

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) Priority objectives

The University of Cambridge is one of the world's leading research universities, working across disciplines with international partners to find solutions to global challenges. We are committed to achieving excellence in research and scholarship, and to ensuring that our research contributes to the well-being of society. The global dimension is inherent in every field of research, and significantly the University has a number of centres, institutes and cross-departmental initiatives whose research is closely aligned with the UN's Sustainable Development Goals.

The tradition of research and teaching at Cambridge in international development goes back at least to the 1930s, when some of those who were later to be the founding fathers in the field studied here as graduate students under John Maynard Keynes. In the eighty years since then research and teaching in the subject has taken place across many faculties and departments. Our Priority Objectives for development-related activities are:

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

1. Long term strategic partnerships with research institutions and non-academic partners such as NGOs and civil society organisations in developing countries. To this end, in 2017 the University established a Strategic Partnerships Office, which supports the University in establishing strategic international partnerships and has a role to create, identify and disseminate opportunities for strategic collaboration across all disciplines and countries. Cambridge engages with peer institutions, governments, NGOs and policy-makers around the world to translate the results of its research for the benefit of society. Every partnership is based on quality and excellence, and aims to achieve the maximum global impact, educational, societal and economic. Examples include:

(i) The University has established a multi-faceted partnership with the Government of India Department of Biotechnology (DBT) which includes the appointment of five 5-year DBT-Cambridge Lectureships to foster research collaborations between Cambridge and India, and the UK-India Crop Science Initiative to support cutting-edge research and translation in sustainable agriculture.

(ii) We have established a joint research centre in antimicrobial-resistant tuberculosis with researchers at the Indian Institute of Technology Madras (IIT-M). The researchers work together to develop new diagnostic tools and new treatments to address the sharp rise in cases of multidrug resistant tuberculosis.

(iii) The Cambridge Conservation Initiative is a unique collaboration between the University of Cambridge and leading internationally-focused biodiversity conservation organisations clustered in and around Cambridge. CCI seeks to transform the global understanding and conservation of biodiversity and the natural capital it represents and, through this, secure a sustainable future for all life on Earth. The CCI partners together combine and integrate research, education, policy and practice to create innovative solutions for society and to foster conservation learning and leadership.

2. Building research capacity and contributing to the economic benefit and welfare of developing countries. We are working on solutions to problems developing countries are facing thereby contributing to healthier and safer lives, sustainable development and prosperity for all, equal and effective education, social justice and human rights in these countries. Examples include:

(i) The THRIVE Programme (Training Health Researchers into Vocational Excellence in East Africa) which is led from the Makerere University in Uganda, provides support to Africans in developing their own regional centres of excellence for scientific education and training. Central to this programme is the principle of supporting African PhD and post-doctoral research on African priorities, in Africa. African PhD students can spend six months of their 4-year research programmes in their Cambridge mentor's laboratory. Postdoctoral level researchers are being offered 2-year fellowships with also the possibility of spending up to six months with their mentors in Cambridge. Both Cambridge and Africa supervisors/mentors can exchange visits to provide maximum support and mentorship. By training and developing the scientific careers of PhD students and post-doctoral fellows, the programme aims to create research leaders in

African research institutions in infectious diseases, neglected tropical disease, maternal, neonatal and reproductive health, and non-communicable diseases.

(ii) The Witwatersrand – Cambridge Exchange Programme provides opportunities for academic exchanges between the two Universities. The scheme can accommodate visits for one month up to six months in either institution and is aimed at early career lecturers, postdoctoral fellows and PhD students with research focus in political theory. The programme gives the opportunities to researchers to play a full part in academic life of the institution they visit, take part in seminars and workshops and interact with faculty.

b. Key aspects of the QR GCRF Strategic Plan

We will use QR GCRF in the following key areas:

(i) Strengthening the University's capability to support development-related research activities and programmes through specialist support and advice on delivery of ODA compliant research, guidance and advice on all relevant policies and practices for work in developing countries, including risk assessment, financial assurance, research ethics and integrity, health and safety etc.

