

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.

a. Institutional strategy and priority objectives

Development-related research activity takes place across all disciplines at SOAS. Whilst we have one of the largest groups of Development Studies scholars in the UK (the second largest concentration submitted to the 2014 REF exercise, for example), we also have substantial development-related research activity across other disciplines, including Area studies, Anthropology, Music, Modern Languages and Linguistics, History, and Finance and Management, with c.60% of our total awarded research volume dealing with GCRF and ODA compliant research. Indeed, a full 75% of our total research award volume focuses on DAC Countries.

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

Our overarching strategy is to ensure that we do impactful research that applies a global lens to the critical issues of our time and creates new intellectual and strategic partnerships.

Over the period since 2014, we have set as priority objectives:

- Ensuring the delivery of world-leading publications that have the capacity to impact understanding of critical development challenges
- Building more equitable partnerships with key research partners in Asia, Africa and the Middle East to undertake research
- Promoting collaborative research activities around key themes including borderlands, corruption, human rights, democracy & decolonisation, humanitarian emergencies, sustainable systems for food and water, gender equality, promoting intercultural understanding through the arts, and protecting cultural heritage.
- Enhancing the impact of our research through collaboration with non-academic stakeholders and users of research
- Supporting research activities throughout the research life cycle, including assembling strong partnerships, and encouraging knowledge exchange
- Building SOAS as a leading institution with a holistic approach to collaboration beyond research, i.e. strengthening local infrastructures, research support and governance, knowledge exchange
- Developing innovative structures, systems and processes that increase efficiency of research support and maximise research outcomes

b. key aspects of 3-yr strategic plan for QR in light of above

SOAS wishes to:

- Establish sector best practise for working with overseas partners by creating an innovative infrastructure and environment for large-scale international collaborative research.
- Ensure strong, enduring and equitable partnerships between the UK and the Global South.
- Support excellent research with and in the Global South.
- Enable excellent research by providing seed corn funding, to support proof of concept research and networking opportunities for large scale collaborative projects.
- Create robust governance and due diligence processes based on co-production of policies and procedures which are sensitive to both the UK and the Global South legislation
- Actively encourage staff to co-author with international collaborators in the Global South

As part of our plans to develop institutional capacity for supporting research, we have established a group - initially led by Kent, Leicester and SOAS, to allocate staff time, travel and other resources towards participating in professional development events for key staff who support research and innovation in African universities (see below). The Southern, West, East and Central African Research Management and Innovation

Associations, which are emerging as the main professional networks in the region, have welcomed this proposal and expressed a willingness for their annual conferences and other training activities to accommodate our contributions, thus ensuring that these will reach an audience wider than the individual institution. The Wellcome Trust and African Academy of Sciences, who are currently developing an African-led initiative to develop research ecosystems on the continent, have also confirmed that this initiative would fit well with their programme. Through these means, it is expected that our contribution will complement and build on existing activities, rather than seeking to 're-invent the wheel'.

c. How activity funded through QR GCRF fits into broader strategy for all development-related activity

The School has sought funding for development-related research activity from a variety of sources, and currently has major funding from, amongst others, the European Union, Gates Foundation, Wellcome Trust, DFID, as well as directly from GCRF accounting for c.60% of our total research grant award value. Much of this additional external funding also provides some indirect cost recovery part of which is directed toward Departments to provide replacement teaching, conference support, etc. QR GCRF therefore provides an important complementary source of funding.

SOAS recognises that development-related research activities, particularly in an international multi-partner context working with partners in the Global South under ODA regulation add significant complexity. Core aspects here are overall governance and due diligence requirements but also employment of staff overseas, foreign payments, whereby the need for upfront payments needs to be balanced with risk management and not at last matters around conducting research in a volatile environment and the short turnaround times of many calls that jeopardise institutional governance processes.

SOAS will address these matters by initially investing a large proportion of the QR GCRF towards creating sector best practises for establishing equitable research partnerships with overseas organisations.

Due diligence when we develop links with new partners is crucial and SOAS will use some QR GCRF to appoint staff to take on the increased burden associated with growing international collaboration. Creating a world class environment for overseas collaborative research would not only benefit GCRF funded projects but also the majority of SOAS' research, which by its very nature is often ODA and GCRF compliant. By having a robust due diligence process this will benefit developing countries by being able to identify where there may be risks and how we could mitigate for these and provide a support framework for our partners to ensure that by the end of the project our partners have better infrastructure.

