

# Annex 2: Evaluation and Learning Workplan

## Prosperity Fund Evaluation and Learning

May 2018



HM Government

Prosperity Fund

Evaluation & Learning services delivered by:



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## Table of Abbreviations

AP	Approach Paper
E&L	Evaluation & Learning
FR	Final Report
KPIs	Key Performance Indicators
LOE	Level of Effort
MDB	Multi-Lateral Development Bank
MREL	Monitoring, Reporting, Evaluation & Learning team of the PFMO
PF	Prosperity Fund
ToC	Theory of Change
Vfm	Value for Money

## Version History

E&L Workplan	Evaluation and Learning Workplan		
	WYGB12-INC-20-01	Revision	4
Revision	Written By	Checked By	Approved By
Revision 0	Fionn O'Sullivan and W. Short	Ewan Snedden	PFMO
Revision 1	W. Short	Ewan Snedden, Fionn O'Sullivan	PFMO
Revision 2	E. Snedden	W. Short Toby Pragasam Michael Schultz	PFMO
Revision 3	E. Snedden	W. Short and Michael Schultz	PFMO
Revision 4	W. Short	E. Snedden	PFMO

This report has been prepared during the inception phase of the Prosperity Fund Evaluation and Learning contract.

The annexes to the main report were produced and approved by the Prosperity Fund Management Office before the main Inception Report and Workplan were finalised and agreed.

If there is any inconsistency between the annexes and the main Inception Report and Workplan, the main Inception Report and Workplan provides the agreed position.

## 1. Overview

This document sets out the E&L workplan, expanding on and updating the details already submitted in the Inception Report. It includes:

- An explanation of how work for the four different types of evaluation will be scheduled and integrated over the four years of the E&L service.
- A summary of outputs for Years 1-4 by workstream.
- A detailed resource plan (separate Excel worksheet) in Year 1.
- An organogram that explains how the E&L team will be organised, along with a summary description of team roles.
- A forecast of headline annual costs for Years 1-4

The key uncertainty in preparing this workplan relates to the timing of programmes to engage in the first cycle of evaluation in Year 1. Another is the length and intensity of E&L engagement work with programmes prior to starting the Year 1 cycle. The programme of work is flexible in certain respects to allow a user-focused approach to programmes. For example, thematic studies or case studies within 'families' of programmes are purposely left undefined beyond Year 1, to provide this flexible deployment of resource.

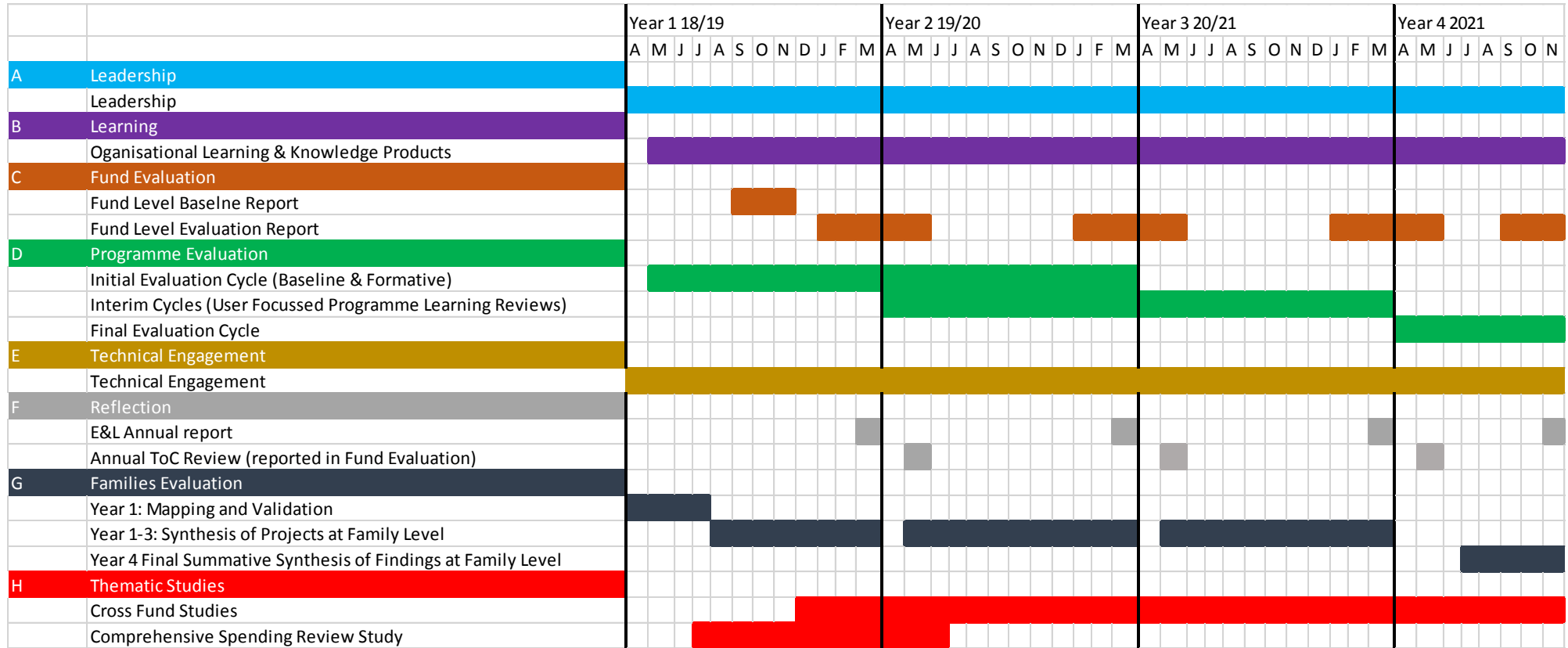
## 2. Summary workplan for Years 1-4

### 2.1 Workplan

Figure 1 (page 2) presents the outline workplan for Years 1-4 (43 months from May 2018) of the E&L service ending November 2021. It illustrates how different work streams are aligned with each other, and how programme, project families and thematic evaluation studies contribute to an overall Fund-level evaluation.

