

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

Background

The University of East London (hereafter UEL) has developed a renewed corporate plan and a new Research & Knowledge Exchange Strategy 2017-22. These guiding documents demonstrate a clear focus on our Flagship Challenges, and our commitment to internationalising our research and knowledge exchange offer. Alongside these key documents sits our GCRF Strategy developed to guide our Colleges in establishing coherent global priority plans for the coming years; based on their recognised areas of excellence. This strategy builds from existing platforms and is a living, working testament to long-standing research foundations that have brought increased recognition and

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

visibility within the academy, and importantly, in attracting collaborators, networks and investors on the global stage.

The GCRF Strategy positions us for building greater capacity and long-term sustainability at critical moment in the further development of UEL as an anchor institution in a highly global facing region of London. At any one time, UEL has over 120 languages spoken on campus, with 74% of our student population coming from Black, Asian Minority Ethnic communities. We have not only established ourselves as a local and highly diverse institution, but also one that is deeply connected to global networks, communities and sectors through our academics, alumni and student body, as well as through our recognised and long-term partnerships that have developed through those connections.

Our existing footprint within the GCRF and ODA priorities brings together a small range of research programmes, based on recognised core centres of excellence, delivering on impactful projects. These foundations have themselves highlighted critical new areas aligned to UEL's strengths together with the importance of securing longer term, sustainable programmes to achieve meaningful impact and benefit. Our future investments are thus strategically targeted towards generating new, and building on existing, capability and capacity to maximise the benefits of UEL's research strengths through cooperation and knowledge transfer programmes directly targeting respective ODA challenges and needs.

Current Position

Our research in DAC countries within the larger ODA remit of betterment of the lives of people in these countries, is underpinned with a strong foundation going back over two decades. The UEL programme teams of International Development and Refugee Studies have an extensive portfolio of research and publication with expertise in Africa, South Asia, Latin America and the Balkans. Several team members of strong collaborative academic networks in these countries. This is further strengthened with our distinct undergraduate and postgraduate programmes (EAD/IAC Accredited <https://www.eadi.org/accreditation/>). The ID and the Refugee Studies pathways are also part of the ESRC UBEL Doctoral Training Programme. Our GCRF strategy plans to extend our expertise into further research with our DAC country academic and non-academic third sector partners.

Currently our portfolio of GCRF programmes span over 17 DAC nations, of which over 13 projects are carried out in lower middle-income and upper middle income countries (ODA specific), with the remainder in the least developed areas of keen interest to GCRF ambitions. In addition to these programmes of research we also have over 20 international research projects that whilst not within the full scope of GCRF, demonstrate clear relevance with ODA ambitions for implicating positively on sustainable development, participatory health, social enterprise and smart logistics for service industries. Based on activity for 2018-19 we have anticipated participation and engagement over the full three years to equate to approximately engagement with 27 DAC countries, with over 1200 participants, 19 university institutions (including over 200

academics), over 57 local partnerships with key agencies (of which 14 are NGOs and 13 are policy departments), 400 training events and workshops, 25 creative interventions, over 200 translations of key materials, over 10000 trained health professionals and more than 10 training manuals and online resources in over 10 countries. As demonstrated in our three-year priorities, it is our specific aim to extend our engagement with our target groups, agencies and organisations by at least 20% in our first two years.

Future Strategy

Our strategy directly aligns with our institutional flagship strengths in key areas of GCRF and DAC interests, and act as a positive guide to action, adoption and implementation for our three new Colleges within the Universities corporate plan. These areas initially build from our platforms in global health and wellbeing, migration and refugees, disaster resilience and human rights and education; with targeted future development, capitalising on the Colleges recognised proficiency in key areas.

In addition to the GCRF allocation, we are also bringing together a fuller picture on the breadth and depth of our international exchanges, uniting our Quality Research (QR) funding and our internal investments to enable a greater opportunity for dialogue and debate, mobility of staff, student and partners, internship opportunities, and a keen support framework for completion of major works for submission to REF2021. This internal investment currently adds up to £100k annually to our GCRF allocation, enabling us to meet our objectives and further leverage new opportunities for match funding, partnership development and as an enabler to SME's and NGO's that might not otherwise have the funds to contribute to collaborative research and knowledge exchange.