SOAS will establish key best practice and training materials on ethics, research methods, data management, public engagement, impact methods, and financial reporting, which

will be made accessible to overseas organisations and any freelance researchers/ consultants that SOAS engages with. These will be developed in conjunction with our in-country partners, our existing partners within the UK creative industries, and in particular utilising our expertise in Languages and Cultures. SOAS will ensure that this information is then relayed to the wider project teams via either an initial workshop at the start of a large project or in the form of a start-up pack for smaller scale projects where a workshop would either be too costly or not necessary.

The requirements have increased considerably on HEIs since the introduction of GCRF to ensure that the funding is going to be used in an appropriate way and that partners all meet the highest standards of research integrity. It is our intention that documents on research ethics and integrity do not simply enforce UK legislation and regulations but rather they are developed with key research partners in the DAC Countries identified below to ensure they are achievable and sensitive to the local environment. To achieve this, provision will be made for both researchers and research administrators to visit partners early on in the project to address areas that may pose potential risks.

By achieving the above we will “support research capacity building to address the development issues, for example, to increase the skills and knowledge base and support the development of the research capability within developing countries. Capacity building should be aimed at improving the ability to undertake and disseminate research in order to promote the welfare and economic development of the developing countries.”

[\(http://www.rcuk.ac.uk/documents/international/gcrfodaguidance-pdf/\)](http://www.rcuk.ac.uk/documents/international/gcrfodaguidance-pdf/)

As part of our capacity building strand we have also established a partnership with the University of Leicester and Kent, involving other partners, as outlined above. This British-African Research Support – Good Practice Exchange (BARS-GPE) is designed to allow UK and African research managers and administrators to get together and share good practice, with the aim of raising the competence of Africa RMAs in relation to GCRF funding and in return increase understanding of UK institutions to understand potential obstacles and the different governance structures that institutions in DAC countries operate within. Developing equitable partnerships and joint learning is at the forefront of this initiative.

d. How activity relates to UK strategy for GCRF

GCRF UK strategy states that the aim of the Global Challenges Research Fund is “to ensure UK science takes the lead in addressing the problems faced by developing countries, whilst developing our ability to deliver cutting-edge research.” Specifically, the GCRF will “significantly increase research capacity and capability in the UK and developing countries, and excellent research with impact...”

The key research areas described are:

- i) Equitable access to sustainable development

- ii) Sustainable economies and societies
- ii) Human rights, good governance, and social justice

SOAS' strategy seeks to address all of the above key research areas. The School already has already established Research Centres in Comparative Political Thought; Conflicts, Rights and Justice; Development Policy and Research; Development, Environment and Policy; Food Studies; Gender Studies; Global Finance; Human Rights Law; International Studies and Diplomacy; Law, Environment and Development; Migration and Diaspora Studies; Politics of Energy Security; Water and Development. We also have Regional Institutes and Centres whose primary focus is to horizontally cross through all disciplines and bring together their research to focus on regions not only from the social science perspective but also from the arts and humanities e.g. the SOAS China Institute and the South Asia Institute. These sit outside of the departmental structure and act as coordinating bodies for discussions, networking, knowledge exchange, impact, and germinating cross- inter- and multi-disciplinary research ideas. The Institutes promote SOAS research to the wider world by engaging with governments, business, NGOs, the charity sector, the media and beyond. Therefore, we believe that currently SOAS is exceptionally well placed to deliver on the key research strategies of the UK GCRF agenda through its existing challenge-led disciplinary and interdisciplinary research, which strengthens capacity for research, innovation and knowledge exchange in the UK and developing countries. SOAS has the largest concentration of scholars in Asia, Africa, and the Near and Middle East making SOAS highly agile in response to emergencies where there is an urgent research need. Additionally, SOAS has already created a seed corn fund to pump prime research in these areas and more, and allows for requests to be made in exceptional circumstances to specifically target urgent research needs.

