

## UK Collaborative on Development Sciences: Position Paper

1. This paper builds on the recommendation of the Development Sciences Working Group (DSWG); it proposes terms of reference, a general structure, mode of operation, budget and an initial work plan for the UK Collaborative on Development Sciences (UK-CDS). The Chancellor of the Exchequer signalled in his 2006 Pre-Budget Report<sup>1</sup> the establishment of the UK-CDS, which, the Secretary of State for International Development announced on 6 December 2006<sup>2</sup>.

### DRAFT TERMS OF REFERENCE

2. The UK-CDS brings together the key UK funders and stakeholders who provide support for the development sciences research base. The Collaborative will provide a framework for a better coordinated approach to development sciences research in the UK, for the purpose of increasing its relevance and impact for national and international policies and activities aimed at sustainable improvements in the lives of the world's poorest people and countries. The key elements of its work will be to:

- Create a framework for a more co-ordinated approach to development sciences research;
- Raise the understanding and profile of the development sciences research base in the UK;
- Identify the challenges and opportunities of changing approaches to national and international research funding;
- Provide a key link with relevant parts of the European Commission's Research Framework Programme; and
- Develop a baseline understanding of the international standing of the development sciences research base in the UK.

3. A programme of activity for UK-CDS, identifying key outputs and success measures and a work plan for the first year of operations will be developed and approved by its Steering Board within three months of the appointment of the Director of the UK-CDS Secretariat. The UK-CDS will initially be established for five years with a review after three years of operation.

4. This work acknowledges that the UK's science base can play an important role in helping the world's poorest countries to meet the Millennium Development Goals. Whilst a key focus of the work of the UK-CDS will be the health of the UK's research base, this has to be seen in the clear context of its potential impact in making sustainable improvements in the lives of the world's poorest people and countries.

5. The Cooksey Review<sup>3</sup> supports the establishment of UK-CDS and suggests that for health research there should also be an initiative to

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<sup>1</sup> HMT, *Investing in Britain's potential: Building our long-term future*, 6 December 2006.

<sup>2</sup> DFID Press Release, *New boost for development research*, 6 December 2006.

<sup>3</sup> Cooksey, Sir David, *A review of UK health research funding*, 6 December 2006.

accelerate translation and enable delivery in the field. UK-CDS could provide this as an additional responsibility but only if broad health representation is included to engage the NHS in enabling delivery. In the first instance the engagement of the Department of Health in UK-CDS will be important to scope out potential activity in this area.

## **STRUCTURE**

6. The activities of UK-CDS will be directed by a high-level Steering Board (the Board) and be supported by a full-time Secretariat. This section outlines the approach to membership of UK-CDS, the constitution of its Board and operation of the Secretariat.

### **UK-CDS Membership**

7. Membership should be dynamic and be drawn from the wider development sciences community, taking into account the broad definition offered by the DSWG. In order to move quickly towards establishment it is proposed that the initial membership will be:

- DFID;
- OSI;
- Research Councils (BBSRC, MRC, ESRC, NERC<sup>4</sup>);
- Wellcome Trust; and
- Department of Health.

8. This proposed membership ensures a degree of continuity of membership from DSWG with the immediate addition of the Department of Health taking into account the recommendation of the Cooksey Review.

9. Acknowledging that UK-CDS needs to engage widely across the development sciences community, consideration should be given to broadening this initial membership to include representatives from some or all of the following:

- HEFCE;
- Royal Society; Royal Academy of Engineering British Academy, other learned societies;
- UK and International Foundations supporting development science research; and/or
- Universities UK.

10. This is not an exhaustive list and the Secretariat will advise on the further expansion and refreshment of membership once UK-CDS is established.

11. The Gates' Foundation has agreed to act in an advisory capacity. It is envisaged that this will involve establishing and maintaining contact with the Foundation and where appropriate requesting and exchanging information on the work of UK-CDS and seeking opportunities for closer engagement.

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<sup>4</sup> The Research Councils listed will represent RCUK and take views from other Councils as necessary.

