

Section A: Official Development Assistance (ODA) and GCRF strategy

The strategy

1. Summarise the key aspects of your three-year **strategy for development related and GCRF research activity**, including:
 - a. Your institution's strategy and priority objectives for all development related research activity funded through all sources for three years from 2018-19.
 - b. A summary of the key aspects of your three-year strategic plan for QR GCRF, in light of the criteria and objectives for the GCRF outlined in the guidance.
 - c. How activity funded through QR GCRF fits into your broader strategy and priorities for all development related research activity.
 - d. How activity funded through QR GCRF relates to the UK strategy for the GCRF.¹
 - e. How your development-related and GCRF strategies relate to your wider institutional strategy for using QR.
 - f. Likely key barriers and enablers to implementing your strategy.
 - g. The key activities by which you will realise your objectives, such as capacity and capability building; mono-disciplinary, interdisciplinary and collaborative research; generating impact from research; meeting the full economic cost of GCRF activity funded through other sources; rapid response to emergencies with an urgent research need; and pump priming.
 - h. The main developing countries, included in the Development Assistance Committee (DAC) list, which you intend to collaborate with.

Maximum 3,000 words

RHUL's commitment to GCRF activity

Social justice is an underpinning foundation of Royal Holloway; the founders, Thomas Holloway and Elisabeth Jesser Reid were social entrepreneurs who provided higher education for women at a time when they had no access. These principles of equity, social justice and the establishment of sustainable prosperity for all remain important for Royal Holloway today and inform our Global Challenges Research Fund strategy. Our foundations in social justice link to central global strategies such as the UNDP and the UK Aid Strategy. The UNDP aims to achieve sustainable development through eradicating poverty, accelerating structural transformation, and building resilience. The UK Aid Strategy aims to strengthen global peace, security and governance, strengthen

¹ UK Strategy for the Global Challenges Research Fund,
<http://www.rcuk.ac.uk/funding/gcrf/challenges/>

resilience and response to crises, promote global prosperity, tackle extreme poverty and help the world's most vulnerable.

[The Royal Holloway Strategic Plan 2013-2020](#) sets out how we will build on our history of social justice. Theme Four articulates the desire to 'develop a vibrant research environment with the facilities and support to enable the best academic staff to generate exciting, world-changing research at our university'. The Integrated Academic Strategy approved by Academic Board in December 2017 agreed five principles which are core to our academic endeavours of teaching and research.

Research	Principles	Teaching
Underpinned by academic freedom, our research is led by world-class academics	Driven by high-level intellectual curiosity, creativity and critical thinking skills	Our programmes are informed by our research and have a clear intellectual core; they develop critical thinking, creativity, and analytic skills
We hold world-class research partnerships, and our diverse staff support world-wide academic exchange and debate	World-class international relevance which celebrates diversity	Our international and diverse curriculum and study abroad opportunities enables our diverse student body to excel
Our research strategy promotes interdisciplinarity via research institutes and clusters	Interdisciplinarity: exploring innovative thinking	Our students explore beyond their discipline by taking thematic electives taught by multi-discipline staff
Our research has a purpose: impact and enterprise benefit our key partners and civic society.	We engage meaningfully with sectors beyond the university	Students undertake programmes which include real life skills and can take a year out in industry, enterprise, or volunteering
Peer mentoring and collegiality are key to sustaining our vibrant community	A supportive, empowering, sustainable community	The student experience is personalised and the student voice is important in shaping the education experience

Within our Integrated Academic Strategy is the commitment to ensure that world-class research conducted via Royal Holloway and key strategic partners, working in interdisciplinary teams, will benefit civic society. Our commitment is also to support and mentor colleagues to ensure their academic endeavours reach their full potential. It is this collection of principles which drives our Global Challenge Strategy.

