Evaluating BEIS' Energy Innovation Programme

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Department for Business, Energy and Industrial Strategy

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EIP: Bridging the 'valley of death'

- Advance innovation from fundamental research to commercial funding

- £505m, from 2016-2021

- 6 technology themes

- 74 programmes, 450 projects
  - Funding from £7k to £46m

- 50+ BEIS staff

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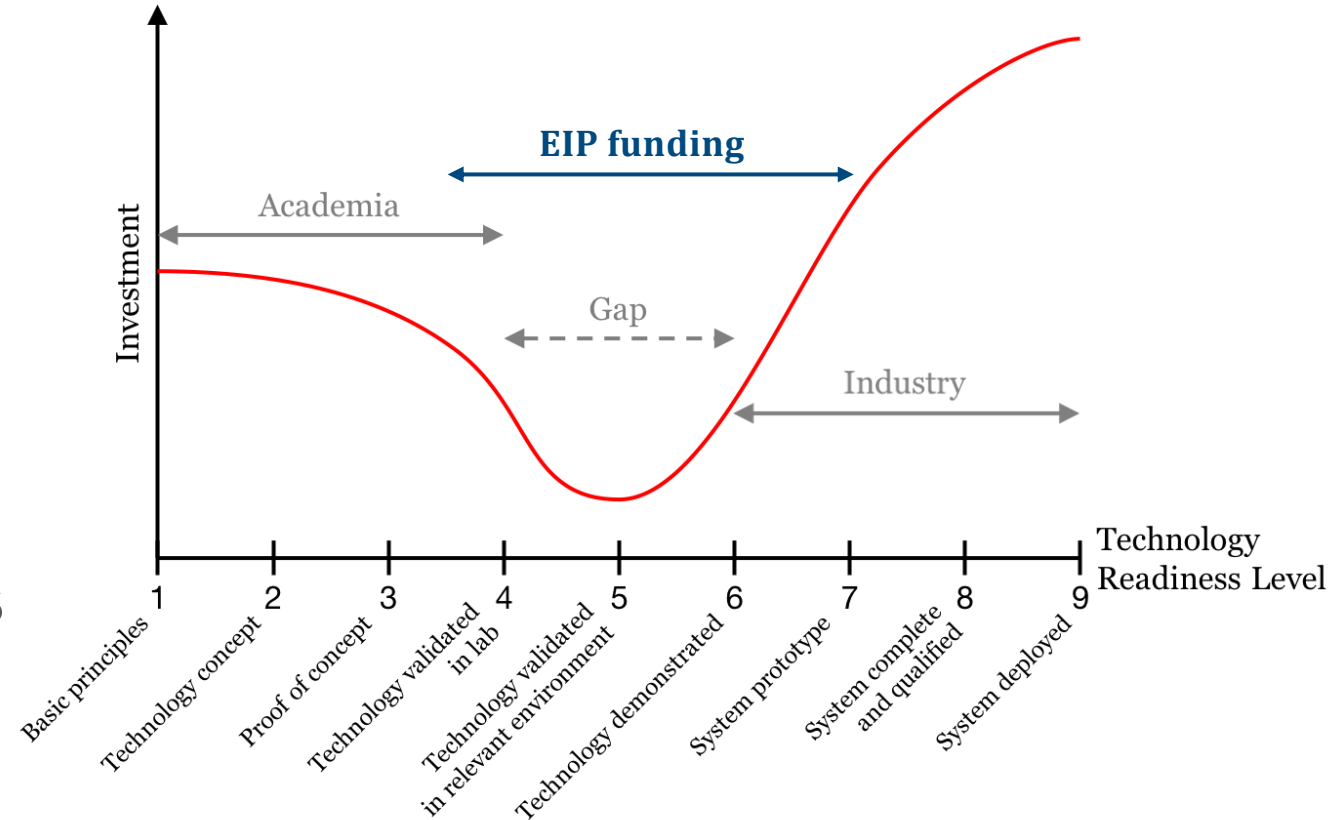
The evaluation has multiple aims

- Show overall achievements
- Enable technology-specific decisions
- Improve processes
- Support communications
- Provide long-term evidence for energy innovation

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A structured approach to evaluation

1. Key performance indicators
   - Monitoring throughput
   - Tracking outcomes
2. Programme evaluations
3. Synthesis
4. ("Insights" as extra)

DfT Monitoring and Evaluation for Innovation and R&D Funds (2019)

1. Monitor throughput

2. Track outcomes

3. Understand additionality

4. Synthesise learnings

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Systematic KPI collection

- Reflect portfolio aims

- **Inputs**, **outputs** and **outcomes** across all 450 projects

- Project-specific selection

- Annually until 3 years post-EIP

- Now centralised data collection

KPI 1	Number of Energy Innovation Projects
KPI 2	Number of projects that met objectives
KPI 3	Organisations supported to deliver project
KPI 4	Active business relationships and collaborations supported
KPI 5	Technology Readiness Levels
KPI 6i	Initial financial leverage
KPI 6ii	Follow-on funding
KPI 7i	Reduced cost of energy
KPI 7ii	Reduced energy demand/ increased energy efficiency
KPI 7iii	Increased energy system flexibility
KPI 8	Commercialisation (sold products and services sold)
KPI 9	Potential reduction in CO_2 emissions savings

