food security in Sub-Saharan Africa and South Asia. More than 150 researchers in Africa and Asia contributing, and 16+ citations in the recent Intergovernmental Panel on Climate Change reports. Two new programmes starting in 2014/15: Future Climate for Africa and Science for Humanitarian Emergencies for Resilience</p>	<p>Improved understanding of African climate science (short and medium term) and related humanitarian risks (by 2015)</p> <p>Resilience of high risk, vulnerable populations and their livelihoods strengthened (by 2017).</p> <p>Improved crop growth models and global and regional economic impact models, contribute to improved food security in Africa (by 2015).</p> <p>Strengthened evidence base contributes to the scaled up use of improved cook stoves by 2.5 millionpeople (by 2017).</p>
<p>SRP 4 Conflict and stabilisation SRP 2 more transparency in aid MDG 8</p>	<p>To identify what is working and learn lessons 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.</p> <p>Evidence on effective strategies for anti-corruption and on mechanisms for improving transparency and accountability.</p>	<p>Limited data from existing programmes (2010). Evidence is limited and patchy (2012).</p>	<p>1 evaluation for Afghanistan completed and published in 2013/14.</p> <p>New research programme being scoped to assess effectiveness of main conflict amelioration strategies.</p> <p>New research programmes on i) Empowerment and Accountability and ii) Anti-Corruption on target for submission by Dec 2014.</p>	<p>2 additional evaluations for Pakistan expected to be completed/published by the end of 2014/15.</p> <p>Research programmes on testing what works for anti-corruption and empowerment and accountability underway to produce rigorous evidence.</p> <p>Preliminary results published (2015).</p>

Pillar / Strategic priority	Indicator	Baseline	Progress towards results (including year)	Expected results (end year included)
SRP 2 More transparency in aid MDG 8	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 (OA) Policy Number of systematic reviews and evidence papers. More and better evaluations of DFID programmes.	No Open Access policy (2010). The 2011-12 baseline is 50% OA funded solely or mainly by RED, 45% OA minority RED funded.	PQS in top quartile for DFID. Steady increase in publications and % open access (in line with RED budget increase but lagged by years). Open Access policy published in July 2012. 57 systematic reviews and 7 evidence papers published.	PQS to remain consistently in the top quartile for DFID. By 2015, 70% of peer reviewed publications from RED programmes to be in open access formats. By 2016 70 systematic reviews and 10 evidence papers to be published. Across DFID, an average of over 25 evaluations to be published annually.
SRP 2 More transparency in aid MDG 8	To promote the use of evidence within DFID and beyond: The number of page views of Evidence and Resources in the Evidence and Programme Exchange (EPE) pages of Insight; Number of downloads from the e-library; Number of visits to R4D.	11,100 page views of earlier evidence site; 10,342 journal articles; 16,575 EIU reports.	2013/14 EPE all sites: Pages viewed – 281,000 E-library: Journal articles downloaded – 10,838 EIU reports accessed – 7,892 R4D: Unique visitors – 960,000	To maintain 2013/14 levels of use (2015).
SRP 2 More transparency in aid MDG 8	To strengthen professional skills of advisory staff through full implementation of continued professional development strategy and number of advisers passing Technical Competence Assessment; Promote and assure the effective use of evidence in Business Cases (BCs). Assess the use of evidence in large value BCs against four criteria.	0 for RED recruited advisers (2010) 0 for TCA.	All CPD training and conferences delivered to a high standard – well over 70% good/very good in evaluations. Continual improvement in use of evidence. ‘only’ a quarter (26%) of large BCs weak in use of evidence (40% & 59% in 2012 & 2011); 300 new advisers recruited to date. 15 DFID Entry Scheme for Advisers (DESA) recruits for 2014/15; So far this year 90 staff applied for TCA, 47 (52%) successfully.	Continuing high standards of Professional Development Conferences, evidenced by ratings in assessment forms. Further improvement in use of evidence in large BCs. Target of 90% of large BCs showing good use of evidence. Ongoing recruitment, induction and TCA.

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 R4D, data collected from our partners and case study evidence. We are communicating selected achievements attributable to RED programmes through a 'Stories of Change' series, released via Insight notices and publicly on gov.uk.

We have put in place 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 3 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 through 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 low admin costs at 2.7% of programme costs. To an extent this is to be expected, as several programmes are managed through partners. Nevertheless, staff to programme ratios are very modest. 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 Chiefs and Heads of Profession structure focuses on providing and managing high quality expertise to deliver results and VfM.