RHUL Global Challenge Research Capacity

Royal Holloway is formed of three roughly equally sized faculties: Arts and Social Science, Management, Economics and Law and Science. All three faculties have a strong previous background in research into world issues: the Centre for Information and Communications Technologies for Development, an interdisciplinary research centre which draws on the expertise of staff, postgraduates and undergraduates in the academic departments and schools of geography, computer science, management, mathematics (information security group) and the New Political Communication Unit in politics and international relations, is undertaken the highest possible quality of research in the field of ICT4D, and makes the results of this available freely to the global community. In 2007, our ICT4D centre was awarded an UNESCO Chair. The expertise in large-scale research into global issues is also evident in our arts and humanities work. From 2009 to 2014 the European Research Council funded a £1.8m project under the directorship of Professor Helen Gilbert, 'Indigeneity in the Contemporary World'. This work took an interdisciplinary approach to indigenous performance across the Americas, the Pacific, Australia and South Africa.

Building on this history of large-scale interdisciplinary development projects, in January 2018 the Senior Vice Principal undertook a mapping exercise of College research capacity with regard to creating a global challenge strategy. The College strengths cluster under four interconnecting themes which have the capacity to tackle issues connected to world poverty, namely: Sustainable Development, Sustainable Societies, Human Rights and Impact Chains. These clusters are drawn from all departments within RHUL and have experience in working with a range of developing countries. In order to develop our capacities in this area we will need to:

1. Better enable working together of multi-disciplinary teams;
2. Enable teams to understand a challenge-led approach to these research issues;
3. Focus activity on a smaller range of developing countries in order to create greater impact;
4. Develop strategies to enable co-design of projects with developing countries and to foreground participatory research;
5. Foster better relations with agencies, including those in developing countries, to enable local and lasting impact;
6. In order to ensure continued capacity in this area, we must support Early Career Researchers and enable them to join projects;
7. All interventions need to be clearly monitored to ensure that they are effective.

RHUL has the capability to offer an innovative approach to developmental issues because it has a wide range of researchers from multiple departments who are engaged with the issues. It should, however, be clear that we are unlikely to be in a position where we can offer an agile response to emergencies given we do not at present have an emergency medical, or civil engineering research base and limited researchers specialising in sustainable resources or environmental disasters.

RHUL Global Challenge Strategy

Our strategy seeks to:

1. Offer innovative strategies to tackling the problems of the developing world through bringing together multi-disciplinary teams;
2. Build capability in current researchers through the development of the understanding of multi-disciplinary teams and maturity in challenge-led approaches;
3. Build continued capacity in the Global Challenge team by enabling ECRs to join teams and capacity building in developing countries;
4. Focus research on a smaller number of countries in order to achieve greater impact;
5. Create four clear Global Challenge teams that centre on Sustainable Development, Sustainable Societies; Human Rights and Impact Chains.
6. Build capacity for engagement with NGOs and other local agencies in order to increase local impact of findings, and in particular leading joint capacity development.
7. Ensure value for money and effectiveness by monitoring the strategies outlined in this document.
8. Make a positive impact through our research on the economic development and welfare needs of the countries we partner.
9. Create strong, enduring and equitable partnerships between RHUL researchers and the global south.
10. Integrate our global challenges research into the mainstream of our research mission and strategy,

Use of GCRF at Royal Holloway

We will deploy a range of options to maximise the benefits of an effective spend of GCRF related money.

By prioritising the research capacity identified in this document, we will directly support excellent research to develop projects that address the challenges faced by developing countries. This will take the form of direct allocation and open competition based on the excellence of research proposals. These projects should develop partnerships with researchers and NGOs in DAC listed countries (with a particular emphasis on those where we have prior strengths and which we have targeted through our mapping exercise) , ensuring a geographical spread amongst target countries across all projects and where uniform excellence exists in potential projects, prioritising those that collaborate with the lowest- and lower-income countries on the DAC list.

Further, we will invest in our staff base to grow our capacity and capability to undertake ODA-compliant research across all career stages at RHUL We will invest in our people capacity across both academic and professional services, to ensure the effective

management and monitoring of our global challenges-related research, while enhancing expertise that focuses on the challenges faced by developing countries.

We will take a broad approach to GCRF activity to ensure that we are deriving the maximum benefit for our NGO and research partners in the global south. We will invest in single disciplinary, interdisciplinary and collaborative research activity, where appropriate based upon the excellence of the research proposal and the impact it will have in the DAC list country it supports. Our collaborative research will aim to build on and produce sustainable, equitable partnerships with organisations in developing countries.

