

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

The University of Leicester's institutional strategy and priorities for development-related research from 2018-19 onwards

The University of Leicester is strongly committed to driving forward and delivering development-related, challenge-led research. Our strategy and priority objectives for our QR GCRF allocation build on significant activity we have already undertaken. Our current portfolio of active ODA grants is over £4.7m, and includes projects across all broad disciplinary areas within the University, and addresses issues such as equitable access to education, female socio-economic immobility, sustainable livelihoods, antimicrobial resistance, biodiversity, and self-management of diabetes.

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

Our commitment to development research is exemplified by our approach to developing strategic and equitable partnerships, in particular through our growing partnerships in Eastern and Southern Africa.

Our strategy for development-related research aims to enhance the University's contribution to enhancing the well-being for poor people in developing countries, through the generation and publication of world-class research and then promoting the uptake and application to generate sustainable impact at scale.

Our approach is linked to priorities for the University detailed in our institutional [Strategic Plan](#) (2015) and then in more detail through our Strategies for Research, Enterprise, and International. Our approach mirrors those of both BEIS and GCRF in terms of promoting challenge-led interdisciplinary research, designed to generate world-class research with significant development impact.

The University is consulting with colleagues and our international partners to develop a strategic approach and shared priorities for our portfolio of development-related research. This process is led by the newly appointed Deputy Pro-Vice Chancellor for International and Development Research (DPVC-IDR) who will also have overall responsibility and accountability for delivery of the QR GCRF Strategy. Aspects of the GCRF Strategy will be integrated into the next revisions of relevant existing institutional strategies and operational plans, including those for Research, Enterprise and International. It is intended that these changes will start to be adopted during FY 2018-19 with the aim of full implementation by the start of FY2019-2020. The University will develop its own Theory of Change (ToC) for its development-related research based on examples of best practice currently informing the development of the overall BEIS/GCRF ToC. The Strategy will be reviewed on an annual basis, again seeking input from our academic colleagues and international partners.

We will use our ToC to inform the way that we plan and support our activities including those funded using QR GCRF resources. This will feed into monitoring, evaluation and learning that will enable our institution to track our activities that are ODA-compliant including those funded by the GCRF-QR allocation, UKRI more widely, non-HMG or UK funders, industry and the University's own significant investments. We will work to ensure that our monitoring, evaluation and learning produces information that can feed into the REF process.

Our institutional values applied to development-related research

The development of our strategic approach to support and enhance our development-related research builds upon a set of core values. The University's VITAL values espouse the importance of ***Valuing people, Innovation, working Together, Accountability, and integrity in Leadership***. These are central to the way we are developing an ethical and equitable approach to our international and development-related activities. Our commitment to a culture of integrity and to universal sustainability principles, both in our research and across the University, is further demonstrated by our membership of the [UN Global Compact](#).

The University of Leicester's priority objectives for all development-related research activity funded through all sources for three years from 2018-19, including how activity funded through QR GCRF relates to the broader strategy and priorities for development-related research

The University's approach will focus on the following seven priorities. Indicative Key Performance Indicators have been provided where available, but are subject to revision as our overall strategy is co-developed and agreed with our partners.

1. Delivering an enhanced portfolio of demand- and challenge-led world-class development research.

Our primary objective will be to enhance our portfolio of development-related research and its impact. We will set an ambitious target for a 150% increase in activity (income) by FY 2020-21 compared to a baseline of FY2016-17. We will aim to double the number of development-relevant academic publications we produce over the period of the Strategy and, using citations as a simple proxy for quality, aim to demonstrate that our development-related outputs are of at least as high in quality as our institutional mean.

The University of Leicester's Research and Enterprise Strategy describes our plans to investing in research strengths in support of research excellence and interdisciplinarity. This work is supported through a suite of Research Institutes and the newly established Leicester Institute for Advanced Studies (LIAS). Our work has already identified a number of strategic, challenge-led, interdisciplinary research areas for development-related research. These are:

- Resilience and sustainability
- Health systems: processes and infrastructure
- Communicable and non-communicable diseases
 - Including: TB, respiratory health, cancer, cardiovascular sciences, diabetes, mental health and antimicrobial resistance
- Food safety and security
- Environment and natural resources for development
- Earth observation and space applications for development
- Conflict and security
- Cultural heritage
- Cultural industries and cultural rights
- Media and communication for development

An emerging additional set of cross-cutting initiatives includes:

- Environment and health
- Resilient, inclusive and sustainable cities

Our existing institutional internal investment targets the bottom-up

development of interdisciplinary teams through support provided by LIAS. We plan to use QR GCRF funds to provide focussed additional support for teams in our strategic research areas to implement scoping and pilot studies and to develop research that will then have the potential to be scaled up for funding from GCRF and other sources. There will be an expectation that the outcome of these studies will be made available through a new LIAS open access portal, and our teams are encouraged where possible to publish an additional co-authored peer reviewed publication.