The workplan consists of eight work streams which contribute to the outputs listed in Table 1 (page 5).

Figure 1: Outline E&L Workplan Years 1-4



1. **Leadership** and client liaison includes strategic direction and oversight of the E&L programme, as well as project management and administration.
2. **Learning:** an ongoing cycle of organisational learning activities undertaken *alongside* evaluations, including production and dissemination of knowledge products (e.g. newsletters, briefing notes, and via the E&L web portal), peer learning and engagement. Learning activities *within* evaluations, such as sense-making of emerging analysis, are integrated into the respective evaluation work plans.
3. **Fund level:** Findings from all the above will contribute towards an annual Fund level evaluation report which will include a review of the Fund's Theory of Change. These reports in May each year will provide insights for the annual review process in June.
4. **Programme evaluations** will be user focussed and learning focussed, comprising several annual cycles. Year 1 will establish baselines and follow a formative evaluation process, followed by learning and evidence reviews in Years 2 and 3. In year 4 each programme evaluation will be concluded with a summative focus.
5. **Technical engagement** with programmes will commence prior to their formal start and during intervening periods between annual cycles. E&L will focus on raising awareness and understanding of the role of evaluation. E&L will encourage programmes to invest in evidence gathering (via surveys, studies and assessments).
6. **Reflection:** an annual Evaluation & Learning report will also be produced at the end of each financial year, summarising E&L work undertaken and outlining plans for the coming year.
7. **Families evaluation** focusing on causal pathways among projects and programmes that work in similar sectors or contribute to the same Fund-level Intermediate Outcome. This will include sampling of projects in each family, development of TOC at family level and use of case studies. As with the programme work stream, in Years 1-3 work at the family level will be formative in nature, and summative in Year 4. Desk-based synthesis may be complemented by deeper case studies for larger programmes.
8. **Thematic studies** focusing on common cross-Fund issues. In Year 1 these will focus on gender, VfM, secondary benefits and evidence for the Comprehensive Spending Review. Themes in future years will be determined on a demand basis.

### 3. Outputs Years 1-4 and detailed workplan Year 1

#### 3.1 Years 1-4 outputs

Table 1 (page 5) overleaf presents E&L outputs for Years 1-4, including a summary description and the deliverables for each output.

#### 3.2 Workplan

A schedule for delivering these outputs is presented in Figure 2 (page 7).

The timing of the first cycle of programme evaluation work is based on currently available information about the progress of programmes, and assumptions about their state of readiness to receive evaluation teams.

The plan assumes that evaluation work starts when each programme is well advanced through the process of tendering for implementing partners. It is assumed that at this point programmes will have high confidence regarding their go-live date and also that programme managers will have time to engage with evaluators. The assumptions around start dates will be kept under review and updated through engagement with programmes and PFMO.

Table 1: Outputs Years 1-4

Description	Year 1 Outputs	Year 2 Outputs	Year 3 Outputs	Year 4 Outputs
<b>1. Programme Evaluation</b>				
Programme evaluations run in annual cycles. The Initial cycle is preceded by an Approach Paper followed by an Initial Programme Evaluation Cycle Report which includes a programme baseline assessment and first formative evaluation, based on learning needs of programme managers. These Interim Cycle Reports include the approach for the following cycle.	12 Initial Programme Evaluation Approach Papers 12 Initial Programme Evaluation Cycle Reports	12 Initial Programme Evaluation Approach Papers 12 Initial Programme Evaluation Cycle Reports 12 Interim Programme Evaluation Cycle Approach Papers* 12 Interim Programme Evaluation Cycle Reports	24 Interim Programme Evaluation Cycle Approach Papers* 24 Interim Programme Evaluation Cycle Reports	24 Programme Final Summative Evaluation Approach Papers* 24 Programme Final Summative Evaluation Reports
*Programme Approach Papers in Years 2 and 3 will be “light touch”, updating the detailed Year 1 Approach Paper where required. Updated details may be included as a short annex to the Year 1 paper.				
<b>2. Family Evaluation</b>				
Project Families Mapping & Validation - building on inception families work, including to classify/ describe pathways to change within each family	1 Approach Paper 1 Final report	-	-	-
Synthesis of Projects at Family level.  The approach paper will have a specific chapter for each of the ten families identified, namely: 1. Infrastructure, 2. Future Cities, 3. Energy and Low Carbon, 4. Technology/Digital Access, 5. Human Capital (Health and Education), 6. Innovation. 7. Trade, 8. Financial Services, 9. Business Environment and 10. Transparency and Corruption. These chapters will explain how each family evaluation will be approached including identifying which projects fall within the family; what a theory of change for the family might look like and details of the processes followed to develop this; which projects will be sampled within the family evaluation and why; what the project evaluations look like and how they fit with particular programme evaluations; and what the reference group for the particular family might look like and what involvement there has been in developing the approach. Similarly, the report will have a specific chapter to report methods, findings, analysis and conclusions for each of the ten family evaluations separately.	1 Approach Paper 1 Final Report	1 Approach Paper 1 Final Report	1 Approach Paper 1 Final Report	1 Approach Paper 1 Final Report
<b>3. Thematic Studies</b>				
Approach paper topics in Year 1 will be: 1) Value for Money 2) Secondary Benefits 3) Gender and Inclusion and 4) CSR EL Evidence Review. Two of these will report in final form in Year 1 and two will report in Year 2. Thereafter, subsequent thematic priorities will be determined with PFMO on an annual basis.	4 Thematic Studies Approach Papers 2 Thematic Studies Final Reports	2 Thematic Studies Approach Papers 2 Thematic Studies Final Reports	2 Thematic Studies Approach Papers 4 Thematic Studies Final Reports	1 Thematic Studies Approach Paper 1 Thematic Studies Final Report