(ii) Strengthening the University's capability to deliver development-related research activity by providing experienced project and programme managers specifically for GCRF, Newton Fund, DFID and other development-related research projects

(iii) Supporting the academic schools, departments, centres, initiatives and individual academics in building links and partnerships with researchers in institutions in developing countries, as well as delivery partners in non-academic organisations in developing countries

(iv) Supporting the development and strengthening of new strategic partnerships with organisations in ODA countries

(v) Supporting the development of collaborative research programmes with partners in developing countries

c. Fit of our QR GCRF strategy into broader strategy for development related research activity

Our strategy for development-related research activity is based on a wide range of activities taking place in Cambridge across all 6 academic Schools and a number of cross-School research programmes and initiatives. Below are a few examples:

(i) Cambridge Africa was established in 2008 and is the University of Cambridge's institutional strategy to support African research in African universities and research institutes. It is a University-wide umbrella programme comprising a range of proactive, coordinated, multidisciplinary and interdisciplinary initiatives in Africa and Cambridge, that strengthen African research capacity and scholarship. Our current coordinated initiatives are interdisciplinary and

multidisciplinary, extending across the social sciences and humanities, engineering, biological and health sciences, as well as research management and administration.

(ii) Twenty Interdisciplinary Research Centres (IRCs), Strategic Research Initiatives (SRIs) and Strategic Research Networks (SRNs), which build on areas of existing research strengths by bringing together a critical mass of expertise from across the 6 academic Schools. All our IRCs, SRIs and SRNs engage in collaborative research programme with developing countries, the thematic areas of the following programmes are of particular relevance to the international Sustainable Development Goals: Conservation, Energy, Global Food Security, Infectious diseases, Global Challenges, Synthetic Biology, and Public Health.

(iii) Other cross-departmental activities focused on development issues include:

CamMigres – The Cambridge Migration Research Network, which brings together an exceptionally strong group of 23 University of Cambridge faculties, departments and centres and focusses on impacts of past and present migration in relation to human evolution and development, social, legal, and economic policy, governance, professional knowledge, institutional practice and social relations.

The Consortium for the Global South, a collaboration led by the Centre of African Studies, the Centre of Development Studies, the Centre of Latin American Studies and the Centre of South Asian Studies. The Consortium is committed to promoting the interdisciplinary study of the Global South within the University of Cambridge and beyond. It brings together scholars from different regions and disciplines seeking to address some of the major challenges of the world today, and to locate these challenges in history.

North Asian Borders Network, an international and multidisciplinary research network specialising in the strategic border area of Russian, China and Mongolia.

(iv) Development-related research is also undertaken in nearly all our Faculties and Departments. Our researchers are developing new research programmes and translating the outputs of their research to address the problems the developing countries are facing. In addition, there is a number of centres and programmes based in faculties and departments, which are specifically focussing on development themes and UN's Sustainable Development Goals. Examples of activities based at Department level include:

(iv.i) Research for Equitable Access and Learning, a research centre based in the Faculty of Education, which pioneers research into overcoming barriers to education, such as poverty, gender, ethnicity, language and disability, and promotes education as an engine for inclusive growth and sustainable development.

(iv.ii) The Centre for India and Global Business, a research centre based at Cambridge Judge Business School, University of Cambridge, acts as platform for research and engagement with key partners in industry, academia and policy in India, the UK and across the world. Its primary focus

is to understand, promote and engage with innovators on India's leading role in the global knowledge economy.

(iv.iii) Centre for Rising Powers, based in the Department of Politics and International Studies, is an interdisciplinary research institute that investigates the structural transformation of global order when new countries rise to power.

(iv.iv) Centre for Governance and Human Rights, based in the Department of Politics and International Studies, is an outward focused multi-disciplinary centre committed to advancing thought and practice within areas of critical importance to global justice and human well-being in the twenty-first century.