Delivery and resources

Instruments of delivery

DFID has extensive partnerships and co-funding arrangements with a wide range of research and development organisations. These include the UN, the World Bank and the Consultative Group on International Agricultural Research (CGIAR), an international agricultural research consortium, specialist research programmes based within the World Health Organisation, the Bill and Melinda Gates Foundation, UK Research Councils (in particular Medical Research Council (MRC), Biotechnology and Biological Sciences Research Council (BBSRC), Engineering and Physical Sciences Research Council (EPSRC), Natural Environment Research Council (NERC), and Economic and Social Research Council (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. Our principal instruments for delivery are:

1. Funds to research organisations

This is where we support research in partnership with a research institution, such as working with the CGIAR, an international agriculture research consortium, on the development of improved crop varieties. 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. These are generally provided using a Memorandum of Understanding (MoU).

2. Product Development Partnerships (PDPs)

These are a form of core funding and include around 40% 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. Funding for PDPs is usually via a MoU with the PDP itself.

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. RPCs aim to generate new policy-relevant knowledge that will help developing countries, the wider development community and DFID. RPCs are selected via a competitive process within the exemptions allowed for research under the OJEU rule resulting in contracts with the lead organisation.

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 business case, logframes and budgets. Examples include the Social Enterprises for Economic Development (SEED) Programme which is contracted by DFID to Edinburgh University, and the Tracking Resistance to Artemisinin Collaboration with the University of Oxford.

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. These partnerships are funded via Memorandums of Understanding and in most cases the research councils take responsibility for financial management and reporting of DFID as well as their own funding.

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), health research capacity strengthening with Wellcome Trust and Saving Lives at Birth with Grand Challenges Canada, USAID, Norad and the Gates Foundation. These are covered by a variety of MoUs.

Other country activity

RED has 2 regional research hubs, the South Asia Research Hub based in Delhi, with 6 staff (5 of whom are locally engaged), established in FY 2010 – 11 and the East Africa Research Hub, based in Nairobi with 3.6 staff (2 of whom are locally engaged), which was established in FY 2013 - 14. The vision of the research hubs is to support DFID programmes in South Asia and East Africa to become world-class in using evidence to drive Value for Money (VfM) and development impact; to provide better evidence to development decision makers and strengthen national research systems in South Asia and East Africa.

Maximising the impact of our people

We maintain a strategic approach to staffing, ensuring that we drive efficiency across team by ensuring we maintain an overview of vacancies and prioritise filling those of greatest strategic value. In addition, we ensure staff are able to offer support across teams and maximise the amount of cross-divisional working. The Chief Scientist, Chief Economist, Deputy Chief Scientist, Chief Statistician and Chief Evaluation Adviser, as well as the Heads of Profession, provide strategic advice to Ministers and top management group (TMG), cross-Whitehall and across DFID on key development challenges and approaches. For instance, the Chief Scientist and Chief Economist produced key narratives to help shape the Executive Management Committee thinking on development up to the 2030s and the Chief Scientist plays a key role in the current Ebola crisis.

Planned programme spend

Pillar/Strategic	2011/12		2012/13		2013/14		2014/15		2015/16 (provisional*)
	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Resource £'000	Capital £'000	Total resource and capital £'000
Climate change	5,028		6,567		9,121		10,390		
Education	17		411		1,699		2,060		
Global partnerships	175,192		182,851		240,558		245,812		
Governance and security	25,055		13,355		27,218		12,736		
Humanitarian	29		92		86		60		
Multiple pillars							7,619		
Poverty, hunger and vulnerability	216		341		340		317		
Water and sanitation	3,265		3,498		4,415		6,722		
Wealth creation	11,156		8,482		8,867		7,859		
Health	27,840		19,158		33,950		21,625		
TOTAL	247,797		234,754		326,254		315,200		339,900

*Expenditure figures for 2015/2016 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements. .

Planned Operating Costs

	2011/12	2012/13	2013/14	2014/15	2015/16 (provisional*)
	£'000	£'000	£'000	£'000	£'000
Frontline delivery costs – pay	1,896	3,778	5,914	8,723	
Frontline delivery costs – non pay	276	289	598	592	
Administrative costs – pay	5,987	4,853	4,136	3,421	
Administrative costs – non pay	1,176	1,026	1,009	1,019	
TOTAL	9,336	9,947	11,658	13,755	14,450

*Expenditure figures for 2015/2016 are indicative. DFID works in a variety of challenging environments, including fragile and conflict affected areas. Humanitarian work is often reactive and can be scaled up or down. An element of flexibility within funding allocations is necessary to ensure that we can balance the need for long term planning alongside the ability to respond where necessary to changing requirements

** Please note that 14/15 only includes FLD budget for DESA – Pay FLD £2,286 and non Pay £76k, total TOC £2,362.

Although the division has grown to reflect the increased importance placed on evidence, RED has achieved efficiency such as halving the number of Senior Research Fellows from 7 to 4 full time equivalents, limiting consultancies and bringing work in-house, and using cheaper travel arrangements. Future plans to develop guidance internally and support enhancement of staff skills will bring other work in-house that would previously have been contracted out.