The UK strategy wants a problem and solution approach to GCRF. This involves addressing the following common problems faced by many UK HEIs:

- a) Encouraging researchers to collaborate with International partners in DAC countries.
- b) Encouraging researchers to focus their energy in to Global Challenges.
- c) Creating the infrastructure to manage collaborative research in developing countries and genuinely assist in capacity building with our partners.

SOAS is already successfully addressing problems a) and b), albeit the School requires significant input from both researchers and professional services staff to achieve our aspirations. However c) addresses the risks to implementing a successful GCRF strategy and underpins everything else. As project leads we have responsibility to ensure successful delivery of any GCRF funded project which includes creating a contractual framework that considers not only funder requirements but also DAC-partner constraints. Our UK-based contracts and due diligence/governance resource will be instrumental to establish frameworks that enable successful collaboration and will significantly benefit DAC-country partners in their capacity building.

This includes supporting them to build the necessary infrastructure in their institutions; including data management, understanding financial/contractual requirements, importance of public engagement/knowledge exchange, and conducting research in an ethical manner. We have started supporting these activities through staff secondments for short periods of time. One to Ethiopia where our Finance Manager visited a partner organisation who was struggling to comply with the financial responsibilities and one to Myanmar where our Digital Services Support Officer helped train the partners in how to best manage the research data that will be generated. In both cases the outcomes have been extremely positive. We want to extend this to providing much clearer guidance and supporting documentation for our partners, including online training tools.

Having the necessary and qualified resource in our institution is absolutely vital for the overall projects to succeed and for interventions subsequently benefitting DAC countries. SOAS recognises the importance of having this infrastructure and the need for financial investment in c) to achieve these goals. Specifically, the Institution's grant portfolio has grown significantly over the last few years, both in volume and complexity. SOAS to date has not been able to focus as much as it would have liked on addressing the increased in-house demands to support our overseas partners due to competing institutional needs. Therefore our strategy in the first year is not to focus on increasing our academics engagement with research in these areas, as this is already happening extensively (as evidenced by the fact that this makes up c.75% of our funded research) but rather to focus on avoiding delays to research projects because of issues with the capacity of overseas organisations (e.g. issues of getting finance in to a country; the need for upfront payments due to cash flow issues of partners; providing cash advances; obtaining evidence of expenditure; local partners not having bank accounts which can accept foreign payments; establishing employment contracts overseas; understanding local taxes and legislations; identifying key people to liaise with when establishing collaboration agreements; ensuring that those signing the agreements understand the implications of the terms and conditions; translating legal documents; multiple variations of contracts due to ever changing political environments, which cause delays to proposed research plans). These issues need to be addressed at the same time as managing a significant institutional risk in holding overall responsibility for successful and timely project delivery. Therefore, SOAS strategy for QR GCRF is to address these issues first as without a solid foundation it is difficult to build anything not least highly complex research projects.

e. How QR GCRF strategy relates to institutional QR strategy

QR income in the School is devolved directly to Departments to contribute towards periods of research leave for academic staff, and also to provide support for research-related activities such as conference attendance. Our strategy for QR GCRF seeks to complement this use of institutional QR by initially providing central support to build our capacity to engage on an equal basis with overseas partners, then to pump-prime development-related research activities including collaborative research bids.

f. Likely key barriers and enablers to implementing your strategy

As described above, SOAS is acutely aware of how delays to GCRF research projects can occur because of issues with working with overseas organisations.

Barriers:

Financial:

- issues of getting finance into a country;
- the need for upfront payments due to cash flow issues of partners;
- providing cash advances to staff spending long periods of time overseas and where necessary to overseas partners;
- obtaining evidence of expenditure;
- local partners not having bank accounts which can accept foreign payments;
- understanding local taxes and legislations

Employment:

- establishing employment contracts overseas;
- Understanding local legislations;
- Visas

Contractual:

- identifying key people to liaise with when establishing collaboration agreements;
- partner institutions not always familiar with agreements of this kind; difficulties on their part to comply with some terms and conditions of the award due to different local legislation
- ensuring that those signing the agreements understand the implications of the terms and conditions;
- translating legal documents;
- multiple variations of contracts due to ever changing political environments which cause
- delays to proposed research plans.

Compliance

- Reporting not completed by International partners in the correct manner or in a timely fashion.
- Data not being stored in a compliant or structured manner
- Deliverables not completed due to a lack of understanding of expectations from the outset.