From FY2018-19, the majority of activity under this heading will be focused on support for our established and emerging strategic priorities. We will also continue to run a small fund to pump prime initiatives that may have the potential to contribute to the next generation of impactful projects, which will enable us to respond with agility to emerging opportunities.

2. Enhancing the sustainable development impact of our research

Our Theory of Change will assist the institution and our researchers to adopt approaches that can enhance the impact of our research, ensuring that it meets the needs of target beneficiaries and is both sustainable and at scale. The ToC will also facilitate the way that we capture and communicate our impacts, and where appropriate, measure the difference our activities have made. This will be used for most² of our development-relevant activities, not just those funded by the QR GCRF. Training will be available for staff and partners. The University will provide additional funding to support our staff to build impact using our existing Impact Accelerator Fund.

3. Investing in people

People represent the University's most important asset for all of our activities, including our portfolio of development-related research. This equally includes our collaborators, especially those from institutions in our partner developing countries.

The University will invest to enhance the capacity of our staff and their partners to deliver world-class development research and impact. We have already allocated significant resources to this process, to be largely implemented through LIAS and the Doctoral College; both already offer

² Some of our development-relevant activities will be a component of larger initiatives which are mainly focused on non-development outcomes. It could become a significant administrative burden to extend monitoring to these types of activity (e.g. a single PhD studentship within a Doctoral College). It may also be difficult to accurately monitor outcomes were Leicester academics play a minor role in projects which are being administered by other research organisations.

Visiting Fellowships to support talented researchers (at all career stages), to stimulate partnerships or for specific training and research activities. GCRF QR internal funds will be used to add value to this existing investment.

4. Investing in strategic partnerships

We believe that equitable and effective partnerships are central to the design and implementation of world-class, impactful research. We will combine our institutional and QR GCRF resources to build strategic international partnerships that target key global challenges building on the strengths of every partner.

Our work to build effective partnerships will also consider the need to develop appropriate systems and processes to support our international collaborations. This will include work to ensure we have the right systems and processes to enable institutions to work together effectively.

One of the ways we will demonstrate this will be through empowering our developing country partners to take on leadership roles in our work. By the final year of the Strategy period, we aim to have developing country authorship on at least 95% of our relevant publications and to be able to demonstrate developing country thought leadership and participation in over 95% of our development-related research applications and projects.

5. Supporting the development and implementation of effective projects

The overall impact of our strategy for QR GCRF will depend on the success of the projects our researchers implement with their partners. We recognise the importance of the need to ensure that all projects are fully costed and funded and for this reason we will allocate a budget to enable the institution to meet the Full Economic Costs of existing projects where there is a deficit.

We have analysed our current and projected ODA-compliant activities and set an upper maximum of 50% of our QR GCRF allocation to be a contribution to the University's funds to cover the balance of FEC. These funds in turn are used to justify and support the many centrally provided investments outlined in this document. Our management reporting (see below) will aim to demonstrate the added value that the QR fund provides as part of the overall portfolio administered by the University.

6. Responding to emerging issues and challenges (including rapid response)

We are committed to providing our staff with opportunities to address emerging opportunities, including where appropriate providing the ability for rapid response to unexpected global events across all areas of our research activities. As it is virtually impossible to predict in which years there will be an event that (a) requires rapid response and (b) that Leicester academics

have relevant experience to contribute, we have adopted a flexible approach to make a nominal QR GCRF allocation (£50k in FY 2018-19) that would be available if required through the reallocation of funds from other headings. We are proposing this approach to avoid having a significant level of unallocated/ unused funds at the end of the Financial Year.

7. Enhancing the enabling environment for effective development-relevant research

The QR GCRF workshop that we hosted along with the University of Nairobi highlighted the importance of creating an appropriate supporting environment to enhance the impact of development-related research to address pressing global challenges (see figure 1 below). This thinking, relating to the role of knowledge systems, has strongly influenced our approach to delivering development research. There were several priorities identified at the Nairobi workshop that our work will now seek to address.