Delivering Value for Money (VfM)

RED helps DFID to achieve Value for Money 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 Group and internally through the Research Committee. All need to demonstrate they are building on existing evidence bases and maximising the impact of every pound that we spend in Research and Evidence Division on poor people's lives

All new programmes are required to submit a section on value for money in their proposal and once commissioned potential efficiency savings/VfM form part of the annual review process. 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 the evidence we generate. We use effective portfolio management, including regular annual reviews that scrutinise outcomes, project budgets and finances, to ensure VfM. Careful negotiation of administration costs with our partners is important in this. Research partners engage closely with users (DFID country offices, PD) to ensure the research agenda is defined tightly around operationally relevant questions.

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. DFID ran a high profile and well-attended workshop on value for money in research in March; guidance on the value for money tools available is under development. Where there is little research on rates of return, in specific sectors, new research is being taken forward - focused initially on key strategic sectors. The Human Development team are running a pilot investment in 'Researchfish' to monitor research outcomes through an evaluation. An in-house study looking at rates of return for our malaria research is also planned.

The Chief Economist and Chief Scientific Advisers 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 Quality Assurance unit fosters VfM throughout DFID by holding offices to high standards, and flagging potential inefficiencies. 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.

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.

Monitoring and evaluation

Monitoring

The RED operational plan and results framework are monitored on a 6 monthly and yearly basis respectively. Each of the RED teams including EvD, the C/HoPs, QA unit 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 and Deputy Directors every six months. The end of year team discussions inform the analysis of progress of the divisional plan. The cross divisional M & E group meets to embed good M & E practice and collect the high level RED indicators used to monitor the RED operational plan and the RED 7 pathway results framework.

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 an evaluation adviser to lead on evaluating the impact of research. A small portfolio of programme evaluations has been commissioned, with a sequence of reports to be published from late 2014. Lesson learning from this work feeds will back into teams through the M & E leads network and other communication activities. 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 A2 adviser and A2L officer who work across the division on improving capacity building across our programmes. All new Research Programme Consortia have objectives on strengthening capacity of Southern institutions and follow guidance on this. A number of standalone programmes provide long term support for building capacity, e.g. the Africa Economic Research Consortium, Building Capacity for Utilisation of Research Evidence, the Partnership for African Social and Governance Research, the Royal Society-DFID Africa Initiative and support to 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

Transparency

Transparency is one of the top priorities for the UK Government. It helps people see where money is going and for what purpose. It helps improve value for money and makes governments everywhere more accountable to their citizens. DFID is a world leader in aid transparency and has an ambitious vision for both DFID and its partners. We will ensure that we play our part in continuing to work towards that vision – set out in a suite of commitments the Aid Transparency Guarantee (ATG), Aid Transparency Challenge (ATC) and DFID's Open Data Strategy.

Actions to ensure DFID meets its commitments in the UK Aid Transparency Guarantee

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 we will 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 (R4D) 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.

Publication of information

The division, and particularly the Quality Assurance unit and Heads of Profession will contribute to strengthening and quality assuring, ensuring Business Cases published on DFID's website are based on evidence of impact and clear appraisals. Since 2012 all new project work has been published and each team ensures that project titles and descriptions are clearly apparent to the non-specialist reader and all text is written in plain English.

Research and Evidence Division (RED) published the DFID Research open access policy in June 2012. 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 are getting for their aid money, scaling up what works and ending what does not. We increasingly expect that researchers will publish their outputs in sources that are widely accessible and giving open access to their data sets. Better quality data will enable DFID programmes to be more transparent about the results they achieve.

Supporting transparency in our work

DFID 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.

Annex A: Changes to operational plan

Page number	Change made to operational plan	Reason for change
3	Updated context text to provide overview of DG Policy and Global Programmes work	Additional information
5-10	Results amalgamated into one table; helpfully, this brings together in one place more contributions from across RED; Progress and Expected Results columns updated with latest information	Mandatory change to operational plan format

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