In order to drive this strategy in a highly integrated way across the whole institution we have established a GCRF Steering Committee, consisting of key senior academics, early career researchers, postgraduate research students and external collaborators and advisors. The group is chaired by our PVC Research & Knowledge Exchange and reports directly into our institutional Research & Knowledge Exchange Committee and our Vice Chancellors Group. The Group has a clear mandate to convene around GCRF, to establish the mechanisms for investment, review, monitoring and development, and most importantly, guide our objectives to raise capacity, increase participation and ensure long term sustainability of our outcomes and impacts

We have also built in capacity for supporting our GCRF ambitions with administrative support and a target focus on additional funding acquisition, bid writing and workshops, that help raise awareness, capacity and skills of researchers working and developing projects in global contexts. Central to our long-term capacity building is a new Service Level Agreement with GrantCraft of WRG Europe Ltd who are supporting our action plan, income generation and training around GCRF for the next 3-5 years. This will greatly increase our knowledge and expertise to develop new areas of research within the GCRF, but also underpin and build on our existing successes, partnership base and our ambitions for sustainable growth.

Priority objectives for 3 years

Our GCRF framework is fully aligned and deeply embedded within our identified institutional flagship challenges; ensuring GCRF investment is underpinning relevant, impactful and sustainable projects. We will ensure that our global priorities are highly visible, focused and have access to investment and support alongside that offered by our GCRF allocation. To this end our GCRF Global Priorities Framework embeds our activity firmly into our institutional priorities.

Objectives:

UEL currently has an impactful but limited portfolio of ODA specific programmes of work. These have been built upon over the last 10-15 years, establishing good relationships and working partnerships with international bodies, groups and agencies. This has also highlighted critical new areas aligned to UEL's strengths, together with the importance of securing longer term, sustainable programmes to achieve meaningful impact and benefit to economic and social drivers. It is our intention to utilise our GCRF funding over the next 3-5 years to specifically address the following objectives and associated targets (in addition to specific programme targets in Annex A2):

- 1. Build capacity and capability, based on UEL's strategic strengths focused against ODA priorities, at a rate of 10% per annum.**
- 2. Increase participation and engagement, through increased networking and engagement with ODA actors and stakeholders, at a rate of 20% per annum.**
- 3. Build long term sustainability, through additional funding acquisition by 20% per annum, and raising the visibility and impact of all of our programmes by 10% per annum.**

In order to achieve these objectives, we are aligning our GCRF strategy to three principles (building capacity, evidencing impact and interdisciplinary innovation) from our own research and knowledge exchange strategy 2017-22. These specifically enable us to bring additional investment to the GCRF objectives, and in doing so underpin our overall ambitions to build our research and knowledge exchange capability, readiness and recognition more fully internationally.

Principles that underpin our objectives:

1. Building critical mass around our GCRF excellence through additional intersectoral and interdisciplinary partner engagement
2. Designing GCRF research to have impact and relevance through additional engagement with ODA actors and stakeholders
3. Capitalising upon interdisciplinary practices in GCRF projects that bring about innovation, in alignment with the University strategic corporate plan.

In direct relation to our Global Priority Framework we will deliver on our objectives in the following ways:

Objective 1. Build capacity and capability, based on UEL's strategic strengths focused against ODA priorities, at a rate of 10% per annum.

An extensive range of validated interventions, workshops and dialogues will be used to target and facilitate capacity building and the location of our research with the necessary external bodies as an early priority. As a smaller research institution, our networks of knowledge and contacts is vital to us, and central to building the appropriate critical mass that might respond effectively to the challenges. We will therefore commit to a series of academic and agency workshops and interchanges funded by our QR investments and lead by target research centres and institutes. The outcome of these academic and agency based events will also be aligned to a monthly high profile public lecture series called Global Dialogues, encouraging wider debate and discussion to disseminate and share our research and the direct experience of the partnerships.

Objective 2. Increase participation and engagement, through increased networking and engagement with ODA actors and stakeholders, at a rate of 20% per annum.