We will allocate a proportion of our funding to meet the full economic costs of eligible research funded by other delivery partners and of research that meets ODA and GCRF compliance criteria. This will allow us to enhance the sustainability of our research activity in DAC listed countries. We will also fund further impact in current projects so that immediate effects can be felt rather than having to await the development of pipeline projects.

Further, we will pump-prime new research activities including relationship building in DAC listed countries. This will include developing new multi-disciplinary teams and the support of networking meetings and events to develop sustainable strategies and partnerships for future activity, within and beyond the horizon of the present strategy. It will also pump-prime projects to generate preliminary data for future applications, particularly for projects led by or oriented around early career researchers. We will expect the outcomes of activities funded in this way to inform substantive research and impact the welfare and economic needs of developing countries.

In developing our strategies for the effective spend of HEFCE mainstream QR, we will look to integrate GCRF projects into our long-term research priorities and investment, including support to research groups, outputs, open access publishing, graduate studentships, management capacity and oversight.

Responding to the CGRF Strategy and Challenge Areas

Our own strategy and practices seeks to respond to the UK Strategy for the GCRF by addressing as many of its priorities as practically possible while retaining the criteria of funding excellent research within the College. Our research will be articulated across our disciplinary range towards the key challenge areas of secure and resilient food systems supported by sustainable marine resources and agriculture; sustainable health and wellbeing; inclusive and equitable quality education; clean air, water and sanitation; affordable, reliable and sustainable energy.

Specifically our research will create four new multi-disciplinary, multi-faculty clusters:

1. Sustainable Development (Food, health, education, water, air, energy)
2. Sustainable Societies (Economy, environment, city, infrastructure, community, culture)

3. Human Rights (Forced displacement, refugees, conflict, justice, democracy, inequalities)
4. Impact Chains (NGOs, business models, impact mechanisms)

Specifically our research will focus on the following countries as this is where we have capacity to develop (listed by DAC classification from poorest grouping):

- i) Cambodia, Rwanda
- ii) Zimbabwe
- iii) Ghana, India, Nigeria, Pakistan, Syria
- iv) Guyana, Mexico Venezuela (and other Latin American countries) , South Africa, Middle East

Our research will address the need to create prosperous economies and societies in the DAC listed countries we work with, as well as seeking to understand the challenge of population growth and the pressures on the environment and climate. Our work will respond to enabling technologies, including digital technology, in order to support sustainable livelihoods and communities, and the sustainable use of resources.

Across our disciplinary range we will also prioritise research that supports and develops human rights, good governance and social justice. We have the research capacity to work with collaborative partners to understand the displacement and migration of people, the reduction of conflict and the promotion of peace and humanitarian agendas, including the reduction of poverty and inequality, especially gender inequality.

Our research activity will be problem and solution focused, and will seek to transform the lives of the communities and stakeholders associated with the partners we collaborate with in the designated countries, whilst at the same time increasing research and participatory capacity within host nations. Accordingly, we will seek to ensure that our research and proposed impact match local needs and sensibilities. The research projects that we support through our GCRF allocation will be required to demonstrate that they address the multiple dimensions of sustainability in an integrated way.

Barriers and Enablers for GCRF activity at RHUL

The primary barrier to GCRF activity at RHUL is the creation of a new set of clusters which will work in a multi-disciplinary and challenge-based manner. Forming new and expanded relationships with ODA partners and increasing the impact activities is an additional demand. A further barrier to implementing a successful strategy will be the pressures of competing research, innovation and knowledge exchange strategies related to our on-going, mainstream research performance at RHUL, particularly in relation to the Research Excellence Framework and the forthcoming Knowledge Exchange Framework. Annual monitoring of GCRF activity places an additional reporting burden on the College, we plan to address this through the appointment of a Global Challenges Strategy Manager.

The most significant enabler to delivering a success strategy is the world-leading research that is undertaken in ODA-compliant areas by the outstanding academic staff at RHUL. We will seek to identify research leads and membership of four research groups on Sustainable Development, Sustainable Societies, Human Rights and Impact Chains. This membership will be drawn from a breadth and depth of excellent research already undertaken in DAC-listed countries.