### **UK-CDS Steering Board**

12. The UK-CDS will have a high-level Steering Board (the Board) to oversee and direct its activities. The initial UK-CDS membership group (set out in paragraph 7) will also form the first Board<sup>5</sup>, which Sir Gordon Conway (DFID's Chief Scientific Adviser) will Chair in the first instance. The general principle will apply that Board members will be at Chief Executive or equivalent-level within their organisations and that members of the Board will select the Chair from their number.

13. The size of the Board will need to reflect the membership of the UK-CDS and the need to remain fresh and introduce relevant expertise whilst remaining a manageable size. Further expansion of the Board may therefore be considered, but its membership should not exceed 12.

### **UK-CDS Secretariat**

14. A dedicated, full-time Secretariat will be appointed to support and advise the Board and its Chair. It will initially be established for five years with a review after three years of operation. The Secretariat will undertake and/or manage the agreed work programme of UK-CDS on behalf of the Board and it will report to and be responsible to the Board. The Secretariat will initially comprise:

- 'Director' at Senior Civil Service grade/BBSRC Band 2 or equivalent;
- 'Assistant Director' graded at Civil Service grade 7/BBSRC Band 3 or equivalent;
- 'Science policy/information manager' (including FP contact point) graded HEO/BBSRC Band 5 or equivalent; and
- Administrative support.

15. The Secretariat will be responsible for delivery of the work plan set out in paragraphs 28 to 31. It is anticipated that research will need to be commissioned to extend the current evidence base – developing a detailed map of the UK science effort relative to development issues, benchmarking this effort internationally and understanding areas of comparative advantage for the UK. The Secretariat will be required to scope and agree specifications for such externally contracted research with the Board and to manage these research contracts.

16. The UK-CDS will produce an annual report that outlines the development science being undertaken in the UK and identifies key success stories and opportunities.

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<sup>5</sup> It is expected that only three Research Councils will attend Board meetings depending on the agenda.

### ***Secretariat location and employment***

17. The Wellcome Trust will host the Secretariat, which will be based at 215 Euston Road, London, and provide office accommodation, and some IT and other services and facilities.

18. All UK-CDS staff will be employed by BBSRC and allocated to UK-CDS. Depending on the most suitable approach in the circumstances there will be flexibility on whether staff are seconded-in or employed on fixed or open contracts. Appointments will be made through fair and open competition, which will be managed by BBSRC. All UK-CDS staff will work on BBSRC terms and conditions.

19. A Service Level Agreement will be agreed between BBSRC and the Wellcome Trust to ensure clarity of responsibility between the parties.

### ***UK-CDS Secretariat Director***

20. This will be a highly autonomous role with responsibility to drive forward the creation of UK-CDS and to shape its future. The Director of the Secretariat will be responsible for bringing together the key funders and stakeholders in the UK's development sciences research base to facilitate discussions between all of the parties interested in the science for development agenda.

21. An ability to network effectively and to communicate the unique value of the approach to the wide range of players in the development sciences research base to engage them and grow the value of the work will be crucial.

22. The Secretariat Director will also have to demonstrate a strong track record in the delivery of multi-disciplinary and/or multi-organisational projects and experience of the organisation and management of research base activities or of the development sciences will be required.

23. The Director will lead a small team (the Secretariat), provide strategic advice to the Board and ensure that the Board has the evidence on which to base decisions.

24. The Key skills/attributes required from the Secretariat Director will be:

- Strong leadership skills;
- Good management and resource management skills;
- Strong influencing skills at all levels – working with senior stakeholders to make change happen;
- Analytical and problem solving skills;
- Enthusiasm and drive and commitment;
- Excellent communication skills;
- Develop and manage projects;
- Network based on good interpersonal skills; and
- An understanding of the research base and the key organisations and players.

25. The immediate objectives for the Secretariat Director will be to:

- Establish the office of the Secretariat (recruit staff, set budgets, reporting lines and processes);
- Engage with the Board – convening a first meeting of UK-CDS Board to discuss and develop its terms of reference and to seek approval for a draft Secretariat work plan and timetable for year one;
- Develop plans for stakeholder engagement/management and for communications;
- Identify and advise the Board on potential members of UK-CDS from the wider development sciences community;
- Manage and maximise publicity of the creation of UK-CDS, publishing its first year's work plan; and
- Build links with existing national coordination mechanisms (e.g. Environment Funders Forum and others) and understand the points of interaction.