(iv.v) EcoHouse Initiative, based in the Department of Architecture, is a multidisciplinary programme that aims to facilitate truly sustainable growth in the context of poverty and climate change in the developing world.

d. GCRF QR strategy alignment with the UK strategy for GCRF

Our strategy for GCRF QR is closely aligned with the UK strategy for GCRF. This is manifested in the priority objectives for our development-related research activities: to develop long term strategic partnerships which will enable us to develop research programmes that address the problems of the developing countries.

The GCRF QR funds will be used to enhance the University's capability to develop and deliver ODA-compliant research and ensure that all projects are promoting the economic development and welfare of ODA countries as their primary objective. This will be delivered by investing in people as well as providing relevant training and guidance to researchers and professional staff engaging in development-related projects.

Capacity and capability building in both UK and developing countries is at the core of our GCRF QR strategy as well as our existing development-related research activities. Our strategy has been designed to enable us to be able to support and promote challenge-led mono- and interdisciplinary research in development related areas as well as to provide an agile response to emergencies where there is an urgent research need.

e. Alignment with the wider institutional strategy for using QR

The University's core strategy for QR is to invest in fundamental research across the breadth of the University's academic activities in order to underpin the longer-term health of the research environment at Cambridge. Mainstream QR funds are distributed on a non-hypothecated basis to enable Departments to support new and emerging research activities driven by the research ambitions of our academic staff. The only exception to this general principle is that the University does hypothecate an element of the Charity Support Fund given the importance of this specific allocation to underpin the financial sustainability of Departments that undertake competitive charity research funding.

The University is planning to take the opportunity presented by the GCRF QR allocation to complement the core QR allocation by underpinning those activities important to develop and enhance the University's research activities delivering ODA objectives. It will enhance the funds available to those academic staff and researchers that are already active in addressing international development activities but also support researchers with relevant skills and expertise to align their research interests with both current and emerging ODA challenges. The need for this enhanced support has been identified as GCRF activities are bound by a unique set of rules and constraints. The requirements to comply with specific ODA objectives, to meet ODA reporting requirements and to undertake effective risk assessment of ODA partner institutions, will therefore receive additional support. The processes being put in place to allocate, manage and monitor GCRF QR will also ensure that all necessary ODA reporting requirements will be met.

f. Likely key barriers and enablers

The potential challenges in delivering the GCRF QR strategy include:

(i) Reluctance of academics who have yet to engage with the development agenda to participate in GCRF QR activities. We are addressing this challenge by providing comprehensive support and guidance – through our Interdisciplinary Research Centres, Strategic Initiatives and Networks which coordinate activities addressing some of the key SDGs. Specific and focused support through the Global Challenges Initiative, established to enhance and coordinate University's engagement with GCRF and through the activities in the Research Office and Strategic Partnerships Office.

(ii) Lack of buy-in from the partners in developing countries. We are taking steps to overcome this by continuing to support existing strategic partnerships in developing countries and developing new effective strategic long-term partnerships.

(iii) Concerns about working in countries with different cultural, legal and financial systems, and different levels of expertise of managing funding in a compliant way that will meet the high auditing standards we operate under.

(iv) The time taken to build deep and meaningful partnerships. This requires a major investment of time and resource. Meaningful benefits are most likely to accrue on a 5-10-year funding horizon.

g. Key activities

In implementing our GCRF QR strategy we aim to spend ~25% of funds to build on and strengthen our capacity to support delivery of ODA-eligible research, outcomes and impacts in the UK and developing countries, and ~75% to support and pump prime mono-, inter-disciplinary and collaborative research activities, networking and development of strategic partnerships, generating impact from research in and beyond the sector and to a lesser degree meeting the full economic costs of eligible research funded by other delivery partners. The University

considers this to be an appropriate balance of activities to both develop existing capacity while enabling our wider research base to engage in ODA priorities.