Description		Year 1 Outputs	Year 2 Outputs	Year 3 Outputs	Year 4 Outputs
<b>4. Fund Evaluation</b>					
Year 1 will include a short Baseline Approach Paper and Baseline Report. Also, a Fund Level Evaluation Approach Paper will set out the approach for annual Fund Level Evaluation Reports (the first of which will be delivered in May 2019). Each annual report will set the approach for the coming year. There will be an annual review of the Fund Theory of Change within the annual Fund level Evaluation Report.		1 Fund Baseline Approach Paper 1 Fund Baseline Report 1 Fund Evaluation Approach Paper	1 Fund Level Evaluation Report	1 Fund Level Evaluation Report	1 Fund Level Evaluation Report
<b>5. Reflection</b>					
Annual E&L Report	Summary of E&L work in the preceding year, including assessment against objectives and KPIs.	1 EL Annual Report	1 EL Annual Report	1 EL Annual Report	1 EL Annual Report
<b>6. Learning</b>					
Web portal	As confirmed in formal product specification	Web portal as specified	Ongoing service	Ongoing service	Ongoing service
Knowledge products	Variety of outputs through year, see Section 4.5 of the Inception Report	Ongoing	Ongoing	Ongoing	Ongoing

Figure 2: Outputs by Workstreams Years

Task		2018/19												2019/20												2020/2021												2021/22											
Identifier	Approach Paper	2018/19												2019/20												2020/2021												2021/22											
	Ongoing Work	2018/19												2019/20												2020/2021												2021/22											
	Draft and Final Report	2018/19												2019/20												2020/2021												2021/22											
	Description	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N				
A1	Leadership																																																
A1	Learning																																																
B1	Development of EL Web Portal																																																
B2	Delivery of Learning Products																																																
B3	Web Portal Licensing and Maintenance																																																
C	Fund Evaluation																																																
C1	Fund Evaluation Baseline																																																
C2	Fund Level Evaluation Report																																																
D	Programme Evaluation																																																
D1	2. Insurance & Risk																																																
D2	6. Business Environment																																																
D3	1. Colombia																																																
D4	11. UK India Green Growth Equity Fund																																																
D7	18. SE Asia - Low Carbon																																																
D8	19. SE Asia - Economic Reform																																																
D9	4. India																																																
D10	8. Digital																																																
D11	9. Anti-corruption																																																
D12	12. Brazil																																																
D13	16. Infrastructure																																																
D14	21. Health																																																
D15	5. China Phase 1																																																
D16	7. Mexico																																																
D17	15. Indonesia																																																
D18	17. Trade																																																
D19	20. Future Cities																																																
D20	5. China Phase 2																																																
D21	14. Education																																																
D22	10. Commonwealth Marine Econ																																																
D23	21. Global Infrastructure																																																
D24	22. Global Finance for Inclusive Growth																																																
D25	3. Asia Infrastructure Investment Bank																																																
D26	23. IPA																																																
E	Technical Engagement																																																
E1	Technical Engagement																																																
F	Reflection																																																
F1	E&L Annual report																																																
F2	Annual ToC Review (reported in Fund Evaluation)																																																
G	Families Evaluation																																																
G1	Project Families Mapping & Validation																																																
G2	Synthesis of Projects at Family Level																																																
H	Thematic Studies																																																
H1	i) Gender & Inclusion																																																
H2	ii) VFM																																																
H3	iii) Secondary benefits																																																
H4	iv) CSR EL Review																																																
H5	Year 2 Study 1																																																
H6	Year 2 Study 2																																																
H7	Year 3 Study 1																																																
H8	Year 3 Study 2																																																
H9	Year 4 Study 1																																																