This includes:

In the Faculty of Science,

Centre for Biomedical Sciences

Centre for Plant Molecular Science

Centre for Ecology

Centre for Global Environmental Change

South Asia Research Group

Centre for Geopolitics, Development, Security and Justice

Centre for Social and Affective Processes

With additional strengths in microbiology, infection and immunity; mobility and displacement; elemental geographies; and bodies, intimacies and securities.

In the Faculty of Arts and Social Science,

Centre for Minority Studies

Centre for South Asian Studies

Post-Colonial Research Group

Centre for International Public Policy

Centre for Islamic and West Asian Studies

Centre for Politics in Africa, Asia and Middle East

Humanities and Arts Research Institute (HARI)

With additional strengths in transnational performance, media and culture.

In the Faculty of Management, Economics and Law,

Centre for Research into Sustainability

Centre for Household(Economics)

Centre for Information and Communications Technologies for Development

With additional strengths in governance, power, justice and rights.

RHUL currently has ongoing, sustainable, equitable and collaborative research projects across the range of DAC-listed countries. These include:

Group 1, Least developed countries,

Cambodia (Geography), Liberia (Earth Science), Mali (Geography), Rwanda (History, International Relations), and Tanzania (Geography)

Group 2, Low-income countries

Zimbabwe (Geography)

Group 3, Lower/Middle-income countries

Armenia (History), Bolivia (Music), Egypt (Music), Ghana (Geography, Economics, Management), India (Geography, Earth Sciences, Drama, Economics, Law, Media, Music), Nigeria (Geography), Pakistan (Geography, History), Syria (International relations, Humanities), Vietnam (Geography, Earth Science),

Group 4, Upper middle-income countries

Argentina (Management), Bosnia (History), Brazil (Law), Cuba (Humanities), Ecuador (Geography), Guyana (Geography), Mexico (Geography, Earth Science, Humanities, Drama), Peru (Economics), South Africa (Earth Science, Drama, History, Psychology), Venezuela (Geography), Libya (Geography).

In order to enable our capacity and successful delivery of global challenge projects we are introducing a stepped series of enablers/milestones over the three-year period.

Year 1

Appoint Global Challenge Manager

Establish Global Challenge Steering Committee

Call for cluster participants (workshops, challenge-based project mentoring)

Identification of cluster leads

Establish projects

Look to depending or establishing relationships with key partners

Develop follow-on impact from FEC sponsored projects

Develop partnership capacity (including calls for capacity building with ECRs)

Appoint project start-up manager

Year 2

Continued monitoring by Global Challenge Steering Committee

Shift to funding impact of research projects, where benchmark research has been delivered

Funding of FEC for ODA compliant grants, with particular focus on ECR capacity (which will make schemes more attractive)

Focus on impact-chain stream (cross-cutting cluster to work with research clusters)

Increasing focus on co-creation of projects with identified DAC countries.

Increasing focus on capacity building for ECR with partner countries.

Year 3

Focus on sustainability and impact of projects:

Follow-on funding for additional impact for research projects

Ensuring impact chain cluster is used to maximise impact in all projects

Developing sustainability and capacity with partners in DAC countries

Building participatory and co-design capacity with partners

Focus on capacity building with ECRs particularly those based in DAC countries.

Evaluation of what works by Global Challenge Steering Group

Provide details of the main intended outcomes and impacts of your strategy. Maximum 500 words

The RHUL global challenges strategy is intended to produce a number of key outcomes and impacts. These include:

Outcomes:

1. Ongoing facilitated workshops with a sustainable programme of research and collaboration for each of the four identified themes in order to better understand multi-disciplinary, challenge-based approaches, and solution focused research. These workshops would be offered as national best practice and could be open to external collaborators in future years of the fund.
2. An extended Global Research Strategy Fund at RHUL that provides funding (exempt from departmental financial contribution) which is available for these teams to fund research on the basis of excellence, collaborative potential and sustainable impact in the countries they work.
3. A cohort of Early Career Researchers whose career formation has been informed by ODA-compliant research through joining teams and working to support PhD students and post docs from developing countries. This will include developing the capacity of ECRs in target developing countries.
4. Structures and mechanisms for assisting individual academic groups to achieve their research objectives with developing world partners in the public and private sectors through investment in management and oversight capacity, including the appointment of a Global Challenge Strategy Manager, and Project Start-up Manager
5. A diverse range of facilitated dialogues, co-created in an equitable way with partners and end-users in the developing world, clustered around a set of sustainable, equitable and collaborative research, innovation and knowledge exchange projects in DAC-listed countries.
6. Protocols running across the disciplinary structures of RHUL and our local collaborative partners for 'impact chains' connecting research design to implementation through business development support.

Impacts:

1. A contribution to improved social welfare, economic development and environmental sustainability in the locations we partner.
2. Embedding knowledge to create resilient communities in partner locations with respect to environmental and human-made challenges.
3. Provision of a strong evidence base for sustainable development policy and practice to partner communities to deploy effectively resources in responses to development challenges.
4. Demonstration of international best practice in international development research collaboration, co-creation and knowledge exchange, maximising wellbeing and economic development of people in developing countries,
5. An enhanced understanding of development and sustainability issues running through the mainstream research and innovation strategies of RHUL.

6. A network of international partnerships with breadth of geographic scope across the DAC listed countries, to build research and innovation capacity to the benefit of our collaborating communities.
7. Impact of improved sustainability around our themes in the target countries.

Management of GCRF

2. How will your HEI **monitor** and **evaluate** its progress and compliance in ODA and GCRF activity, including assessing geographical distribution of activity, outputs, outcomes and economic and social impacts?

Please describe the policies, procedures and approach you have in place to measure progress, evaluate outcomes, identify lessons learned, and ensure ODA compliance.

Maximum 1,500 words

The Senior Vice Principal (academic) will have overall responsibility for the operation of our GCRF strategy and all ODA related activity. She is accountable to the Principal and is a member of the RHUL senior management team. She reports on a weekly basis to the Principal, who in turn is accountable through the governance structures of the College to the non-executive board and Chair.

The Senior Vice Principal will be supported in the operation of GCRF activity at RHUL through the appointment of a grade 8 Global Challenge Strategy Manager who will work with the SVP to administer the fund on a day to day basis. They will work with Faculties and research groups to ensure the appropriate dissemination of funding in line with the priorities and strategies set out in this document as part of RHUL's approach to the integration of ODA activity across the research and innovation base of the College. They will monitor the distribution and spending of funds in line with College policies and RCUK and HEFCE best practice.

We will establish a College-wide Global Challenge Research Fund to facilitate research and innovation work with collaborative partners in DAC listed countries. The fund will be distributed through a mixture of direct allocation to identified priorities and through open-competition across the college on the basis of the research excellence of submitted proposals. Allocations from the fund will be ring-fenced exclusively for the use of GCRF compliant activity and will not be considered part of departmental or mainstream QR allocations for the purposes of RHUL finance and accounting. This applies in all circumstances with the exception of when GCRF is used to augment the full-economic costs of ODA-eligible activity funded by other partner sponsors. Under these circumstances care will be taken to record and delineate the contribution made by GCRF allocations to the integration of development and sustainability research and knowledge exchange across the College, and will be recognised in the reporting of GCRF activity and the annual monitoring process.

Where GCRF allocations are made the usual RHUL line management responsibilities for the distribution and management of research and innovation funding will apply, and

recipients will be accountable for spending funds to their immediate unit of resource at either School or Departmental level. Lines of reporting and responsibility will flow from award holders to heads of department, heads of school, and deans of faculty. The allocation of funding will be reported at departmental/school, and college level through the existing structure of research and innovation committees, with the College Research Committee, chaired by the Senior Vice Principal, reporting to the senior management team and to Academic Board. The College Research Committee will be responsible for the effective operation of the GCRF fund but the senior management team, through the mechanism of Planning and Resources Committee, will have ultimate responsibility for GCRF strategy and reporting of annual monitoring of progress and expenditure to the funding body.