(i) Building on and strengthening our capacity to support delivery of ODA-eligible research, outcomes and impacts. Funds will be used to support existing activities such as

- Cambridge Africa [see earlier] and the Global Challenges Initiative. This is a Strategic Research Initiative which has been set up to coordinate University's activities in ODA / GCRF space, grow our capacity and capability to undertake ODA-eligible research and increase the engagement of research with the SDGs and international development challenges.

- We will establish specialist support for researchers to provide project management and coordination support for ODA-eligible research projects from conception of ideas to delivery of awarded programmes

- We will invest in our capacity to support the delivery of ODA-eligible research by creating 2 new posts which will provide advice on due diligence, risk assessment, financial assurance, health and safety and ensure that all research projects funded from GCRF, Newton and related aid funds is ODA compliant.

These activities will significantly enhance our ability to develop equitable and sustainable partnerships, grow our capability to deliver ODA-compliant projects and increase our engagement with the international development challenges.

(ii) Supporting collaborative research programmes, pump-priming, networking and rapid response to emergencies. GCRF QR will be used to set up an internal fund which will be used primarily for 3 schemes:

- a Travel and Networking Fund – to support building partnerships with research and delivery partners in developing countries, as well as facilitating coordination with GCRF project partners in the UK, multinational, public and philanthropic research institutions and Funds will allow researchers to organise networking meetings, and other events to develop partnerships and co-create research programmes with partners, as well as travel out from Cambridge and visit Cambridge to develop collaborative projects in development related research.

- a Pump-Priming Fund – this fund will support new mono-disciplinary and interdisciplinary collaborative research activities that address problems of developing countries and aims to develop sustainable and innovative solutions. The funded projects will include activities that generate impact from: research that promotes economic development and welfare in ODA countries; pump-priming activities that will inform more substantive research into and impact on developing countries and potentially leads to large applications for funding from GCRF and other sources; where relevant, meeting the full economic cost of eligible research funded by other delivery partners etc.

- a Response Fund to allow rapid response to emergencies – this fund will be used to provide funding for urgent research needs, to respond to emergencies in developing countries, such as disease outbreaks e.g. recent ZIKA outbreak), natural disasters such as floods and earthquakes or

refugee migrations due to armed conflicts and violence. This fund will be designed and managed to help address all of the 6 areas of activity outlined in the HEFCE guidance on GCRF QR strategies.

h. Main developing countries

As outlined earlier in this document, international engagement is inherent in every field of our research. Our academics and initiatives engage with researchers in many of the countries on the DAC list and we will continue to provide support to them in development and delivery of their research programmes. Our strategic QR GCRF activities will enable more resource and focus on the following countries and regions: Africa, in particular Uganda, Kenya, Tanzania, Ethiopia, Ghana, South Africa; India and Indian Subcontinent and China. Examples of partnerships and engagement with these countries include:

(i) a growing presence in Africa through the Cambridge-Africa Initiative

(ii) strong collaborations in India in agriculture, food security, infectious diseases and drug discovery, as well as education. An example is the newly awarded RCUK GCRF TIGR2ESS project, which aims to transform India's Green Revolution by research and empowerment for sustainable food supplies, collaborating with National Institute of Plant Genome Research (New Delhi), Punjab Agricultural University, Borlaug Institute for South Asia, Indian Institute of Technology Mumbai amongst others.

(iii) Collaborations in global public health in Africa and South Asia. An example is the newly awarded GCRF project: Cambridge Alliance to Protect Bangladesh from Long-term Environmental Hazards (CAPABLE), which aims to tackle public health challenges in Bangladesh by building on a cross-disciplinary partnership of centres of excellence in Bangladesh and the UK.

(iv) Numerous and growing collaborations with partners in China, across many disciplines, and Latin America.

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

We will generate both quantitative and qualitative outcomes and impact through our GCRF strategy. Projects and activities funded through the GCRF QR allocation will have KPIs and objectives aligned to ODA objectives, and will be required to report to the International Due Diligence team as specific objectives are achieved. The overall progress of the Programme and its delivery against ODA objectives, will be monitored on a quarterly basis by the Management Group chaired by the PVC Research.