Research capability:

- Political volatility
- Networking activities in suitable locations – visa considerations.

Enablers:

- Clear internal processes
- Example frameworks for establishing equitable partnerships to be shared with researchers and collaborators.
- Clear understanding of the key country legislations and potential barriers.
- Good networks of local organisations in-country.
- High concentration of scholars working on Asia, Africa, and the near and Middle East.
- Membership of the London International Development Centre (LIDC)

g. key activities to realise objectives

- Investment in due diligence, recruitment, research finance and project management, i.e. key areas that strengthening to develop best practice and ensure equitable partnerships.
- Knowledge Exchange visits to partner organisations on large grants from administrators
- Partnership with Creative Industries with experience in the global south to develop accessible materials, to distribute materials and facilitate workshops/knowledge exchange
- British-African Research Support – Good Practice Exchange (BARS-GPE)
- Coordinate International best practise workshop
- Meeting the Full Economic Cost of GCRF activity
- Rapid response to emergencies
- Pump priming
- Continue to support large-scale multi-partner grants through dedicated support from the SOAS Research Development Manager, whose specific remit is to support large collaborative bids, by coordinating internal competitions, peer review and advisory boards for successful applicants, and project management of workshops, networking events of relevance to support the PI and their team to develop their proposal.

h. Main DAC countries we intend to collaborate with

Afghanistan, Myanmar, Bangladesh, Nigeria, Tanzania, Mozambique, Kenya, Uganda, South Sudan, Namibia, Nepal, India, Philippines, Colombia, China.

2. Provide details of the main intended **outcomes and impacts** of your strategy.

Outcomes:

- Investment in people capacity to support the delivery of ODA-eligible research, outcomes, and impacts in the UK and developing countries.
- Clear internal policies and procedures for working specifically with the 15 key DAC countries identified above particularly around financial transactions, recruitment, contracts, due diligence, ethics, and data management. (FY 18/19)
- Accessible training and guidance materials co-produced with DAC Country partners for International collaborations (FY18/19)

- Model frameworks for dissemination and knowledge exchange relating to best practise research methods e.g. ethics, data management, public engagement. (FY18/19)
- Improved efficacy of the administration of International projects. (FY19/20 onwards)
- Seed corn funding for emergent and urgent GCRF related projects. (FY 19/20 onwards)
- Coordinate an International best practise workshop (Annually)
- Financial support to meet FEC of GCRF funded projects (Annually)
- A proportion of the Engagement and Impact fund specifically focused for GCRF related projects which have ended but require continued support to translate research into sustainable social and economic impact that promotes economic development and welfare in developing countries. (FY 19/20)

Impact:

- Improve the capability of our International partners to deliver and manage research projects funded by GCRF through enabling partners to develop improved financial accountability, ethical standards, data management skills, public engagement and knowledge exchange and thus allowing for more time to be spent on performing the research and addressing the wider problems faced by developing countries.
- SOAS and other UK HEIs are recognised as an efficient, considerate, and equitable partner to carry out GCRF funded research projects, which will promote strong, enduring, and equitable partnerships in DAC Countries.
- Criteria for the seed corn funding would not only include research excellence but should also have a high likelihood of having a positive impact on the economic development and welfare needs of developing countries.

Management of GCRF

3. 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.

SOAS already has robust mechanisms for monitoring and evaluating projects. We would therefore plan to tailor our monitoring and evaluation of specific GCRF expenditure to run in parallel with existing procedures. We will initially address how we will monitor expenditure and then describe the process of evaluation.

Monitoring:

How will SOAS identify GCRF funding?

All expenditure at SOAS must be allocated to a Cost Centre. SOAS has already set up a Cost Centre specifically for QR GCRF expenditure and we will allocate specific expenditure to this Cost Centre where ODA compliant. All expenditure is managed

through Agresso online expenses and approved by appointed budget holders. Therefore, anyone with authority to spend against this account code would be given guidelines as to what is considered to be ODA compliant, this strategy, and the guidelines for this strategy.