As our research becomes more collaborative, interdisciplinary and international our researchers are telling us that they need better research infrastructure to enable effective collaboration. We recognise that face to face collaboration is increasingly supplemented by digital collaboration, but that colleagues and especially our developing country partners may not have access to the most appropriate tools such as sharing data, files and the ability to have productive virtual meetings. Our strategic approach to international research is linked to the University's Digital Strategy. We have developed strategic partnerships with technology companies (Microsoft and Cisco) to provide the University of Leicester and our developing country partners with subsidised access to new technology to facilitate our research.

We will invest a proportion of our QR GCRF budget to provide a digital research environment that will be shared between University of Leicester academics and their developing country partners.

Our discussions in Nairobi highlighted the important of innovation for development, a theme also being recognised by GCRF. Staff at Leicester and our global partners have significant track record in working with key research institutions and development agencies involved in supporting and informing international development practice and development research. These span government, the private sector and civil society. Leicester's staff are actively involved in working with these organisations and we will use some of the QR GCRF resource to support this process where it addresses key challenges or emerging opportunities.

We also need to ensure that our own institution and those of our partners provide an environment to promote the delivery of effective research. We will adopt an integrated approach to the management, monitoring, evaluation and

learning across the portfolio of our development-related research. This approach will be designed to be light-touch and supplement processes already required by funders.

Key Aspects of the University of Leicester's Strategic Plan for QR GCRF 2018-2021

As outlined above, expenditure of the QR GCRF funds will be fully integrated into the University's overall strategy and priority objectives for development-related research. In summary, we intend to use QR GCRF funds specifically to:

- Deliver an enhanced portfolio of world-class development research
- Ensure that our research delivers sustainable impact at scale
- Invest in people and their collaborators
- Invest in our partnerships in priority regions
- Support the development and implementation of effective projects
- Respond to emerging issues and challenges (including rapid response)
- Enhance the enabling environment for effective development-relevant research

We are currently consulting with our core partners listed below in relation to specific plans for our 2018-19 allocations.

How Leicester's Strategy will contribute to the UK Strategy for GCRF

Our approach aligns to the UK Strategy for GCRF through our commitment to world-class research which is challenge-led and solutions focussed, our investment in equitable and sustainable partnerships, and our goals to significantly increase research capacity and capability within the University, the UK, and with our partners. All of the activities funded will be assessed against their potential to make a substantial contribution to pathways to healthier and safer lives, sustainable development and prosperity for all, equal and effective education, social justice and human rights, and stable institutions in alignment with the strategy

Our strategic research themes will be a focus for activity and align with the main areas identified in the UK Strategy for GCRF as follows:

Area of focus: UK Strategy for GCRF	Leicester Research Themes
Equitable access to sustainable development	Strategic research themes in: <ul style="list-style-type: none"> - <i>food safety and security</i> - <i>health systems: processes and infrastructure</i> - <i>communicable and non-communicable diseases</i> - <i>environment and health</i>
Sustainable economies and societies	Strategic research themes in: <ul style="list-style-type: none"> - <i>environment and natural resources for development;</i> - <i>resilience and sustainability;</i> - <i>cultural industries and cultural rights;</i> - <i>cultural heritage protection</i> Emerging cross-cutting theme in: <i>resilient, inclusive and sustainable cities.</i>
Human rights, good governance and social justice	Strategic research theme in <i>conflict and security.</i>
Cross-cutting	Our strategic research themes in <i>earth observation and space applications for development</i> and <i>media and communication for development</i> , combined with our work on the <i>enabling environment for effective development research</i> provide the tools and methods to address challenges across all areas of the strategy.

How the Development-Related and GCRF Strategies relate to Wider use of QR Resources at the University of Leicester

The University of Leicester draws on existing QR funding to enable a range of activities which are driven by our institutional and research strategies. These all also apply to the GCRF strategy outlined here as they relate to people-focused capability and capacity building through interdisciplinary and collaborative research.

Main areas of focus include:

- Investment in new academic positions in areas relating to our core research strengths;
- Building capacity for interdisciplinary research and creating a collaborative and inspiring environment, notably through the establishment of the Leicester Institute for Advanced Studies (LIAS);

- Providing support for our cutting-edge research institutes and strategic research priorities;
- Institutionally-funded PhD studentships through our Doctoral College which also offers training for PGRs and research staff;
- Developing and improving research infrastructure, facilities and equipment.