In the first instance RHUL will create four clear Global Challenge teams that centre on Sustainable Development, Sustainable Societies, Human Rights and Impact Chains. Applications will be invited from across the College for proposals for each of these research and knowledge exchange themes that meet the criteria of our GCRF strategy. Having identified leadership in each of these areas through an open competition, the Senior Vice Principal and the College Research Committee will work with the four thematic leads to further develop a programme of activity that will operationalise our GCRF strategy through sustainable and equitable collaborative partnerships in DAC listed countries. In the first instance, the four thematic areas will be provided with a direct allocation of funding in accordance with a budget for initial activity agreed by the College Research Committee. Subsequently, annual allocations will be made on the basis of progress and research excellence as identified in a competitive process and overseen by the Senior Vice Principal. Monitoring and accountability for GCRF spend in each of the four areas will be embedded within departmental structures appropriate to the disciplinary location of lead-research staff and reportable to the College Research Committee.

In order to see some immediate impact of the funding, monies will be used to invite holders of current relevant research projects (as listed in Appendix 2) to bid for 'impact monies' where this will help deepen the impact of the current research. These projects cover a range of outcomes which will benefit cultural, economic and environmental benefit to the DAC countries listed.

At the same time, the GCRF will also run open competitions targeted at developing research and innovation capacity among early career researchers, and funding post-doctoral and post-graduate visiting researchers from DAC listed countries appropriate to the world-class research undertaken across the 4 thematic strands of the GCRF strategy. The funds from such open competitions will either be distributed through the four research groups or if appropriate held centrally within Research and Enterprise. In all instances of direct allocation and competitive awards the Global Challenges Strategy Manager will work with units of resource to manage effectively the expenditure and reporting of such funds.

The College will also establish a GCRF Committee as a sub-group of the College Research Committee to advise the Senior Vice-Principal on issues related to the GCRF strategy and the allocation of funds on the basis of research excellence in this area. The Global Challenges Strategy Manager will be a member of this group and will ensure its effective operation. Membership of the group will be drawn from senior academic and professional management from across RHUL and will also include research, innovation and knowledge exchange expertise in development and sustainable collaborative research in DAC listed countries. The minutes of the group will be reported to the College Research Committee and circulated across the research and innovation committee structure of RHUL to irrigate knowledge and discussion of GCRF strategy and issues throughout the College.

Section B: Use of QR GCRF 2018-19 allocation and future QR GCRF priorities

3. Please complete the table in Annex A2 detailing the expected spending and activities for QR GCRF in the academic year 2018-19. Note that the total QR GCRF spending must equal the indicative allocation (available in Annex C), and all activities must be ODA-compliant for strategies to be assessed as ODA-compliant overall.

4. Please add here any explanatory notes on how you have completed the table in Annex A2 that will help inform assessment of ODA compliance.

The first section details the current projects which we will be covering the FEC from QR GCRF. These projects will also be invited to bid for 'impact monies' to enable further benefit beyond the current funding.

The remaining amounts will cover the 4 challenge areas that we have identified (these monies would be in two parts an idea and research generation phase and an impact phase in order to ensure that we are supporting beneficial outcomes) support the Global Challenge Manager and project Set-Up Manager, and allow for capacity building via ECR schemes.

5. How would your **priorities and activities** for 2018-19 QR GCRF change if the funding level differs from that outlined in indicative allocations? Please include detail of how priorities will change with increases and decreases to QR GCRF funding, and details of how each priority meets ODA criteria. Maximum 500 words

For 2018-19 we will look to achieve:

1. Facilitated workshops for each of the four identified teams in order to better understand multi-disciplinary and challenge-based approaches in accordance with ODA criteria.

2. Distribute the Research Strategy Fund so that seed funding is available for these teams in accordance with agreed research and three-year delivery plans.
3. Develop capability and capacity in ECRs through supporting post-doctoral and post-graduate scholars from developing countries, or developing activities in their countries.
4. Produce early impact by establishing a follow-on fund for current projects.
5. Through the Global Challenge Strategy Manager create structures and mechanisms to assist individual academic groups to achieve their research objectives with developing world partners in the public and private sectors.
6. Facilitate dialogue and co-creation with end-users in the developing world as a result of identified research plans within the four thematic groups and as part of their delivery requirements and in line with ODA criteria.
7. Develop protocols for 'impact chains' connecting research design to implementation through business development support across RHUL.