Examples of anticipated quantitative outcomes and impacts include:

- An increase in the number of academic and non-academic external partners collaborating in ODA-eligible projects. This will be assessed on a project-by-project basis, with an overall target set for the total number of (i) academic and (ii) non-academic partners collaborating with Cambridge projects on a year-by-year basis.
- An increase in number of strategic partners collaborating annually in ODA-eligible projects. This will be assessed on an institution-wide basis, with targets for partnerships assessed on an annual basis.
- An increase in the number of academic, research staff and postgraduate students participating in ODA-eligible projects. This will be assessed on a project-by-project basis, with an overall target set for the total number of (i) academic staff (ii) research staff and (iii) postgraduate students collaborating with Cambridge projects on a year-by-year basis.
- A programme of capacity building activities with overseas partners, including the publication and dissemination of best practice case studies. This will be assessed on an institution-wide basis, with targets for the numbers of capacity-building activities delivered assessed on an annual basis.

Qualitative outcomes and impacts:

- a step change in recognition of the role of development-related research in the research portfolio of the University. This is already underway.
- a greater awareness in the student-body of the value of development-related research as a topic of academic study and a potential career choice.
- Enhanced capability of the University to support and deliver ODA compliant research projects. The extra support aims to encourage researchers to initiate and foster links with ODA partners, allowing them more time to focus on the relationship building aspect. The support will also provide a robust risk assessment and guidance where risk is perceived but, as often is the case in ODA nations, inevitable.
- Enhanced capacity in the University's strategic partners to participate in world-leading research projects that also deliver ODA objectives. The capacity building activities of the programme will be designed to develop and sustain expertise in our partners to deliver their own research and training programmes that can compete with the best internationally.

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.

a. Governance, monitoring and evaluation of outcomes

(i) QR GCRF funds will be managed under the oversight of the PVC-Research, Professor Chris Abell, with day-to-day management via the a dedicated GCRF team bringing together expertise from the Research Office Strategy and Research Operations teams and the Strategic Partnerships Office. Oversight of the Award will be provided by a governance board comprising Professor Abell as Chair, the Director of the Strategic Partnerships Office, Head of Research Office, academic experts, and Research Office staff. The board will oversee distribution of funds, evaluate grant applications and monitor progress of activity against project aims. It will meet four times per year to assess applications (two calls per year), and to review the programme and measure outputs when funding ends. The work of the Board will be supported by the Research Office Assistant Director for EU & International programmes and the GCRF Due Diligence Manager.

(ii) Applicants for QR GCRF funding will be asked to provide clear objectives and outputs in the proposed project, as well as identifying routes for development and leverage of awarded funding in the context of their impact in ODA countries. Applications will be evaluated for their correlation to ODA principles. Successful applicants will be required to submit a final report within one month of the end of their grant, consistent with GCRF reporting requirements, highlighting achievements, next steps and further objectives.

(iii) PIs in receipt of GCRF QR funding will be responsible for monitoring and reporting scientific progress and ensuring that projects have appropriate governance and reporting structure in place internally and, when appropriate, with external partners. The frequency of output and outcome reporting to the Due Diligence team will be approved by the Governance Board in order to be coherent with HEFCE requirements.

(iv) Submitted reports will be assessed against ODA compliance and their economic and social impact in relation to the project objectives as outlined in the proposal. Conclusions will form the basis of the QR GCRF yearly reporting to HEFCE and will be used to plan, and where necessary, adapt the following years' funding plan.

b. Policies and procedures Due Diligence

(i) ODA Compliance. The Research Office will provide guidance to departments and PIs in respect to ODA/GCRF funding and compliance. It will also provide guidance and checks in costing the proposal, justification of resources and ensuring that it meets the eligibility criteria. The ODA Compliance team will also work closely with overseas partners to co-develop best practice guidelines and to identify, publish and disseminate exemplars of best practice.