Figure 3: Workplan Deliverables Year 1

Task		2018/19												2019/20		
Identifier	Description	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J
	<b>Approach Paper</b>															
	Ongoing Work															
	<b>Draft and Final Report</b>															
A1	Leadership															
A1																
B	Learning															
B1	Development of EL Web Portal															
B2	Delivery of Learning Products															
B3	Web Portal Licensing and Maintenance															
C	Fund Evaluation															
C1	Fund Evaluation Baseline															
C2	Fund Level Evaluation Report															
D	Programme Evaluation															
D1	2. Insurance & Risk															
D2	6. Business Environment															
D3	1. Colombia															
D4	11. UK India Green Growth Equity Fund															
D7	18. SE Asia - Low Carbon															
D8	19. SE Asia - Economic Reform															
D9	4. India															
D10	8. Digital															
D11	9. Anti-corruption															
D12	12. Brazil															
D13	16. Infrastructure															
D14	21. Health															
D15	5. China Phase 1															
D16	7. Mexico															
D17	15. Indonesia															
D18	17. Trade															
D19	20. Future Cities															
D20	5. China Phase 2															
D21	14. Education															
D22	10. Commonwealth Marine Econ															
D23	21. Global Infrastructure															
D24	22. Global Finance for Inclusive Growth															
D25	3. Asia Infrastructure Investment Bank															
D26	23. IPA															
E	Technical Engagement															
E1	Technical Engagement															
F	Reflection															
F1	E&L Annual report															
F2	Annual ToC Review (reported in Fund Evaluation)															
G	Families Evaluation															
G1	Project Families Mapping & Validation															
G2	Synthesis of Projects at Family Level															
H	Thematic Studies															
H1	i) Gender & Inclusion In-Depth Review															
H2	ii) VFM															
H3	iii) Secondary benefits															
H4	iv) CSR EL Review															

Table 2: Main Programme Evaluation Activities Year 1

Timeline	Main Programme Evaluation Activities
Weeks 1-2	Mobilisation and hand-over from the Inception Engagement Team to the designated programme relationship manager. Introductions and timings for Year 1 evaluations and the first engagement with the evaluation team agreed.
Weeks 3-5	Programme Evaluation Lead and the Programme Relationship Manager discuss with the PM the programme's early learning and information needs and early evaluative assessments for Year 1. Context mapping, stakeholder mapping and secondary data assessments initiated.
Weeks 6-9	Context mapping, stakeholder mapping and secondary data assessments completed. Programme EQs prioritised, agreed and evaluation methods designed
Weeks 10-14	Approach paper completed and consulted
Weeks 15-19	Data collection and analysis for 1 <sup>st</sup> formative assessment and baseline
Weeks 20-24	Data validation and sense making exercises - Interactive ToC evaluability assessment - Programme results baseline assessment - Inter-programme family groupings for learning and synthesis agreed
Weeks 25-30	Completion of Year 1 programme evaluation report and lesson learning exercise

It is assumed that the process will be as follows:

**Programme evaluations:** these will mostly be delivered through a concentrated seven-month period in each of the annual cycles. Outside these periods, a lower level of engagement will be maintained. Activities in the Year 1 cycle are outlined in the table below. Second and third year cycles will comprise user-focussed programme learning reviews reported in Interim Programme Evaluation Cycle Reports, followed by a final evaluation cycle in Year 4.

**Family evaluations:** Lines of enquiry to enable analysis at family level will be integrated into individual programme evaluations, with synthesis presented in a single report with chapters per family. In year 1, when many programmes will not be at implementation stage and evaluative evidence will be low, we will test the concept of measuring change at the 10 families level and sense check this approach with Programme Managers/SROs in terms of usefulness for lesson learning. We will present families synthesis information, harvested from available programmes and take stock on the best ways forward at the end of Year 1. The first report will be produced by March 2019 following an approach paper and baseline work earlier in Year 1. Accordingly, the specific projects to be covered in these reports will be defined in the design of each programme evaluation.<sup>1</sup> The baseline will cover context, sampling (as discussed in the Families Mapping paper), data sources and analysis of each evaluation question per intermediate outcome. Later reports will harvest information from sampled projects, programmes, case studies and other relevant sources.

**Thematic evaluations.** All studies will commence with initial scoping and project definition work, culminating in the production of an Approach Paper defining the scope of the study, approach and methodology, workplan, staffing etc. Generally, these will be produced in month 2, or in certain cases where a larger body of evidence or extended consultation is required, more initial work will be undertaken before preparing the approach paper.

<sup>1</sup> For details of the families of Programmes please see Annex 10 to the Inception Report.

**Fund-level evaluation:** Findings from programme, thematic, and family evaluations will be used to answer evaluation questions and assess whether the assumptions in the Fund Theory of Change are correct. The final version of the first annual fund level report will be delivered in May 2019 in time to provide inputs for the 2019 Annual Review.