SOAS uses a research management system (RMS) for all grant applications and it is current practice to tag all research projects with a variety of fields including country of relevance (which would allow for geographical distribution analysis) and those that are from GCRF. This system enables us to capture all of our research partners and versatile enough to allow us to add any other relevant tags that we might feel were necessary e.g. ODA complaint. We will monitor GCRF activity of research projects by reporting from our RMS.

We currently have a Cost Centre for our seed corn fund. Those projects deemed to be GCRF/ODA compliant will be tagged as such to monitor overall QR expenditure on GCRF activity and this will be highlighted by the Seed Corn Evaluation Committee and the information relayed to the GCRF project lead.

How will we monitor expenditure?

Annex 2 will be adapted to create an annual project plan which will retain the core fields provided but additionally add project dates, project ID numbers if relevant e.g. grant awards, and the owners of that project (departmental and Individual). A Gantt chart for each project will then be established and milestones, deliverables, and predicted expenditure against each project would be identified along with a field to capture lessons learned for each project.

A GCRF project lead will be identified to oversee management of this funding. A working group will be established which will involve core members from the academic community, Research and Enterprise, HR, Finance and Governance. Quarterly financial reports would be run against the Cost Centre and actual expenditure compared to projected expenditure.

What reports can we run to enable evaluation?

- Countries that we are working with/on (from RMS)
- Research Projects with GCRF funding (Agresso and RMS)
- Research Projects with a GCRF focus and ODA compliant activities (RMS)
- Expenditure against the Project Code (Agresso)
- Length of time between contract instruction and execution (Contracts database)

How would we evaluate progress and compliance in ODA and GCRF activity?

The working group will be responsible for monitoring and evaluating progress and compliance by analysing the quarterly financial reports; research and enterprise reports on grant application activity, which would identify the key fields such as relevant countries and research partners; establishing a theory of change and change logs; reviewing the accessible materials developed, receiving and reviewing reports from those who

undertook knowledge exchange trips. The working group will write termly reports summarising the activity to be received by the Research and Enterprise Committee; who would be ultimately responsible for ensuring the success of this strategy.

How do we monitor and evaluate the impact and outputs from the research?

SOAS already has clear processes for capturing and reporting impact and outputs from research through its work on monitoring Research Excellence at SOAS. Research Excellence is monitored through the Research, Information, and Strategy Unit which has dedicated staff members focused on impact, data management and communication of research. This is supported through working groups for Environment, Impact, and Outputs which oversee all activity and progress in these areas and report to a REF steering group, which reports to the Research and Enterprise Committee. From the data gathered in these working groups e.g. reports on grant applications, publications data, departmental strategies etc. SOAS is closely monitoring its research impact, outputs and environment. The GCRF working group will work closely with the Environment, Impact, and Outputs working groups to identify work that would be GCRF and ODA compliant. For example, even though SOAS has not actively sought to identify impact from GCRF focused or ODA compliant research we can identify that c.20 out of the 34 current potential impact case studies being prepared for REF2021 would fall under this description from an existing report. Finally we would use the project plan (adapted Annex 2) to track progress and use a red, amber, green system to identify risk to each project.

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

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

In the first instance SOAS has allocated 70% of the QR GCRF allocation towards meeting the FEC of research and supporting ongoing activities with existing GCRF projects. It should be noted that this amount is well short of the actual subsidy SOAS will be giving towards all of our GCRF and ODA compliant research. The remaining 30% is towards new activity such as knowledge exchange visits, best practise exchanges, creation of training materials, and appointment of extra staff time to provide support with due diligence, contract processing, and activities such as developing processes to expedite payments to overseas.

The above is ODA compliant as the activities main objectives are on enabling our research partners in DAC countries to build their capacity and capability to undertake International collaborative research and to further promote research in:

- i) Equitable access to sustainable development
- ii) Sustainable economies and societies
- ii) Human rights, good governance, and social justice

The research projects listed have already been defined as GCRF by RCUK.

6. 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.