Building capacity and capability amongst our academics and our key global partners, will enable our programmes to increase participation with the stakeholders and participants our research programmes are focused upon. It will enable programmes of work to consider scale and transferability into new territories, as well increase focus group participation and the engagement of individuals and communities new to the work. During 2018-19 we will ensure that all programmes have been evaluated regarding their suitability and readiness to increase participation and that priority is given to those programmes that present successful outcomes for consideration to the Steering Group and advisors, and particularly where funding has been secured to develop the work further. Our GCRF funds in the second year will focus attention on increased participation, but with attention paid to leveraging new income alongside this to build longer term outcomes and outputs for the programmes.

Objective 3. Build long term sustainability, through additional funding acquisition by 20% per annum, and raising the visibility and impact of all of our programmes by 10% per annum.

Connecting to the two first objectives is our commitment to building the ongoing profile of our programmes and partnership in order to establish the basis for increased funding (where appropriate) and a high level of visibility through increased dissemination and the development of impact activity. Central to our annual monitoring and evaluation of our programmes, our Steering Group will annually assess the ongoing status, development and outcomes of the GCRF work undertaken in order to make recommendations on suitability to pursue further target funding and investment. These opportunities will be profiled by our Research Enterprise Development Team at UEL and Grantcraft, and partners from across the projects will be invited to bid writing workshops tailored to specific funders. Each project invited will be guided to the submission of bids as well as to consider that nature of growth and sustainability most suited to the programme and participant needs.

How our strategy relates directly to UK strategy for GCRF

Within the three broad themes and priority areas of the UK Strategy for the GCRF, UEL have focused upon 5 key flagship challenges, reflecting our commitment to delivery upon the Sustainable Development Goals (SDGs).

In the application and selection of projects under our GCRF Framework, we ask academics and assessors to consider the alignment across the strategic strands, from institutional, national and ODA perspectives. We utilise our Framework to encourage academics to build their projects around these specific considerations at the outset, guided by our GCRF bid writing workshops with GrantCraft and our calendar of interventions and workshops. Such events allow us to convene around the UK Strategy and co-design our annual programmes to meet these complex challenges. As well as considering the key eligibility criteria around ODA priorities, we focus in on specific topics that aim to outline the seven guiding principles in the UK Strategy. This structure allows us to consider our approach and methods for enabling change through clear problem and solution focused design, how we might realise agile and flexible responses to emergencies, through to geographic scope, relevance and scalability. The UK Strategy also offers us a guiding principle on monitoring and evaluating our work before, during and after completion, particularly in considering cost effectiveness, independent advice and governing responsibilities, and the importance of clear and consistent dialogue with the key agencies built around the Strategy.

Generating impact

We support the collaborative networking activities of our researchers in DAC countries. These networks include academic institutions, policy makers, NGOs and other grassroots organisations. When designing a research project, we include these actors as key stakeholders and communicate directly with them, as well as with the communities where the research is located. This allows for a feedback mechanism to shape the project from the outset, thus making the research focused and relevant to the people at the centre of the particular development problem. Such a pathway also improves the possibilities of the research findings being adopted by the policy makers and creating an impact at the grassroots level. An example of this is the adoption of transitioning illiterate adult women to signing their name at the state level women's collectives in Bihar, India. The research of our academics showed directly that this is more often a powerful empowerment tool for women and as a result of keen interest to policy makers wishing to improve engagement and representation of women more widely in India.

UEL has adopted Vertigo Ventures as a primary resource for our academics and partners to capture, manage and make accessible our research outcomes and impacts. This tool allows us to bring together a GCRF focused Global Portfolio for every programme of work supported by GCRF funding. This will act as a key aid memoire to activity, evidence and dissemination, which will animate and add huge value to our reporting on the outcomes and impacts of investment. We intend to trial the GCRF focused Vertigo Ventures this academic year, developing 12 portfolios, a media communication plan and

an associated event whereby academics and partners can showcase and discuss the progress and outcomes of their work more broadly. This first phase of the work will continue into 2019-20 and 2020-21 in order to act as a longer term sustainable approach to capturing and making accessible the outcomes of GCRF investments.

Our Global Priorities framework has an ongoing communication plan that outlines all the key programmes of work, their target audiences and the key fields for global media reach. Our Communications team now has dedicated staff located to support each of our new Colleges, and an external agency called The Conversation, who will provide a dedicated communication plan built around the four priorities. This will enable us to raise dissemination through a heightened level of visibility, target publishing and media streaming, and most importantly, target policy briefings scheduled alongside the governmental portals in our specific locations. International media streaming will be critical to this strategy and to this end UEL has invested in new online tools to underpin and support our efforts.