## 4. Team

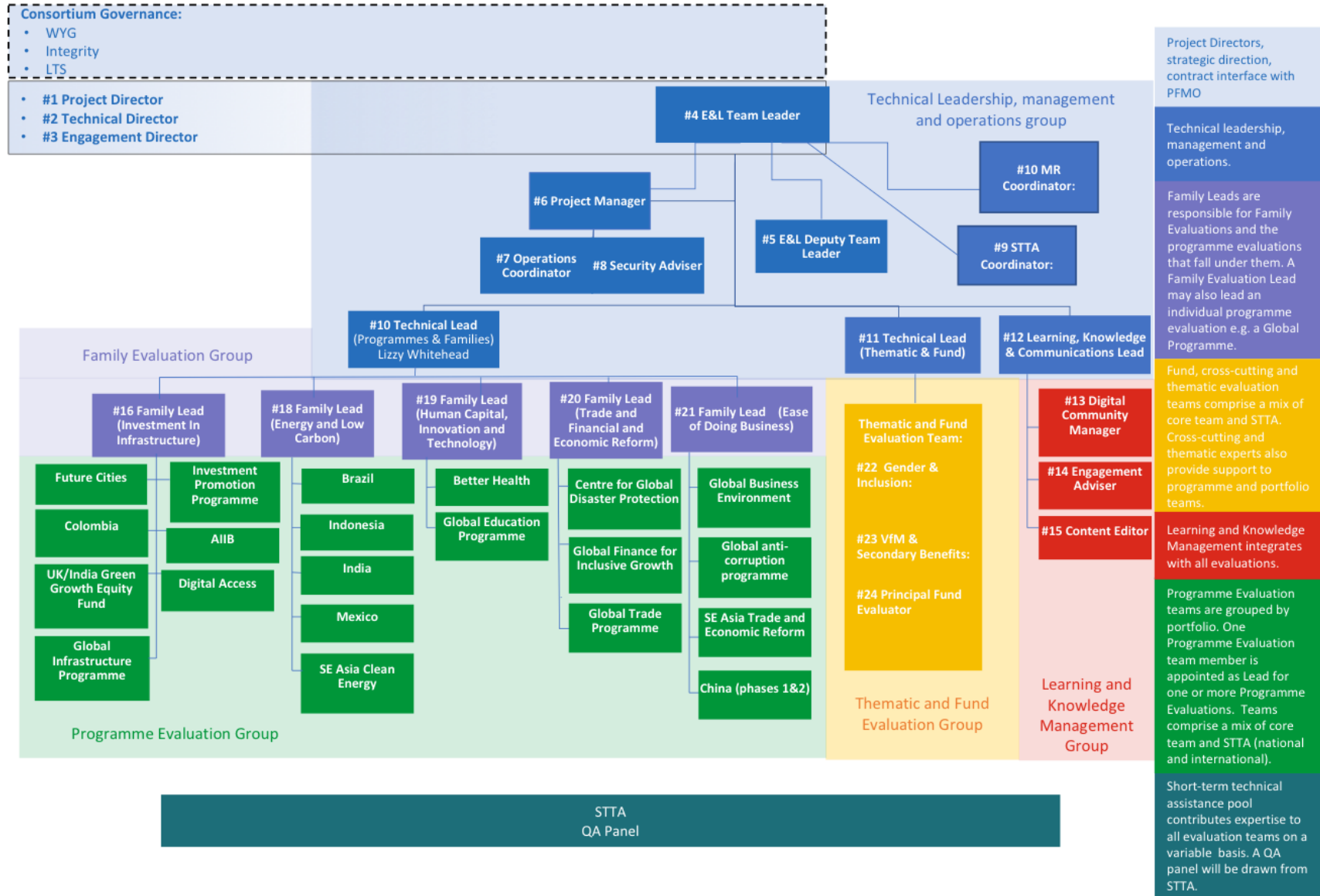
The team to deliver the workplan is presented in organograms in Figure 4 and Figure 5 (page 11 and page 13). It includes core team members, as well as consultants hired for specific projects – Short Term Technical Assistance (STTA). The GEFA banded evaluator positions will be a mix of core team members deployed across workstreams and non-core pool evaluators (both international and national). The rationale behind the core approach is to harbour synergies in the EL team and has the following benefits:

- i) Continuity amongst team members allowing shared knowledge and the agglomeration of best practices amongst evaluation teams.
- ii) Continuity for PFMO and programme teams with key contacts remaining in place for the life of the project.
- iii) Retention of key knowledge amongst team members.
- iv) Lowering of the on-boarding and transactional costs inherent in a more fluid and evolving team.

Table 3 and Table 4 (page 12 and page 13) provide a breakdown of the expected level of effort (LOE) from each team role. The LOE for leadership, coordination and management is provided although these functions support all technical workstreams. It is envisaged that these roles will remain stable through the life of the contract and as such are core positions. Certain internal functions such as IT support, legal and contracting support, HR, finance and administration are not costed to the EL contract and are therefore not listed in the workplan.

7 provides further named details of the Y1 implementation team for individual programme evaluations, thematic studies and key STTA staff and associates. As E&L transitions into implementation and build both core and wider team capacity, some existing positions which are currently un-filled will be backstopped by a combination of Family Lead inputs and interim functions from other Team members.