If funding levels were to change for 2018-19 we would adopt a modular approach to our GCRF activity based on the criteria of research excellence and the sustainable benefits to collaborative partners in DAC listed countries. For example, in the case of **decreased** funding we would look to either reduce our four thematic groups to three, or a level appropriate to the funding available, on the basis of the research, innovation and knowledge exchange excellence proposed by each of those groups. However it must be noted that current funding for these groups given that overseas travel will be involved is very small. In the event of a reduction in funding we will prioritise projects in group 1 and 2, least developed and low-income DAC-listed countries.

In the case of **increased** funding we would look to either increase our four thematic groups to five (with the addition of a group on Environmental and Human-made Challenges) or a level appropriate to the funding available, on the basis of the research, innovation and knowledge exchange excellence proposed by each of those groups. At present levels of funding offered to each of the thematic groups is very small given the need for overseas travel within these projects. If we considered the activity proposed by an additional group not to be of equal merit we may also look to increase the allocation to each of the groups in order to increase capacity in each of these areas. Should our GCRF allocation be increased we would prioritize the additional funding of capacity building among early career researchers and both post-doctoral and post-graduate visits or capability exercises for DAC listed countries. In the case of an increase in funding, we would also seek to meet the full-economic costs of other ODA-compliant activity not identified here currently through our GCRF allocation. We would also seek a fractional post in research finance to help support our thematic groups as working with the poorest countries can often mean extremely arduous diligence and financial arrangements.

6. Based on indicative funding allocations, what are your **priorities** for QR GCRF activity in 2019-20? Please include detail of how priorities will change with increases and decreases to QR GCRF funding, and details of how each priority meets ODA criteria. Maximum 1,000 words

For 2019-20 we will be prioritising the research, innovation and knowledge exchange impact plans of the each of the four thematic groups. By this point, full sustainable, collaborative and equitable research partnerships will have been established in DAC-listed countries and projects will be on the way to contributing towards the economic and environmental sustainability of our partner communities. Our specific priorities for 2019-20 will be:

1. To ensure that each of the themed groups is established, that the leadership is effective and that effective challenge-based research is being undertaken by the multi-disciplinary researchers.
2. To ensure that key local relationships are developing.
3. To shift away from impact delivery on current projects to a focus on impact delivery of the four themes and to ensure co-working between the themes where this will strengthen in-country benefit.
4. To ensure that capacity building is effective by increasing amounts to support ECRs from DAC countries to work with teams based either in country or at Royal Holloway.
5. To emphasise co-design and participatory approaches with developing countries.

In monitoring our strategy and the work of the four themed groups we will prioritise our capacity to build collaborative, equitable and sustainable research, innovation and knowledge exchange partnerships in group 1 and 2 DAC-listed countries in the least developed and low-income countries.

If funding levels were to change for 2019-20 we would adopt a modular approach to our GCRF activity based on the criteria of research excellence and the sustainable benefits to collaborative partners in DAC listed countries. For example, in the case of **decreased** funding we would look to either reduce our four thematic groups to three, or a level appropriate to the funding available, on the basis of the research, innovation and knowledge exchange excellence proposed by each of those groups and their delivery record to date. If we considered the activity proposed by each of the groups to be of equal merit we may also look to reduce the allocation to each of the groups in order to retain capacity in each of these areas. In the event of a reduction in funding we will prioritise projects in group 1 and 2, least developed and low-income DAC-listed countries.