Risk and Quality Management

The strategic plan has clearly defined goals and milestones in terms of both capacity building and research delivery which will be monitored closely by the steering committee at each meeting. This roadmap, based on our existing proven infrastructure and experience, is designed to enable quality assessment and mitigate key risk elements in terms of level of engagement and uptake by network partners, particularly in the ODA countries. It is recognised that this will vary according to the respective socio-political climates and thus the target growth parameters are generalised across the portfolio of research projects and target areas, as not all will be the same.

All developing country contexts are inherent with different forms and levels of uncertainties in the political, social and service sectors. These could include political rallies to curfews, communal violence lead protests, unrest and imposed restrictions to movements. Large social gatherings, and civil society lead protests, can also degenerate into violence. All UEL research projects undergo a rigorous process of risk assessment that presents such challenges to a comprehensive panel of ethical governance specialists who can advise and guide academics and partners to mitigate risk and put in place secure measures to protect people and participants. We fully understand the challenges we face when working in the global context. We have established mechanisms, protocols and policies that help guide us through these challenges, including ethical research and governance review; legal and governance teams on hand to build the evidence and checks and measure for international requirements; and a well-established network of advisors and consultants who have helped shape our global research programmes over the last 20 years.

The training associated with GCRF challenges in particular are about to undergo a strategic review, with a view to designing a target set of ethics and governance training specific to in-country requirements. This has built upon prior successes across our international development, migration and refugee field-work, and we aim to develop such tools to share more broadly with both the academic and non-academic communities we are working with in the DAC nations. This forms part of our priorities for capacity and

capability training during 2018-19, with an ongoing commitment to establish an annual training and awareness raising programme both in the UK and in host countries.

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

Maximum 500 words

In establishing our UEL Global Priorities Framework we are able to be clear on where our GCRF investments are focused and what anticipated outcomes and targets are expected in line with those priorities. These outcomes are embedded within our three objectives for building capability, increasing participation and developing sustainability. We have established, in our proposed table of projects, detailed narrative on outcomes and anticipated impacts. In short, outcomes can be highlighted as follows and are delivered through the convening of our interdisciplinary research centres and groups and communicated through our GCRF portal, publications and repository, The Conversation briefings and our Vertigo Ventures portfolios:

- Best practice workshops including grant crafting, pathways to impact and agility planning
- Multi-stakeholder networking sessions
- Dedicated training
- Capacity building programmes through sandpits
- Language specific materials
- Target training for in country early career and postgraduate researchers
- High quality research papers
- Tailored course materials and training manuals
- Geographic participatory methodologies
- Improved service provision
- Monitoring and evaluation tools
- Policy recommendations

The direct and indirect impacts of our GCRF programme work will be diverse, given the range, subjects and location that we are working in and proposing. Through our wider impact endeavours and impact team for REF2021, we have created a dedicated portfolio for GCRF within our Vertigo Ventures tool. This will allow our academics and collaborators access to capture, store and make accessible the outcome of our work. In creating target portfolios, we are able to show the diversity of impacts generated not only from narrative and text based outputs, but importantly from moving image, sound files, print, press and public relations. These will not only be compiled into online ISSUU documents for wider dissemination, but also central to our impact case studies for submission to REF2021. We believe this to be a clear and consistent mechanism for us

to capture evidence on the outcomes generated, and particularly as testament to investment gained throughout the process. Examples of the range and diversity of impacts are highlighted below and more detail can be found within Annex A2.

- Increased engagement
- Increased awareness raising and advocacy to affect change
- Improved evidence for policy decision making
- Feasibility improved for larger scale and transferable intervention projects
- A further 10,000 health professionals to access target training
- Significant increase in service user involvement
- An increase in long-term sustainable partnerships as programmes mature
- Multi-sectoral capacity building established and increased
- Increased employability evidenced
- Secure and sustainable learning environments improved and increased
- Evidence of increased scale in civic initiatives
- Improved management practices
- Innovative frameworks established, improved and applied
- Increased access to funding for real life PhD study programmes within an applied context
- Established protocols for policy developments, interventions and lobbying significantly improved and increased

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.