Figure 4: Team organogram



## 4.2 Summary of roles

Table 3: Summary descriptions of team roles

Position	Summary of role	Year 1 Days
Programme Director	Provides strategic management of E&L service, monitoring project performance and providing technical and commercial advice and review	160
Technical Director	Oversees the technical approach for all evaluations, ensuring methodologies reflect the approach agreed at inception, and resolving technical issues	60
Engagement Director	Oversees the E&L team's liaison with core stakeholders, as well as the Learning function	60
Project Manager	Plans and monitors project delivery, including efficient allocation and use of resources	220
Team Leader	Leads and supervises delivery of the workplan, producing contractual deliverables to high quality standards	200
Deputy Team Leader	Works alongside Team Leader to ensure sufficient oversight and coordination across all workstreams	216
Operations Coordinator	Organises logistics for multiple evaluation studies including travel and accommodation, and other general support	200
Security Adviser	Ensures risks to staff while overseas are identified and mitigated, and oversees Duty of Care	50
Technical Lead (Programme & Families of Projects)	Supervises the Families Leads' teams, provides additional technical expertise for the design and implementation of individual evaluation studies	158
Technical Lead (Fund & Thematic)	Supervises the Thematic Leads, and leads production of the Fund Evaluation Report	129
Family Lead (5 positions)	Lead production of the Family Evaluation Report, and supervise the Programme Evaluation Leads (may also be a Programme Evaluation Lead for some evaluations)	420
Principal Fund Evaluator	Leads the Fund Evaluation	185
Gender & Inclusion Advisor	Oversees the gender component of programme, families, thematic and Fund-level evaluations, plus integration of G&I approach throughout the E&L team	169
VfM & Secondary Benefits Advisor	Oversees the assessment of VfM and Secondary benefits in programme, families, thematic evaluations and Fund-level evaluations	116
Learning, Knowledge & Communications Lead	Oversees implementation of the learning and communications strategies. Includes curation of a learning programme based alongside evaluations	200
Digital Community Manager	Manages the web portal and promotes active engagement by PF stakeholders	200
Content Editor	Produces knowledge products (briefing notes, short articles etc.) and sub-edits evaluation reports and web content	200
Engagement Adviser	Undertakes strategic engagement work with PF stakeholders	132
STTA Coordinator	Identifying, selecting, briefing and on-boarding STTA	80

Figure 5: Programme Team organogram

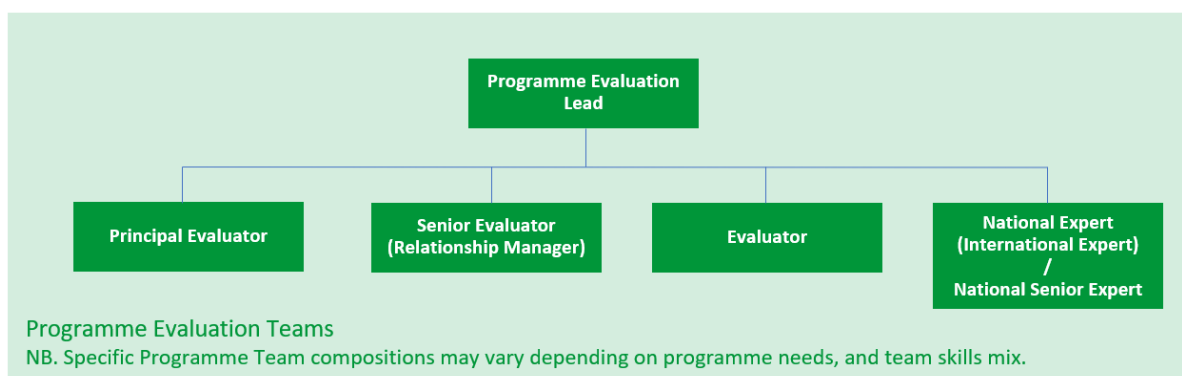


Table 4: Summary of roles

Position	Summary of role	Year 1 Days
Programme Evaluation Leads	Leads production of the Programme Evaluation Report, and supervises the Programme Evaluation Team	875
Principal Evaluators	Provide senior thematic and or evaluation expertise into Programme Evaluations	494
Senior Evaluators	Support the development of the Programme Evaluation Report, and serves as Relationship Manager to the PF Programme Teams ensuring coordinated engagement with E&L.	958
Evaluators	Support the development of the Programme Evaluation Report	851
National Experts (International Experts)	Provides local contextual expertise, thematic and evaluation inputs to the production of the Programme Evaluation Report.	215
National Senior Experts	Provides local contextual expertise, thematic and evaluation inputs to the production of the Programme Evaluation Report.	125.5

## 5. Costs

### 5.1 Forecast annual costs for Years 1-4

Table 5 presents forecast costs for Years 1-4, plus Inception Phase costs.

Costs have been estimated based on resource inputs for each workstream. Resources have been defined in terms of a) team member number of days and b) travel & expenses budget.

Table 5: E&L Headline Costs, Inception plus Years 1 – 4

£000	Inception	Year 1	Year 2	Year 3	Year 4	Total
Fees	£941	£4,579	£5,658	£4,633	£4,649	£20,474
Expenses	£69	£875	£964	£792	£795	£3,482
<b>Total</b>	<b>£1,010</b>	<b>£5,455</b>	<b>£6,622</b>	<b>£5,425</b>	<b>£5,444</b>	<b>£23,956</b>

Table 6 presents a breakdown of the costs by workstream broken down by year.