## **BUDGET**

26. A detailed budget will need to be worked-up as part of the initial tasks of the UK-CDS Director, the working assumption is that the annual budget will be in the region of £300,000-360,000 per year. DFID, OSI, Wellcome Trust and Research Councils have committed to provide the first three years' funding (within that envelope), this does not preclude financial contributions from future partners in this time period. Annex A1 sets out additional detail of the budget and principles for its allocation.

27. A review of UK-CDS will be undertaken in year three, at which time funding arrangements will also be reviewed. It is anticipated that the general principle for the ongoing (subject to review) operation of UK-CDS will be that its members jointly contribute to the financial costs of the secretariat.

## **INITIAL WORK PLAN**

28. The UK-CDS secretariat will be responsible to the Board for the delivery of the following activities to establish and develop UK-CDS within the **first three months**:

- Establishing the UK-CDS Secretariat office – recruitment of staff, setting budgets, reporting lines and processes;
- A first meeting of UK-CDS steering board to agree terms of reference, first year's work plan and timetable;
- Developing stakeholder engagement/management and communications plans;
- Identifying potential members of UK-CDS from the wider development sciences community;
- Public announcements of the creation of UK-CDS and publication of its first work plan;

- Establishment of links with existing national coordination mechanisms (e.g. Funders Fora); ensuring the role and remit of UK-CDS is understood and that points of interaction are built;
- Setting up the National Contact Point (NCP) function for the International Cooperation element in the capacities part of FP7; and
- In collaboration with the Department of Health, to scope out potential activity for the UK-CDS in supporting an initiative to accelerate translational work on health research and improve delivery in the field. As part of this work to identify the implications for UK-CDS and on resourcing of the Secretariat.

29. Within the **first year of operation** the Secretariat will be responsible for developing a work plan to assist the UK-CDS Board to deliver against the specific areas set out in its terms of reference. It is envisaged that this will include, but not be limited to, developing activity around the following areas:

- Facilitation of policy and programme liaison between funding agencies, development agencies and the scientific community both here in the UK and overseas;
- In conjunction with the key funding agencies, set up and service a scientific consultation committee, with limited life-span, to develop a national framework outlining the different contributions that science is making to development agendas and also identify current or future opportunities;
- Assist the key stakeholders with horizon-scanning to spot the convergence and divergence between different policy and science agendas, both in the UK and internationally; and
- Provide a detailed map of the UK science efforts relative to development. This could perhaps lead to a comprehensive database in due course.

30. Suitable outputs and evaluation measures linking these overarching activities to the terms of reference will need to be developed by the Secretariat and agreed with the Board.

31. In addition the Secretariat will need to manage the operational aspects of UK-CDS, which will include, but will not be limited to:

- Establishing a programme of meetings for UK-CDS;
- Establish linkages with other international funders operating in the developing sciences area;
- Creation of a UK-CDS website;
- Facilitate information flows between the key stakeholders, drawing on the systems and recommendations arising from the separate ongoing work for DFID;
- Ensure examples of best practice are disseminated around the various funders and other stakeholders as appropriate; and
- Delivery of the first annual report of UK-CDS.

## UK-Collaborative on Development Sciences: Budget

A1. This Annex provides an initial estimate of the UK-CDS Secretariat budget and outlines the commitments required from each of the founding partners (DFID, OSI, Wellcome Trust and the Research Councils (RCs)).