Maximum 1,500 words

In order to guide and oversee this strategy in a highly integrated way across the whole institution, we established a GCRF Steering Committee, consisting of key senior academics, early career researchers, postgraduate research students and external collaborators and advisors. The committee is chaired by our PVC Research & Knowledge Exchange and now reports directly into our institutional Research & Knowledge Exchange Committee and our Vice Chancellors Group. The committee has a clear mandate to convene around GCRF, to establish the mechanisms for investment, review, monitoring and further development over a 3-5 year programme and set of priorities.

The Steering Committee will meet at least 4 times a year in person and more often when required, through conference telephone or video calls, and will be responsible for coordinating and managing the programme.

Specific management responsibilities will be:

- Managing the network, outreach and engagement strategic plan at both global and national levels.
- Development of an evaluator framework enabling:-
 - Monitoring and facilitating ongoing research by reviewing targets and deliverables, and promoting synergies between different activities;
 - Monitoring and facilitating target impacts and benefits to ensure maximum ODA assistance and encourage sustainability;
 - Monitoring and resolving any technical, scientific or practical problems and/or issues that need to be addressed
- Experience based proactive risk management to ensure successful completion of all projects;
- Managing deliverables and outputs to ensure all targets are realised, particularly recognised distribution of additional funds associated with our three objectives;
- Ensuring compliance, at all times, with the Universities Data Management practices and maintenance of the Universities data management protocols to ensure legal and ethical curation.
- Reviewing and managing any IPR issues and any associated confidentiality in respect of both ongoing research and future sustainability;
- Managing gender policy and compliance;*
- Management of all ethical and any legal issues arising; and maintenance of compliant protocols and procedures in all instances ensuring that all necessary legal and ethical responsibilities are undertaken.
- Implementing and executing new research directions and content suggested through the network, outreach and engagement activities.
- Managing dissemination, publications, conferences workshops and outreach;
- Managing a dedicated website, internal and external communications;
- Managing finances and ensuring tight budgetary control on all expenditure;
- Periodic reporting as required of progress / activity; including the necessary arrangements for handling confidential information if appropriate;
- Managing the Media liaison programme enabling proactive outreach and engagement across all sectors

*A member of steering committee will be the Gender and Equality & Diversity Officer in line with our Athena Swan accreditation.

Progress monitoring, Risk and contingency management.

An integrative approach will be used to execute, monitor and evaluate the progress within and between project work packages and tasks. Each task (which may be composed of various activities) will have clearly specified deliverables and milestones as the assessment metric to be reviewed at each steering committee meeting.

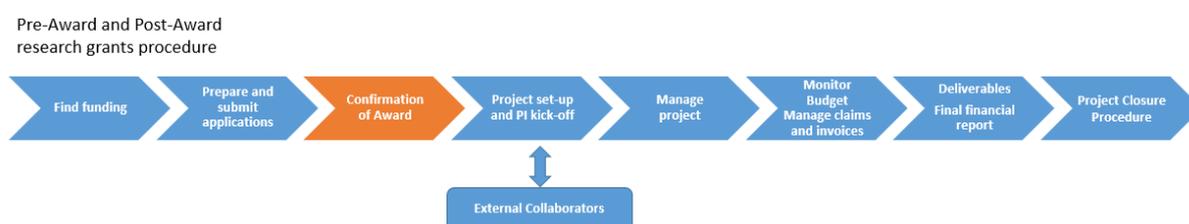
Before each project or programme is carried out, the steering committee will initiate a full risk assessment, identifying potential risks and formulating contingency plans documented against the appropriate contingency measures and assigned appropriate contingency triggers. A risk log will detail risk elements such as likelihood, impact,

ownership, contingency plans and contingency triggers thus enabling the steering committee to manage risk during the programme.

We have also built in capacity for supporting our GCRF ambitions with administrative support and a target focus on the management and coordination of bid writing and workshops that help raise awareness, build capacity and skills of researchers working and developing projects in global contexts. Central to our capacity building is a new Service Level Agreement with GrantCraft of WRG Europe Ltd, specialist advisors on grant writing and strategic grant development, who are establishing our action plan, income generation and training around GCRF for the next 3-5 years. This will greatly increase our knowledge and expertise to develop new areas of research within the GCRF, but also underpin our objectives to raise capacity and capability and build long term sustainability across our GCRF portfolio.