(ii) Where pump-priming activities involve an international research collaboration with an ODA partner, the University has several internal risk mitigation procedures in place. All new external collaborations are subject to due diligence checks, and any concerns are escalated to the Advisory Committee on Benefactions and External Legal Affairs (ACBELA). Guidance on

International relationships is provided by the Strategic Partnerships Office. They have developed a protocol governing all international collaborations, including research grants.

(iii) The Research Office currently has a Due Diligence questionnaire for all overseas collaborators, including those located in countries on the DAC list. The form asks for information concerning the legal status, corporate governance (including scientific misconduct, anti-bribery and anti-slavery and human trafficking policies), financial status, audit and accounting procedures, ethics approvals and management of research subcontracting by the partner organization. Answers that arise from the questionnaire then inform whether the decision needs to be escalated to the Advisory Committee on Benefactions, External and Legal Affairs (ACBELA). The University takes a risk-based approach to negotiating all of its collaboration agreements and this will be reflected in the final agreed terms with external, ODA partners.

(iv) The University is in the process of setting up a dedicated Due Diligence team. The team will, in addition to carrying out the initial due diligence process of external ODA parties, monitor compliance throughout the life of the project. The process will ensure that external collaborators are aware of their obligations and specific guidance will also be provided to ensure compliance. Where necessary, training on ODA compliance will be provided to third parties, either face to face or via Skype or a similar communication method.

(v) The Due Diligence team will also support the QR GCRF reporting requirement and will act as a guidance hub on management and compliance of GCRF funds.

(vi) The University's Policy on the Ethics of Research involving Human Participants and Personal Data requires that "University sponsored research carried overseas must uphold the University's ethical standards". Where ethical approval of human participant or personal data research is provided by an overseas research ethics committee, the Cambridge researcher may submit the application by the overseas committee to a Cambridge research ethics committee for consideration and approval. This consideration will involve review of the standards under which the approval was given.

(vii) The University will also request sight of the ethical, research integrity and research misconduct policies of any third party before drafting a Collaboration Agreement. These will be checked against the requirements of the RCUK Policy and Guidelines on Governance of Good Research Conduct and University policy.

(viii) The University will collaborate with the wider sector, and specifically with the Russell Group network of Directors of Research, to develop best practice for Collaboration Agreements with overseas partners. This will include ensuring compliance with issues such as the management and resolution of any allegations of misconduct in research and build upon existing best practice guidelines (e.g. OECD's Investigating Research Misconduct Allegations in International Collaborative Research Projects: A Practical Guide).

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

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.

Activities funded through QR GCRF have been selected to be well aligned to ODA principles, with the underlining purpose of promoting the economic development and welfare of developing countries. This fund will help address all of the 6 areas of activity outlined in the HEFCE guidance on GCRF QR strategies with priority being given to the following activities:

(i) Capacity building – investing in our capacity to support the delivery of ODA-eligible research by creating and supporting posts which will provide advice on due diligence, risk assessment, financial assurance, health and safety and ensure that all research projects funded from GCRF, Newton and related aid funds are ODA compliant, and specialist support for researchers to provide project management and coordination support for ODA.

(ii) Pump-priming activities –will support new mono-disciplinary and interdisciplinary collaborate research activities that address problems of developing countries and aim to develop sustainable and innovative solutions. The funded projects will be diverse and could include activities that generate impact from research that promotes economic development and welfare in ODA countries, pump-priming activities that will inform more substantive research into and impact on developing countries and potentially lead to large applications for funding from GCRF and other sources; where relevant, meeting the full economic cost of eligible research funded by other delivery partners etc.

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.

If funding levels are subject to change downwards, priority for QR GCRF 2018-2019 will be given to support the posts that facilitate and enable researchers to develop and strengthen collaborations with ODA countries. We believe that this support is essential to ensure that Cambridge can derive maximum value from the GCRF grant funding that we have been allocated on a competitive basis and that will deliver outputs across the ODA criteria. It is also anticipated that the budget earmarked for the Response Fund for emergency research will be protected. We believe it is essential that we retain some flexibility to use the opportunity presented by the GCRF QR allocation to respond to events such as natural disasters where this presents urgent challenges that research can help resolve. Within the remaining funding streams, priority will be given to support pump-priming activities that are already initiated and/or to support projects

that which offer good prospects to develop strong and enduring international partnerships, again as we believe that these are most likely to deliver the greatest ODA benefit.