Table 6: E&L Total Workstream Costs, Inception plus Years 1 - 4

Workstream	Year 0	Year 1	Year 2	Year 3	Year 4	Total
Inception	£1,009,999	£0	£0	£0	£0	£1,009,999
Leadership	£0	£929,628	£929,628	£929,628	£619,752	£3,408,635
Web Development	£0	£140,000	£0	£0	£0	£140,000
Learning	£0	£457,314	£457,314	£457,314	£304,876	£1,676,817
Web Portal Licensing & Maintenance	£0	£50,000	£50,000	£50,000	£50,000	£200,000
Fund Evaluation	£0	£183,613	£257,059	£220,336	£220,336	£881,344
Programme Evaluations	£0	£2,314,882	£3,977,773	£2,938,376	£3,610,428	£12,841,458
Technical Engagement	£0	£436,000	£226,720	£226,720	£226,720	£1,116,160
Reflection & TOC	£0	£75,302	£110,998	£93,150	£93,150	£372,600
Families Evaluation	£0	£285,812	£241,684	£241,684	£241,684	£1,010,864
Thematic Studies	£0	£582,252	£485,086	£382,140	£191,070	£1,640,549
GEFA Discounts	n/a	n/a	-£114,116	-£114,116	-£114,116	-£342,348
<b>Total</b>	<b>£1,009,999</b>	<b>£5,454,802</b>	<b>£6,622,145</b>	<b>£5,425,232</b>	<b>£5,443,899</b>	<b>£23,957,362</b>

## 5.2 Assumptions

In preparing the workplan the following assumptions have been made:

- i) As part of an annual review process, budget and/or outputs will be re-prioritised each year.
- ii) All 24 programmes receive the evaluation cycle.
- iii) 12 programmes start their evaluation cycle in year 1 with the remaining 12 starting in year 2.
- iv) Programme Evaluations follow a cycle in which the first and final years of the cycle are more labour intensive while the interim year(s) require a slightly lower level of effort (LOE).
- v) Programme evaluation LOE for the first part of the evaluation cycle is determined by the monetary size of the programme. There are four different “sizes” of evaluation (MDB, small, medium and large).
- vi) In Year 1 MDB programmes are assumed to be less labour intensive due to the need to build shared interface with internal MDB evaluation capability. In later years once the relationship has been developed the evaluations are costed at the same LOE as other programmes.
- vii) The first evaluation cycle will include both a baseline and a formative evaluation. Interim cycles (programme learning and evidence reviews) are less labour intensive as they do not include a baseline. The final cycle includes higher LOE to reflect reporting requirements.
- viii) Programmes implemented by Multi-Lateral development Banks (MDBs) will be less labour intensive in the first cycle as the EL team will be engaging with pre-existing in-house evaluation professionals.

- ix) The Year 1 Programme Evaluation Approach Paper will provide a detailed plan for the evaluation over all four years, addressing issues of scope, how evaluation questions will be addressed, methods employed etc. The Programme Evaluation Approach Papers for Years 2 and 3 will update the Year 1 Approach Paper. As such, they may be “light touch” documents, consisting of an annex or annexes appended to the Year 1 report. The Year 4 Programme Evaluation Approach Paper is likely to be more detailed, and will focus principally on how the final year summative evaluation will be carried out.
- x) We focus family synthesis on the main programmes. This will be desk based for the lighter families, with a deeper focus in the larger families proportionate to funding.
- xi) Programme Technical Engagement will be ongoing in years 2-4 when all programmes are active but will be less intensive than in year 1. This is to maintain the working relationships during less intensive periods of activity around the intensive evaluation cycle months.
- xii) The contract is a fixed price (£23.9 million) and fixed duration (November 2021).
- xiii) GEFA banding discounts have been applied for the Core team roles based on the GEFA discounting methodology. It is not possible to forecast possible discounts this far in advance for non-core roles.
- xiv) Any savings which are made by further GEFA discounts or by possible Programme Evaluation savings (cancellation, delay) will then be subject to reallocation to other areas of work, including higher intensity user-focussed programme evaluation work.
- xv) The savings from predicted GEFA discounts have been equally applied across Years 2-4. It is assumed no team member will incur a discount in Year 1.
- xvi) The GEFA discounts for non-core roles can be forecast during the workplan reforecasting in April each year. This ensures that it is done using real data based on the cost data for completed Year 1 workstreams.
- xvii) There is no provision for over programming in the costed workplan.
- xviii) Although the Leadership function is shown as a separate cost, members of the leadership team will engage with specific evaluations or thematic areas and so this cost will be dispersed across multiple work streams.
- xix) The work plan will be revisited and reforecast in April each year using the cost information from the previous year to ensure accurate future forecasting and appropriate reprioritisation of resource in agreement with PFMO.

### 5.3 Risks

Possible risks for the above assumptions are:

- i) Costings are inaccurate (both over and under estimated) requiring PFMO feedback on which studies should be increased or reduced or added or removed. Following the first year of evaluation cycles it should be possible to more accurately forecast subsequent years using accurate cost information.
- ii) The GEFA framework discounting method must be agreed by a contract variation. This is currently under discussion between PFMO and WYG.
- iii) The programme evaluation schedule is based on the latest pipeline information and ongoing engagement with programme teams. This is subject to update. The costed workplan will be revised each April based on the previous financial year’s spending patterns, portfolio changes and stakeholder feedback.

- iv) The GEFA rates (and application methodology) used in the costed workplan are subject to a contract variation between the Authority and the Supplier. This is currently under negotiation.