Further, support for strategic research priorities where we have critical mass and can attract and sustain excellent partnerships underpins our approach to development research across the University.

Key Barriers and Enablers to Implementing the Strategy

The University of Leicester used part of its QR GCRF allocation for FY2016-17 to explore barriers and enablers in development research with a range of stakeholders and partners from East and Southern Africa at a workshop co-hosted by the University of Nairobi in March 2017.

We plan to use our QR GCRF allocation as a strategic investment to address the following constraints identified at the workshop:

1. *Understanding demand. Identifying where and when research can make a difference and asking the right questions.*

We will use our investments in people, partnerships and our shared strategic research priorities to work with potential beneficiaries and users of research to make sure that our work is focused on areas where we can make the most significant difference.

2. *Investing in people and partnerships.*

We know that having the right people and partnerships, addressing the right problems, leads to research that has the potential for very significant development impact. We will address current capacity gaps in our own staff and our partners to empower individuals to become more effective in delivering development-relevant research.

As an institution we will also develop and support a set of core research partnerships, internationally, with other UK institutions and within our own institution. The leadership provided by our DPVC-IDR will be key in enabling the development of strategic partnerships.

3. *Innovation for development.*

The workshop highlighted the role of innovation in taking world-class science through to implementation and large scale application. This requires researchers to work with a wider range of partners including specifically the private sector. We will adapt the approaches we use to respond to the UK's Industrial Strategy to meet the needs and opportunities of working within a range of developing country contexts.

4. *Access to funding.*

Our institution will set ambitious targets to expand our portfolio of development-relevant research, increasing research activity and income by 150% by the end of FY2020-21 compared to our baseline of FY2016-17. It is

clear that we cannot solely rely on funding from UKRI and we will seek to broaden the base of UK and international funders that we work with.

5. *Access to the outcomes of research.*

It can be argued that development research has limited purpose if its outcomes are inaccessible to those who need it most. This observation underlies our institutional commitment to open access to the outcomes of our development-relevant research and to develop interdisciplinary translational activities in conjunction with our new Leicester Institute of Advanced Studies.

We will regularly engage with our partners to review their assessment of key barriers and enablers and ensure that their views are reflected, where possible, in our own practice and investments, including those provided by the QR GCRF allocation.

The Main Developing Countries Leicester Currently Collaborates with and Plans for Expansion

The University of Leicester has defined a set of DAC list countries where we currently have significant research activities or established partnerships, and others where we are currently developing such relationships. These include:

African Continent

Ethiopia, Kenya, Malawi, Rwanda, and South Africa

Asia

Bangladesh, China, India, Indonesia

South America

Brazil, Colombia

The University is currently considering which additional countries and regions we might work more closely with. These include in Africa (Cape Verde, Ghana). We also have developing strategic partnerships in the MENA region, for example through our work and partnership in Iraq.

We have a track record of working with a much larger range of countries on the basis of individual projects or research links. We will track emerging potential partnerships that we may wish to invest in through our approach to monitoring, evaluation and learning.

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

Maximum 500 words

Our strategy aims to deliver against the University's commitment as a world class research institution to deliver development research with impact, in accordance with our institutional values as applied to development-related research, which are:

- **Implementing research that responds to demand** to address major societal or global challenges which have with a clear pathway to development impact to benefit significant numbers of poor people in ODA eligible countries.
- **Working in equitable and respectful partnership** with our developing country partners during the entire process from design, through implementation and application of research. Promoting local co-ownership of our joint research
- **Investing in people and our strategic partnerships** to empower our staff and their partners at all career levels to contribute their skills, networks and enthusiasm to use world-class research to address global challenges.
- **Open access to the outcomes of research.** Our projects will be required to provide open access to their publications and original data where legally possible and guided by ethical approval. In addition, where there is a potential commercial route to impact, our researchers will be supported to evaluate the potential benefits of granting open access to the project's intellectual property to promote uptake. ³

The approach outlined in our strategy and developed through our Theory of Change and implementation plans will lead to a number of high level outcomes and impacts:

1. A portfolio of excellent development-related research, focussed on a set of strategic research areas, that lie at the intersection of our existing academic excellence with the demand for challenge-led research, and that generates new understandings, data, tools, methods and innovations to address significant global development challenges.
All projects will promote the economic development and welfare of countries on the DAC list and specifically in the priority countries we have identified in this strategy (p.12). See Annex A for further details.
2. A set of strong, strategic partnerships with developing country research organisations covering the regions of Africa, South Asia and South America (see p.12 for country details), and which will facilitate the generation of demand-led research that addresses developing country challenges identified by our partners.
3. An increased number of staff at all career levels involved in development-related research, with enhanced skills that enable them to co-design

³ We note, however, that our work will need to respect the needs of our international and private sector partners and any legal or commercial constraints that they may be subject to.

development research with their developing country partners. This will create the opportunity for people to contribute their expertise to solve real-world problems, and the transfer of existing research excellence (e.g., in diabetes, cardiovascular sciences, respiratory and cancer) to the direct benefit of the DAC-list countries identified as our priorities.

4. An increase in the amount of development-relevant research that our institution undertakes, leading to increased, timely, benefits to developing countries and the SDGs through the impact of our research, with a focus on the research themes, projects and partners identified in Annex A.

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

The University has an established governance structure and processes for devising, delivering and monitoring the success of its research and impact activities. This takes both a top down and bottom up approach to ensure that strategic initiatives align with our research strengths and the needs of the external community.

Our Research, Enterprise and International strategies have clear KPIs which incorporate both quantitative and qualitative metrics; these are reviewed annually as part of the University planning process.

Our Theory of Change for development-related research will be developed in line with these strategies and will include specific KPIs for development research, measured against a baseline of activity in 2016-17. Our Theory of Change will feed into a process through which we monitor and evaluate what we do, and adapt it to ensure that it remains relevant. This monitoring, evaluation and learning will enable our institution to track activities that are ODA-compliant including those funded by the GCRF-QR allocation, UKRI more widely, non-HMG or UK funders, industry and the University's own significant investments. We will also work to ensure that our monitoring, evaluation and learning produces information that can feed into the REF process. We will publish our Theory of Change and related annual implementation plans and reports.

We will report on progress against our Theory of Change and annual implementation plans to the University's Research Strategy Performance and Policy Committee

(RSPPC) which in turn reports to the University Senate. RSPPC is chaired by the Pro-Vice Chancellor for Research and Enterprise and its membership includes Research Directors and Impact Leads from each College, the DPVC International and Development Research, the Director of the Doctoral College, and the Director and senior staff of the Research and Enterprise Division.

In 2017 RSPPC established a task and finish group on international research and research partnerships. The University will ensure that this group or its successor will take responsibility for the oversight and management of the GCRF QR funds, reporting directly to RSPPC. The group will continue to be chaired by the DPVC International and Development Research. The group will be responsible for informing and approving detailed annual implementation plans for the QR GCRF Funds and reporting on progress in line with the priorities laid out in this strategic plan. A dedicated Research Development Manager (International) will be responsible for project managing the activities as well as managing and monitoring spend and outcomes. In addition the GCRF QR budget will be reviewed within the Research and Enterprise Division as part of its regular reviews across all budgets held.

Assessment of ODA compliance of all activities will be carried out by experienced task group members including the DPVC-IDR. In addition, we will ensure that internal application forms and processes include a section on ODA compliance including:

- Which country/countries on the DAC list will directly benefit from the project;
- How the project is directly and primarily relevant to the development challenges of these countries;
- How the outcome of the proposed activities will promote the economic development and welfare of countries on the DAC list.

In addition to this assessment of ODA compliance, we will develop a checklist that assesses our internally and externally funded projects against the University's values for development research (see Section 2 above), and that takes into account the constraints identified with our partners (see p. 11, *key barriers and enablers*).

All activities we fund will be subject to a light touch annual/final reporting process that will enable ODA tracking and monitoring/evaluation of the effectiveness of the activity.

We will identify a detailed set of qualitative and quantitative measures through the development of our Theory of Change. Initial indicative measures are below.

- At least a 150% increase in research income from ODA compliant funding streams between Financial Year 2017-18 and FY2020-21.
- A 100% increase in ODA-relevant research publications over the same period.
- Citation rates for ODA-relevant publications at least as high as the institutional norm.
- A significant increase in the proportion of our academic staff who demonstrate engagement with development research, measured through the number of researchers listed as Co-I or PI on ODA compliant funding streams.