Our Research Office team also provide a robust infrastructure that establishes networks of support within each of our College through three Directors of Research, Finance Business Managers, research leads, enterprise fellows, impact champions, Unit of Assessment Coordinators and research administrators. They oversee the pre-award activity, including discrete training and workshops, financial costings and pricing, due diligence, and project development and management. The Post Award team also offer skills and expertise in managing and maintaining awards, and support training and workshops on implementation, impact generation.

UEL Research Office has in place a Pre-Award and Post-Award grants managing process outlined below.



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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.

Maximum 200 words

UEL proposed projects are grouped under four Global Priorities corresponding to the GCRF themes and UEL Flagship Challenges: 1. Global Health & Wellbeing 2. Justice & Conflict Resolution 3 Disaster Resilience 4. Inclusive Education and development. A list of 24 UEL current and future projects meeting the ODA requirements were compiled as a result of an internal institutional survey, which also forms part of an annual review of all international research across our three Colleges.

The next step was an extensive assessment of the proposed proposals by the GCRF Steering Committee, using a set of four criteria: Focus on problems and solutions, research excellence, impact on the economic and welfare needs of ODA countries, and building solid partnerships in ODA countries.

The recommendations of the GCRF Steering Committee fed into the final selection of 11 projects grouped under areas of strength (our four 'GCRF Global Priorities') and apportioned the QR GCRF allocation in the strongest and relevant research areas UEL is currently engaged in. Small indicative budgets were allocated for each priority based on the number of selected projects, scale and complexity, with consideration of additional funding dedicated to our three priority objectives.

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.

Maximum 500 words

In-built into our strategy is a commitment from the institution to driving our GCRF ambitions in alignment with our own Research & Knowledge Exchange Strategy. In establishing such a commitment, we have ensured that additional institutional investment is diverse and that we would not be reliant solely upon GCRF allocations to realise our objectives. With a target focus on income generation through our SLA with GrantCraft, and our internal investments from QR and HEIF, we are confident that we have a model of support that we can build on over time and that can act as leverage for further external income, where necessary our Steering Committee will look to evaluate the scale of funding is appropriate to the support and range of projects we consider annually.

It is recognised that receipt of additional funds through our GCRF allocation, it would allow us to scale up our interventions, and move into new areas of work that are emerging from established projects. It would also allow us to address significant opportunities for scalability and transferability of methods and lessons learned to other geographic locations and participatory groups, enabling us to share lessons learned and best practice adopted across the portfolio of programmes.

We believe we have both the flexibility and boundaries to be realistic about where we would focus any increased investment, and would seek the advice and guidance from our Steering Committee and external partners in doing so.

Our priorities for 2018-19 are focused on a phased introduction of our objectives, primarily upon **Objective 1. To build capacity and capability, based on UEL's strategic strengths focused against ODA priorities, at a rate of 10% per annum.**

Our GCRF funding is targeted at underpinning the development of a programme of projects that reflect our expertise and existing networks of knowledge and capability. A proportion of the funds will be utilised in the first year to raising and developing the capacity and capability of academics and their partner organisations involved across the whole portfolio. There will be particular attention paid to the underpinning and evaluation of projects to meet economic and social outcomes. This will consist of a range of interventions, workshops and dialogues at UEL, as well as in host country project teams (monitored regularly by our steering committee). The main emphasis will be on building effective global teams and networks, grant crafting for sustainable funding and designing pathways to impact, associated with economic and social drivers.

Metrics & Targets 2018-19:

- Integrate a minimum of 2 new GCRF research agendas per annum into the UEL portfolio
- Initiate and achieve funding for a minimum of 1 new GCRF project in year 1 and 2 per annum thereafter
- Identify through liaison with ODA partners a minimum of 2 new research areas per annum for funding applications the following year

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.