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Programme evaluations

- Portfolio-level prioritisation, 3 levels:
    1. Evaluator-led
    2. Programme-lead led
    3. Monitoring only
    4. (or externally led)

- Evaluation approach required in business case

- Combined programmes for evaluation where feasible

- Outsourced scoping (3rd-party support)

- Focus on processes, outcomes, impacts, economics

- Mainly theory-based designs
    - Driven by programme design

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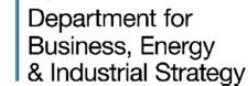
# Synthesis (and "Insights")

- Synthesis to communicate
  - Real need for a 'what have we achieved' report
  - Want to go further: what does it mean, but…
  - Based on KPIs and programme evaluations

- "Insights" to enable interim, internal comms
  - By theme, what have we found so far?
  - What policy implications does this have?

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Some things have worked w

- KPIs and prioritisation

- Evaluation approach in business case

- Level 1 evaluations robustly designed and under way

- KPIs collected (>90% response rate) and being analysed

- Use of theories of change
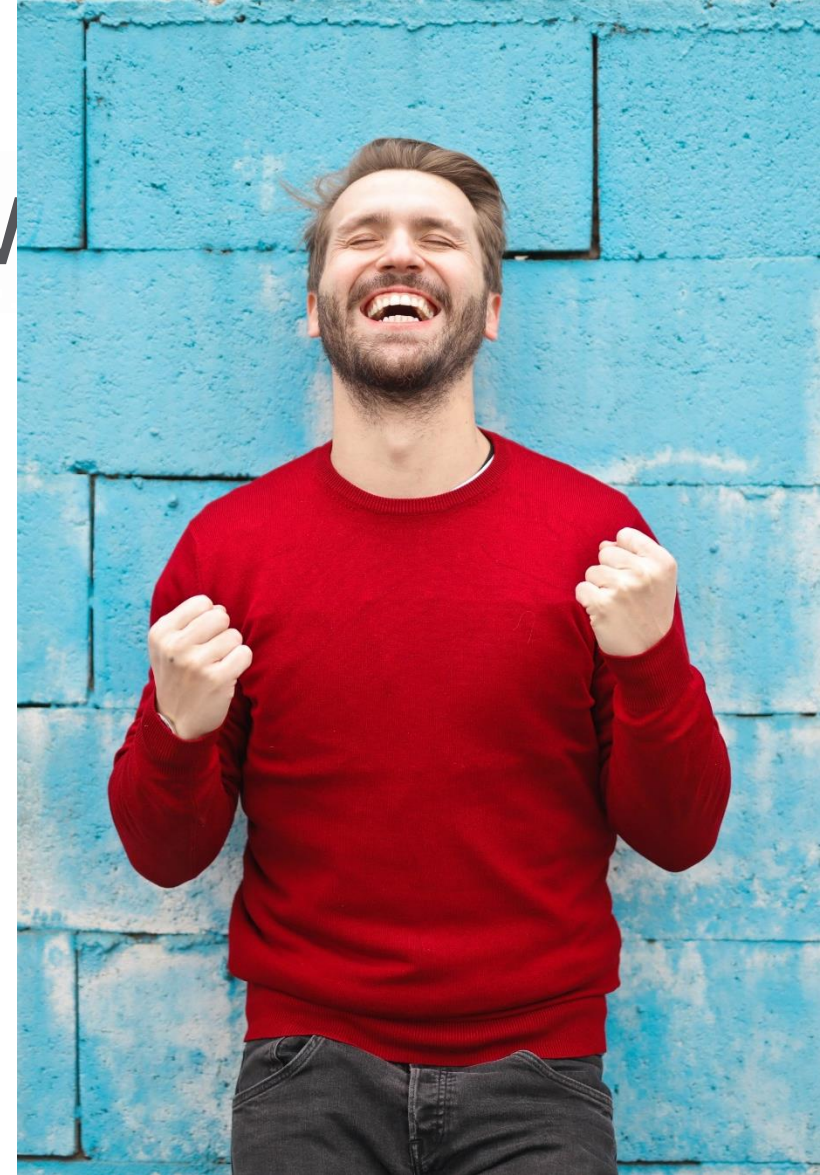
We've learned lessons

- Prioritisation *and* resource planning
- Delivery-team-led evaluations require:
  - Culture building
  - Capability building
  - Delivery-team resources
- Interim findings and comms
- Portfolio evaluation to review processes
- Programme management professionals (PMO) are your allies

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Questions?

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