If funding were to be increased upwards, the budget for networking/travel and pump-priming initiatives will be increased accordingly, which would reduce the overall percentage spent on core activities below the current ~25% projected. Depending on the size of the increase, there may be an opportunity to include strategic support for existing centres of excellence such as Faculty of Education for its international programmes, the Consortium of the Global South, the Cambridge Conservation Initiative and Cambridge Public Health. Each of these initiatives make a clear and specific contribution to the delivery of ODA criteria.

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.

The main priorities for QR GCRF activity in 2019-20 will be consistent with those of 2018/19 but may be adjusted after a full assessment of activities already being funded. It is also anticipated that the planned balance of funding between support for core capacity and investment in the development of academic capacity will remain consistent (e.g. ~25% and 75% of the allocation respectively).

However, the delivery strategy for GCRF QR at Cambridge will allow for significant changes to the shape and distribution of funds as the portfolio of GCRF projects supported at Cambridge evolves. For example, in the event that Cambridge's application for a GCRF Hub is successful, it is anticipated that the GCRF QR allocation will be modified in the light of this major grant investment. The University's Global Challenges Strategic Research Initiative will also have made significant progress in its programme of activities and the GCRF QR allocation may be amended to support new and emerging themes of activity within the University that result from the new collaborations that the SRI has encouraged. Most importantly, any very successful projects or programme supported in the 2018/19 programme may justify additional support, and potentially a dedicated funding stream from the 2019/20 allocation.

The final key determinant in any changes to the strategy in 2019/20 will be the continuing development of the University's strategic relationships with our overseas GCRF partners. We anticipate that the GCRF QR strategy will begin to include priorities that have been co-developed with our GCRF partners and recognising the specific ODA challenges in the countries concerned. This may result in a greater focus of activities on a smaller range of ODA countries, although we also anticipate that any evolution of the focus of the programme due to the development of the breadth and depth of collaboration with strategic partners will be offset by an increasing breadth of new relationships seeded by the pump-priming activities funding through the programme.

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.

The main priorities for QR GCRF activity in 20-21 will be consistent with those of 2018/19 and 2019-20. As was the case for 2019/20, it is anticipated that the planned balance of funding between support for core capacity and investment in the development of academic capacity will also remain consistent (e.g. ~25% and 75% of the allocation respectively).

We do anticipate that there will be some significant changes to the balance of activity in 2020-21 compared to 2018-19 in the light of (i) the identification of examples of best practice which will inform the evolution of our initial funding mechanisms and the development of new funding mechanisms to respond to either the strengths/successes of early phase activities or the weaknesses/any failures of early phase activities. We also anticipate that at least one and potentially two major initiatives will have developed over the preceding two years which may either replace the strategic priorities of the 2018/19 programme of result in a greater emphasis within the programme of major streams of activities, with a reduction to the open-ended calls. The evolution of the programme will be driven by success and demonstration of effective delivery of activities against ODA priorities. The Governing Board will also monitor the overall shape and direction of the Programme against the four priorities of Governments ODA Programme and may make adjustments to the Programme in 2019-20 in the event that becomes clear that the Programme could be better aligned to address the overarching development aid priorities while maintaining the focus of the Programme on supporting internationally leading research activities.

We would also anticipate that the 2020-21 programme will include at least one and up to three streams of activities to further develop strategic partnerships with organisations based in our emerging priority ODA countries. This may be included among the strategic initiatives identified above, or they may require a dedicated funding stream within general allocations (e.g. funds for travel/networking).

Finally, we expect the programme to support activities in response to major emergencies where these require research to inform the most appropriate response. It is likely that at least one stream of activities in this area will have been identified by this third year of the programme.