Maximum 1,000 words

In conjunction with the capabilities funding established in 2018-19, our priorities for 2019-20 are focused primarily upon **Objective 2. To increase participation and engagement, through increased networking and interaction with ODA actors and stakeholders, at a rate of 20% per annum.** All programmes of work will consider their 'readiness' to scale up and/or develop the ground for participation and/or transferability into new territories, as well increase focus group participation and the engagement of individuals and communities new to the programmes. This period of funding will be in direct response to raising capacity and capability of teams and networks during 2018-19, and looks to enable teams to invest in larger participatory modelling, develop larger intervention projects and support methods of engagement requiring direct funding to community groups, and individuals. This funding will also support novel ways of working, such as new participatory methods from forum theatre, new online technologies (where

possible) and where there may be an alignment between communities and health, arts or food programmes.

If our funding were decrease in this target year we would seek the support from our Civic Engagement team and annual institutional funding to align and join up our participatory engagement opportunities to local projects that have confluence with the GCRF programmes. This would be particularly confluent with our local to global work around migration and refugees, and our community health participation projects focused on mental health and care workers for example. Recognising the target of 20% increase in participation may be compromised, we would also look to reframe this target alongside a priority of fewer projects at a mature state for growth.

If, however, the funding was to increase from GCRF, we would look to scale up the participatory models with those projects evaluated within the annual review of the GCRF Steering Committee. This would allow us to build up the profile of participation over the next two years, adding greater value to the sustainability and capability of projects to gain further investment and profile.

During this year Vertigo Ventures will move from a small-scale trial to a portfolio that stretches across the full suite of the funded programmes. This would prepare the projects to gather the evidence and capture the process of development and impact, enabling teams and stakeholders to make accessible the outcomes of their shared work. This will help them to build the case for future investment, as well as the foundations for sustainability.

Metrics & Targets 2019-20:

- Increase the number of GCRF related academic outputs by 10% per annum
- Increase the number of projects associated with GCRF partners from ODA countries by a minimum of 10% per annum
- Increase UEL's global network of ODA related associations, actors and stakeholders within the target ODA countries by 20% per annum

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.

Maximum 1000 words

Having phased our objectives and aligned investment to building capability and raising participation and engagement across the portfolio, our priorities for 2020-21 are to focus primarily upon **Objective 3. To build long term sustainability, through additional funding acquisition by 20% per annum, and raising the visibility and impact of all of our ODA outcomes by 10% per annum.**

In this period, we will focus upon the development of respective teams for each GCRF programme. These teams will ensure that they are equipped to develop the project further, maintaining and building wider networks of advocacy, host country agency support and provision and to act as a key point of contact and advice for projects developing new programmes in the same host countries, or working with similar stakeholders and participants.

Each team will be in a position to understand the funding needs of their programme, and having undertaken annual training and attended workshops and interventions to build their capabilities, be best placed to scope out a road map for further funding and development. Applications for larger scale funding will be submitted where relevant, and where there is potential cross over with other programmes, teams will encourage joint approaches to collaborative bids.

Having developed a mature portfolio of Vertigo Venture impacts, the programme teams will endeavour to make their respective portfolios available to the full membership of agencies, stakeholders and participants, offering online access for host country participant to access and continue to add materials to their portfolio studies.

An event will be designed to showcase the three years of GCRF programmes to date, acting as a tool to encourage new academics and projects to come forward, but also importantly, to invite potential agencies and collaborators and funders to witness the positive outcomes and impacts of the programmes to date.

The evaluatory framework developed by the Steering Committee will be reviewed after 3 years to refine and shape the programme for the next 3 years. This will allow UEL to consider new forms of monitoring and evaluation and bring valuable feedback on evaluation from existing programme teams.

If we were to receive reduced funding in this year we are hopeful that the maturity of the Steering Committee, and the PVC budget setting might have the evidence on success to increase the centralised support for programmes that have become more established and formed the basis of new centres or institutes. As we have a biannual review of research centres and institutes in late 2020, we can ensure that the GCRF new 3-year plan can be presented for consideration of centralised institutional funding. This should also sit alongside a set of annual external funding applications, planned to set the foundations for added investment to the GCRF allocation.

Metrics & Targets 2020-21:

- Identify, build and maintain an intersectoral and interdisciplinary support team in respect of each GCRF related project
- Identify and target future funding sources for sustainability of each ongoing GCRF related project in order to enable a minimum of 3 such applications per annum
- Attain post award funding for 50% of all GCRF projects within 3 years to ensure sustainability roadmaps are in place