- At least 75% of our development research funding applications (led by a Leicester PI) will have developing country partners included as either Co-I or co-PI.
- Developing country co-authorship on at least 75% of our relevant publications and developing country thought leadership and participation in over 75% of our external development-related research applications and projects.
- A significant increase in the number of development-related REF impact case studies in progress, as compared to a baseline of REF 2014, that demonstrate significant benefits to developing countries.
- Direct benefits to developing countries identified in our annual reporting and through the ResearchFish system.

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

We are currently consulting with our international partners on use of our 2018-19 allocation and this process will not be fully complete in advance of the submission of the document. We have included indicative allocations in Annex C. If the consultation suggests an investment plan that differs significantly, we will engage with Research England to determine the best approach to provide value for money and responsiveness to the needs and priorities as expressed by our developing country partners.

We plan to spend our 2018/19 allocation on activities across the range of priorities that we have identified in our strategy. The University's Leadership Team has agreed that a minimum of 50% of our QR GCRF allocation will be used in support of new activity that aligns with strategic priorities, with the remainder used to meet the full economic costs of existing GCRF-funded projects. We will develop a detailed implementation plan in consultation with our partners in relation to our planned new activities. This plan, along with the associated Theory of Change, will be published and made available in the public domain. Our indicative budget allocations are provided in the spreadsheet against key activity types as follows:

Capacity and capability building

- Capacity-building workshops and staff development for both UoL staff and our partners;
- Visiting fellowships and exchange to establish and enhance partnerships;
- Networking events, workshops, and travel in support of partnership development;
- Improvements to our digital research environment to facilitate better connectivity and communication with our partners.

Challenge-led collaborative research, pump-priming and rapid response

Dedicated funding to pump prime challenge-led research (inter- and mono-disciplinary research) addressing our core strategic research areas as well as to generate new ideas in emerging areas. This will include a rapid response element to enable agile funding for research that addresses urgent arising situations.

Generating impact from research

Strategic activities to inform the wider agenda for effective and impactful international development practice and development research. In 2018/19 we will undertake specific activity on the role of innovation in supporting development impact in conjunction with the Government of Colombia and the OECD.

We will also prioritise the development and implementation of our ToC and its derived **leadership, monitoring, evaluation and learning** approaches.

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

Our Strategy for QR GCRF has been designed to be flexible and adaptable to respond to potential changes in the overall funding envelope available to our institution along with any external opportunities or emerging challenges. As the QR allocation only represents a part of our institution's overall budgetary allocation to support our development-relevant activities this gives us the opportunity and flexibility to adjust our spend profiles

If there were to be a significant uplift in the QR allocation, our priority would be consistent with the Strategy outlined here and use the additional resource to invest in supporting future activity, through our themes of investing in people, partnerships and priority areas for future research.

If there is a decrease in available funding before the commencement of the financial year we would reduce the FEC recharge to retain the maximum allocation of 50% of the total grant, before consulting internally and externally on shared priorities for the remainder of our investment.

One of the advantages of this approach is that it ensures that at least 50% of our QR GCRF income in any year is used to support our strategic objectives as detailed in this document.

This commitment by the University's senior management is important because if our institution succeeds in its ambition to increase by 150% ODA-compliant research income (over the FY2017-18 baseline) a full recharge to cover unfunded FEC costs would require nearly all of the funds provisionally allocated to our institution in future years.

The Strategy for QR GCRF funding presented here has the basic premise that at least half of the funds should be used to support the growth and delivery of high quality research, responding to priorities articulated and/or agreed with our partners in the UK and internationally,

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

Our priorities for 2019-20 will align with the high-level priorities laid out in this strategy, adjusted according to arising demands and opportunities, and informed by our ongoing monitoring and evaluation of activities carried out in 2018-19.

We anticipate that we will continue to fund capacity and capability building activities with a focus on people and partnerships, as well as strategic investment in priority research areas, in alignment with broader institutional investment. We will develop and enhance funding schemes and other activities delivered in 2018-19.

Any future reduction in GCRF QR funding would necessitate a review to assess which activities should be scaled back to accommodate a reduced funding envelope.

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 1,000 words

As described in the section above, our 2020-21 priorities will develop and enhance the activities of 2018-19 and 2019-20, in line with the high-level priorities laid out in this strategy, and adjusted according to arising demands and opportunities.

We will generate a detailed implementation plan for each year of the allocation, which will be informed by our ongoing monitoring, evaluation and learning activities.