By this point, we would expect to see our investment in the four (or if there had been an increase in the previous year's budget, five) themes to be flourishing. Given we are establishing new multidisciplinary research groups so that innovative ways can be found to tackle the challenges of the poorest countries, we would expect our capacity to have increased substantially at this point. In the case of **increased** funding we would look to adopt a similar modular approach to our GCRF activity based on the criteria of research excellence and the sustainable benefits to collaborative partners in DAC listed countries. We would look to either increase our four thematic groups to five (with the addition of a group on Environmental and Human-made Challenges, if this had not been possible the previous year) or a level appropriate to the funding available, on the basis of the

research, innovation and knowledge exchange excellence proposed by each of those groups and the delivery record of the groups to date. If we considered the activity proposed by an additional group not to be of equal merit we may also look to increase the allocation to each of the groups in order to increase capacity in each of these areas. Should our GCRF allocation be increased we would prioritize the additional funding of capacity building among early career researchers and both post-doctoral and post-graduate visits for DAC listed countries. As these projects mature we would expect there to be an increasing emphasis on in-country capacity building. In the case of an increase in funding, we would also seek to meet the full-economic costs of other ODA-compliant activity through our GCRF allocation, we would by this point expect that funding for other projects through alternative sources would have increased given the formation of these new themed research groups. Increased funding would enable us to consider further research projects in countries beyond those identified in this bid.

7. Based on indicative funding allocations, what are your **priorities** for QR GCRF activity in 2020-21? Please include detail of how priorities will change with increases and decreases to QR GCRF funding, and details of how each priority meets ODA criteria. Maximum 1,000 words

For 2020-21 we will be prioritising the conclusion of the research, innovation and knowledge exchange three-year delivery plans of the each of the four thematic groups. Sustainable, collaborative and equitable research partnerships will have matured in DAC-listed countries and projects will now be realising a contribution towards the economic and environmental sustainability of our partner communities.

In concluding this phase of our strategy and the work of the four themed groups we will prioritise our capacity to deliver collaborative, equitable and sustainable research, innovation and knowledge exchange partnerships in group 1 and 2 DAC-listed countries in the least developed and low-income countries.

Specifically our priorities for funding will be:

1. Delivery of impact through each of the research themes and through follow-on impact funds which will be available to the themes and to holders of other ODA compliant grants.
2. Work with NGOs and other local units so that impact can be greater and capacity to maintain the influence of the projects can be maximised.
3. Support for ECRs to enable capacity building by working alongside RH teams in-country or through visits to RH.
4. Ensure that adequate resources are put in place to support impact generation in-country; this will focus on modes of dissemination and enable the wide reach of projects.

If funding levels were to change for 2020-21 we would look to either reduce our four thematic groups to three, or a level appropriate to the funding available, on the basis of the research, innovation and knowledge exchange excellence proposed by each of those

groups and the delivery record of the groups to date. If we considered the activity proposed by each of the groups to be of equal merit we may also look to reduce the allocation to each of the groups in order to retain capacity in each of these areas. At this stage we would consider whether it remained a priority to continue funding themes or at what level; our assessment would be based on the impact achieved to date. We accept that this is a rather short-term view as it will inevitably reward those groups that deliver impact more quickly rather than assessing the depth and spread of impact. Should our GCRF allocation be reduced we would look to continue to prioritize the funding of capacity building among early career researchers and both post-doctoral and post-graduates for DAC listed countries. In the case of reduction, we would not prioritise meeting the full-economic costs of other ODA-compliant activity through our GCRF allocation, although this would have a negative impact on potential applications for such funds given they may not have institutional priority. In the event of a reduction in funding we will prioritise projects in group 1 and 2, least developed and low-income DAC-listed countries.

In the case of **increased** funding we would look to particularly prioritise the impact and capacity building aspects of our projects. This impact would be increased by having more funds available for the research themes to share knowledges and in particular for us to consider how we may need to reshape the themes with an eye to delivering more impact in the future, so that the legacy of the projects can be guaranteed. We would consider increasing the allocation to each of the groups in order to increase capacity in each of these areas. Should our GCRF allocation be increased we would prioritize the additional funding of capacity building among early career researchers and both post-doctoral and post-graduate schemes for DAC listed countries. In the case of an increase in funding, we would also seek to meet the full-economic costs of other ODA-compliant activity through our GCRF allocation; we would hope that this seed-corn activity of the research themes would lead to increasing RCI in this area and that the chance for FEC to be met would ensure that these projects were given institutional priority, particularly since these types of projects are otherwise very resource-intensive in terms of detailed local financial knowledge, extended insurance arrangements and the like.