### Overview annual budget allocation<sup>6</sup>

<b>Staff<sup>7</sup></b>	
UK-CDS Director graded at Senior Civil Service – BBSRC Band 2.....	£58,000-70,000
UK-CDS Assistant Director graded at Civil Service grade 7/BBSRC Band 3 (or equivalent).....	£43,500-50,775
HSO/SSO/HEO BBSRC Band 5 (or equivalent) as a science policy and information manager (including FP contact point).....	£29,000-33,450
Administrative support.....	£10,000-20,000
Occupational Health.....	£400
Charge for HR support <sup>8</sup> .....	BBSRC
TOTAL (including 30% multiplier for employer on-costs).....	£183,170-227,013
One-off recruitment costs (payable 4 <sup>th</sup> quarter 2006-07).....	£25,000
<b>Secretariat Operational activities</b>	
T&S.....	£20,000
Research activities.....	£50,000
Production of Annual Report.....	£15,000
Website (initial design and management).....	£15,000
TOTAL.....	£100,000

<sup>6</sup> Proposed staffing and budget does not include specific resource to take forward the Cooksey recommendation, depending on the scope of this work a reappraisal may be required (see also para A7)

<sup>7</sup> All UK-CDS staff will be employed by BBSRC and allocated to UK-CDS; these gradings and salary scales are as suggested by BBSRC.

<sup>8</sup> BBSRC will not make any charge for HR administration and management, however it retains the right to review this should the staff numbers or other arrangements change.

<b>Office facilities</b>	
Meeting costs and venues.....	£10,000
Contribution to consumables/overheads.....	£10,000
Catering/Postage/Couriers/Parking/Telephone charges/signs/bespoke stationery.....	£5,000
Office accommodation and some services and facilities <sup>9</sup> .....	Wellcome Trust
TOTAL.....	£25,000
<b>TOTAL<sup>10</sup></b>	<b>£308,170-352,013</b>

## Funding

A2. The aim will be for UK-CDS to be effective from the first quarter of financial year 2007-08 and the funding contributions outlined below represent the annual commitments for each of the parties effective from April 2007. The UK-CDS Director will be responsible for the preparation of a detailed budget; the expectation of the partners is that it will fall within the range of £300,000-360,000 per year.

A3. An initial amount of £25,000 should be made available in fourth quarter of financial year 2006-07 for recruitment and other associated set-up costs – DFID/OSI/RCs will make this available in equal proportions.

## Contributions

A4. Wellcome Trust is contributing “in kind” the provision of office accommodation and some associated facilities, in addition they have agreed to make a financial contribution. The other partners (DFID/OSI/RCs) will contribute the balance in equal proportions.

A5. On the basis of the indicative annual budget envelope of £300,000-360,000 it is proposed that each of the partners agrees to contribute in the following proportions (up to the maximum amounts indicated) for each of the first three years of UK-CDS operation:

<b>Organisation</b>	<b>Percent contribution</b>	<b>Financial contribution</b>
Wellcome Trust	17.5%	£52,500-63,000
DFID	27.5%	£82,500-99,000
OSI	27.5%	£82,500-99,000
Research Councils	27.5%	£82,500-99,000
		<b>£300,000-360,000</b>

A6. The total budget for the UK-CDS Secretariat will be held by Wellcome Trust and managed by the UK-CDS Director. The Director will be responsible

<sup>9</sup> A ‘Service Level Agreement’ incorporating “Heads of Terms” will be signed by Wellcome Trust and BBSRC to ensure clarity of responsibility.

<sup>10</sup> Does not include the one-off recruitment costs which will be incurred 4<sup>th</sup> quarter 2006-07

for invoicing the partners, quarterly in arrears, and for appropriate disbursements to BBSRC etc.

### **Department of Health**

A7. Recent developments on the Cooksey Review and references to possibility of UK-CDS playing a role on health related issues indicate that the Department of Health (DH) should join as a Steering Board member with a view to scoping out what would be required to respond to Cooksey. A reappraisal of the budget and the contributions outlined may be required, however it is not expected that the contributions from Wellcome Trust, DFID, OSI and the Research Councils outlined in A5 will be exceeded.

### **General principles for future funding**

A8. DFID, Research Councils, OSI and Wellcome Trust will commit to provide the first three years' funding for the Secretariat in proportions outlined above. A review of UK-CDS will be undertaken in year three, at which time funding arrangements will also be reviewed. It is anticipated that the general principle for the ongoing (subject to review) operation of UK-CDS will be that its members jointly contribute to the financial costs of the secretariat.