If the QR GCRF allocation were to increase SOAS would look to intensify its capacity building strand. One activity could be to increase the amount of accessible materials in different languages that we could create/disseminate and increase the number of visits to our partner's organisations to embed and share best practice. Furthermore, should the amount increase significantly, we would recruit a dedicated GCRF coordinator with a particular focus to support project set-up as well as fostering stakeholder engagement, public engagement and impact activities. We would also consider appointing an academic GCRF Director to oversee all GCRF activity. This would enable us to monitor more closely SOAS' overall contribution to Global Challenges, identify synergies, areas for further investment, areas for concerns, and share best practice from those that have experience with working with DAC countries we have identified. We would also look to increase the amount of Institutional commitment to new and existing GCRF projects through both PhD studentships and Post-Doctoral fellowships. Furthermore, we would review our existing MoUs and MoSEs and look to see whether we could offer any overseas studentships or other ways to strengthen some key partner Universities in the DAC countries identified.

All the above is ODA compliant as the activities main objectives are on enabling our research partners in DAC countries to build their capacity and capability to undertake International collaborative research and to further promote research in:

- i) Equitable access to sustainable development
- ii) Sustainable economies and societies
- ii) Human rights, good governance, and social justice

Given that 75% of SOAS research volume focuses on the above we have no doubt these activities would be ODA compliant.

If the QR allocation were to decrease then we would only be able to develop minimal guidance for partners, it would likely be more UK focused as the in-country partner visits would be less frequent, if at all, depending on how much the funding was decreased by. Therefore, our ability to improve capacity and capability of our partners would diminish

significantly and our understanding of the local environmental difficulties would be harder to gather and we would continue to be reactive rather than pro-active in our approach. If the funding were minimal we would look to only support existing GCRF projects and future ones by being able to offer Institutional commitments to ensure that our proposals were competitive with the bigger Institutions that would be receiving the lion's share of the QR GCRF.

7. 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.

Our priorities for 2019-20 would be as follows:

1. Support institutional commitment to GCRF related projects.
2. Ensure internal processes for managing equitable International partnerships are effective and achieving optimal satisfaction with both external and internal beneficiaries.
3. Continue to develop accessible materials and embed and share best practice for research both within the UK and wider through networks such as BARS-GPE. Although small, the BARS-GPE strand is significant, as upskilling our research support counterparts and the related research support infrastructure in DAC nations means that institutions can develop a trusted status and give confidence to other international collaborators that they can handle large and complex collaborative research activities. In the second year we hope to replicate the African programme into a second geographic region by doubling the allocation to this strand.
4. Increase support for networking activities to develop new partnerships and strengthen existing ones. This would include supporting knowledge exchange visits for both UK staff and where appropriate staff from our key strategic partners to visit the UK. The levels of this would be dependent on the levels of funding. Initial discussions have taken place to create synergies between LIDC (London International Development Centre) partners in particularly with regards to building joint capacity around due diligence and potentially other governance matters. We envisage exploring this further if funding allows.
5. Increase the available amount of funding for seed corn, engagement and impact, and knowledge exchange funds to specifically support GCRF activity.
6. Create an urgency fund to enable rapid responses to Global Crises or to offer support to existing research projects that have been affected due to unforeseen changes in political environments.
7. Create dedicated GCRF positions e.g. GCRF coordinator and GCRF academic Director. The FTE of this would be dependent upon levels of funding.

If the QR allocation were to decrease then we would focus on priorities 1-4 above and not focus on 5-7.

All the above is ODA compliant as the activities main objectives are on enabling our research partners in DAC countries to build their capacity and capability to undertake International collaborative research and to further promote research in:

- i) Equitable access to sustainable development
- ii) Sustainable economies and societies
- ii) Human rights, good governance, and social justice

Given that 75% of SOAS research volume focuses on the above we have no doubt these activities would be ODA compliant.

8. 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.

Our priorities for 2020-21 would be as follows:

1. Support institutional commitment to GCRF related projects.
2. Ensure internal processes for managing equitable International partnerships are effective and achieving optimal satisfaction with both external and internal beneficiaries.
3. Continue to support networking activities to develop new partnerships and strengthen existing ones.
4. Continue to provide dedicated GCRF positions e.g. GCRF coordinator and GCRF academic Director. The FTE of this would be dependent upon levels of funding.

If funding were to decrease then priority 4 would be reduced.

All the above is ODA compliant as the activities main objectives are on enabling our research partners in DAC countries to build their capacity and capability to undertake International collaborative research and to further promote research in:

- i) Equitable access to sustainable development
- ii) Sustainable economies and societies
- ii) Human rights, good governance, and social justice

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