## 6. Year 1 Level of Effort Tables

Description	Year 1 Days
<b>Leadership</b>	
Programme Director	160
Engagement Director	60
Technical Director	60
Team Leader	200
Deputy Team Leader	216
Operations Coordinator	200
Security Advisor	50
Stta Coordinador	80
Technical Lead (Programmes & Families)	40
Technical lead (Thematic & fund)	20
<b>Total</b>	<b>1,086</b>

Learning	Year 1 Days
Learning Lead	200
Digital Community Manager	200
Engagement Advisor	42
Content Editor	200
Design Consultant	60
<b>Total</b>	<b>702</b>

Fund Evaluation	Year 1 Days
Technical Lead (Programmes & Families)	10
Technical lead (Thematic & fund)	20
Gender & Inclusion Advisor	20
VFM & Secondary Benefits Advisor	8
Principal Fund Evaluator	100
Principal Evaluator	30
Senior Evaluator	40
Evaluator	50
<b>Total</b>	<b>278</b>

Programme Evaluations (12)	Year 1 Days
Technical Lead (Programmes & Families)	48
Technical lead (Thematic & fund)	24
Gender & Inclusion Advisor	96
VFM & Secondary Benefits Advisor	48

Description	Year 1 Days
Principal Fund Evaluator	60
Family Leads	180
Programme Evaluation Leads	615
Principal Evaluator	260
Senior Evaluator	580
Evaluator	430
National Expert (International Expert)	215
National Senior Expert	126
<b>Total</b>	<b>2,682</b>

Technical Engagement	Year 1 Days
Engagement Advisor	90
Family Leads	120
Programme Evaluation Leads	240
Principal Evaluator	50
<b>Total</b>	<b>500</b>

Reflection & TOC Review	Year 1 Days
Technical Lead (Programmes & Families)	5
Technical lead (Thematic & fund)	5
VFM & Secondary Benefits Advisor	3
Gender & Inclusion Advisor	3
Principal Evaluator	22
Senior Evaluator	42
Evaluator	52
<b>Total</b>	<b>132</b>

Families Evaluation	Year 1 Days
Technical Lead (Programmes & Families)	45
Family Leads	120
Programme Evaluation Leads	20
Senior Evaluator	62
Evaluator	85
<b>Total</b>	<b>332</b>

Thematic Studies	Year 1 Days
Technical Lead (Programmes & Families)	10
Technical lead (Thematic & fund)	60
Gender & Inclusion Advisor	50
VFM & Secondary Benefits Advisor	57
Principal Fund Evaluator	25
Principal Evaluator	132
Senior Evaluator	234

Description	Year 1 Days
Evaluator	234
<b>Total</b>	<b>802</b>

## 7. STTA, Thematic and Programme Team Members (Year 1)

Names have been provided to the PFMO.

		Role
Technical Leads	Programme & Portfolio	Lead
	Fund & Thematic	Lead
	Fund	Lead
Portfolio	Ease of Doing Business	Lead
	Energy & Low Carbon	Lead
	Human Capital, Innovation & Tech	Lead
	Trade and Financial and Economic Reform	Lead
	Infrastructure	Lead
	Colombia Programme	Lead
Programme		Principal Expert
		Senior Expert
		National Expert
	UK/India Green Growth & Equity Fund	Lead
		Principal Expert
		Expert
	Global Business Environment Programme	Lead
		Principal Expert
		Senior Expert
	Digital Access	Lead
		Principal Expert
		Senior Expert
		Senior Expert
	India Prosperity Reform Programme	Lead
		Senior Expert
		Senior Expert
		Expert
	Asian Infrastructure Investment Bank - Special Fund	Lead
		Principal Expert
	SE Asia Low Carbon Energy	Lead
	Expert	
	Expert	
SE Asia Trade and Economic Reform	Lead	
	Principal Expert	
	Principal Expert	

		Role
Global Trade Programme		Lead
		Principal Expert
		Principal Expert
		Expert
Global Anti-Corruption Programme		Lead
		Principal Expert
		Senior Expert
Global Finance for Inclusive Growth		Lead
		Principal Expert
		Senior Expert
Investment Promotion		Lead
		Principal Expert
		Senior Expert
Centre for Global Disaster Protection		Lead
		Senior Expert
Brazil Prosperity Programme		Lead
		National Consultants (INT)
		Principal Expert
China Prosperity Programme Phase 1		Expert
		Lead
		National Consultants (INT)
China Prosperity Programme Phase 2		Senior Expert
		Expert
		Lead
China Prosperity Programme Phase 2		National Consultants (INT)
		Senior Expert
		Expert
Skills for Prosperity Programme		Lead
		Senior Expert
		Senior Expert
Future Cities Global Programme		Senior Expert
		Lead
		Principal Expert
Better Health		Senior Expert
		Lead
		Senior Expert
Indonesia Renewable Energy and Regulatory Reform		Senior Expert
		Lead
		Principal Expert
Global Infrastructure Programme		Senior Expert
		Lead
		Principal Expert

		Role
		Senior Expert
	Mexico Prosperity Programme	Lead
		Senior Expert
Thematic	Secondary Benefit	Lead
		Senior Expert
	VfM	Lead
		Senior Expert
		Senior Expert
	Gender	Lead
		Lead
Learning	Learning, Knowledge & Communications (LKC) Lead	
	Content Editor	
	Digital Communities Manager	
	Engagement Adviser	
STTA	Staff and Associates	Principal Expert
		Principal Expert
		Principal Expert
		Senior Expert
		Senior Expert
		Senior Expert
		Senior Expert
		Senior Expert
		Senior Expert
		Senior Expert
		Senior Expert
		Expert
		Expert