

## 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. 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.<sup>1</sup>
  - 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 Development Assistance Committee (DAC) list developing countries you intend to collaborate with.

Maximum 3,000 words

a. Development related research activity is integral to the Newcastle University vision to be 'a world-leading university, advancing knowledge, providing creative solutions and solving global problems.' Our new University Vision and Strategy and our draft new University research strategy emphasise the vital importance we place on addressing Global Challenges (GC), meeting UN Sustainable Development Goals (UN SDGs) and working together in mutually beneficial partnerships, especially with partners in low and middle income country (LMIC) settings. A guiding principle of our new Vision and Strategy is 'responding to unmet and future challenges', for which making a difference internationally in LMICs is a key part. Newcastle University has a particular emphasis, developed over many years, of working in equal partnership across disciplines and

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

sectors with a variety of stakeholders to find innovative and achievable solutions to the most pressing problems felt regionally, nationally and globally.

Our contribution to global challenge research is facilitated by having physical bases in four locations globally (Newcastle, London, Singapore and Malaysia). While all locations will work towards implementing our ODA and GCRF strategy, our Malaysian campus (situated in a LMIC country) and our Singaporean campus (in proximity to LMIC countries) will clearly have a relevant role to play both in engaging with regional partners to understand the unmet challenges of LMICs in the region, and in contributing to a research ecosystem in which these challenges can be addressed.

Confirming our commitment to address the challenges of other countries, in 2016 we established a GC Academy (GCA) to act as a catalyst for development related activity and capacity building. The GCA working group comprises experienced academic and professional staff with extensive experience of working with LMIC partners and familiarity with the mission of ODA funding. The GCA already co-ordinates, catalyses and disseminates information about our ODA-related research portfolio and extensive interactions with LMIC partners in multiple regions (see Annex 2 for examples). Although we are not proscriptive about countries or topics, given that the most successful collaborations often arise from engagement by individual academics, the GCA has identified **four priority regions** for targeted investment (see 1.b.iv below) and **6 priority topics** around which Networks have been established (in Urban Futures, Water Security, Sustainable Livelihoods, Sustainable Sugar Reduction, Agrifood Security and Global Ageing). These region and topic priorities represent areas in which the GCA has the highest likelihood that Newcastle researchers can work effectively with LMIC partners to meet unmet challenges for LMICs.

The GCA has the key role of overseeing the implementation and monitoring of our ODA and GCRF strategy from 2018/19 onwards and may amend the priority regions and topics with time. Consistent with the purpose of QR in underpinning research capability across the portfolio of the institution rather than in project-specific allocations, we aim to deploy QR to extend the GCA's work in four key strategic directions (KSD):

**KSD 1: ODA Sustainable Research Infrastructure** essential to underpin and enable monodisciplinary and interdisciplinary research and impact excellence and problem-solving in ODA and GC areas, towards achieving UN SDGs, whilst working in equitable partnership with DAC list country partners;

**KSD 2: Capacity Building for ODA** in development related research amongst our academic community and our partners based in LMICs, including least developed countries;

**KSD 3: Partnership Development for ODA** in target LMICs across sectors and disciplines, broadening engagement with least developed and other low income countries;

**KSD 4: Multidisciplinary Networking for ODA**, developing our suite of GC networks, leading to ODA-eligible research to achieve socio-economic and environmental benefits that are aligned with unmet challenges in LMICs.

**b.** We plan to enable these four KSDs by allocating QR GCRF as follows, under the overall oversight of the GCA:

i) **GC ACADEMY (enabling KSDs 2, 3)**. GCRF QR funding will enable us to increase proactive engagement with DAC-list LMIC partners to identify unmet challenges and co-create solutions by increasing professional support for capacity building, partnership building and interdisciplinary challenge-led research. Increased resources and expertise within the GCA will expand our portfolio of ODA-compatible research, and strengthen ODA compliance monitoring as well as ODA evaluation advice available to Newcastle academics and their partners.

ii) **ODA RESEARCH INFRASTRUCTURE FUND (enabling KSDs 1, 2, 3, 4)**. GCRF QR funds will reinforce ODA-compatible externally funded projects, **when awards are confirmed as ODA-compatible by the funding agency** (e.g. GCRF or Newton Funds), through two routes: (a) Meeting the full economic costs of awarded ODA projects under the dual funding model; and (b) Providing additional University contributions to add value and, in particular build capacity, to such funded ODA research projects. We have identified 12 such projects (see Annex 2) funded from the GCRF/Newton Fund allocations to Research Councils, The Royal Society, etc and anticipate additional grants will be awarded during the timeframe of this strategy. The QR funds will augment our successful ODA activity, for example by ensuring that challenges being addressed in one LMIC are also addressed in other relevant countries by supporting a wider geographical spread of partners, and by enlarging the pool of researchers engaging with the unmet challenges of LMIC countries, thereby leveraging added value to the awards and increasing the likelihood of success.

iii) **ODA RAPID RESPONSE FUND (enabling KSDs 2, 3, 4)**. QR GCRF funds will provide a flexible source of modest amounts to enable Newcastle academics working with LMIC partners to respond urgently to global emergencies and disasters and to critical policy moments that affect LMICs primarily. This approach is supportive of the UK GCRF Strategy avoids the intrinsic delays arising from traditional funding routes. Preference will be given to activity that targets challenges affecting least developed and other lower income countries as appropriate. Due to the nature of this activity it is not possible to predict areas and beneficiary countries. However, the activity will be governed by the GCA and funding allocated only to projects able to demonstrate ODA eligibility where Newcastle academics can make a tangible difference.

iv) **LMIC REGIONAL ENGAGEMENT (enabling KSD 3)**. The GCA has prioritised four regions where we will target LMIC engagement activity to nurture and consolidate relationships between academic and other stakeholders and thereby to identify LMIC-led challenges and co-create solutions that improve social welfare and economic

development within specific country and regional contexts. QR GCRF funding will be deployed in support of workshops and short-term exchange of staff and students with partners in these regions as well as with follow-on support through the other funding mechanisms in this section of our strategy.

These priority regions are:

- 1) Tanzania and other African countries south of the Sahara - This activity will build on our track record of research and policy impact in Tanzania since the 1990s and our many projects in Malawi, Ethiopia and Kenya among others;
- 2) South East Asia – aided by our Malaysia and Singaporean campuses we will consolidate development work in Malaysia and reach out to lower income South East Asian countries such as Myanmar, Cambodia and Lao PDR;
- 3) South America – facilitated by our established Centre for Latin American and Caribbean Studies to identify partners and global challenge areas where we can concentrate effort for maximum benefit;
- 4) South Asia – starting from our high level link with IIT Delhi and links in Bangladesh. Our strategy will work to expand our pool of partner countries to include more of the least developed and other low income countries as well as developing further our response to the UN Transforming our World Agenda 2030 principle of ‘leave no one behind’.

v) **GC NETWORKS (enabling KSDs 2, 3, 4).** We will build on our challenge-led GC Networks by providing targeted pump-priming support and enabling higher levels of involvement by DAC list country academics, practitioners and industry representatives. QR GCRF funds will support time for network champions to design and deliver workshops (2-3 times per year, including in LMIC setting) and preliminary research, including scoping and evaluation of unmet challenges and co-creation of solutions. GCA monitors ODA-compatibility of these activities and prioritise investment in networks.

Our existing GC Networks have been arrived at through a combination of ‘top down’ identification of research strengths and ‘bottom up’ ideas from our academic community with their LMIC partners. These challenge-led Networks map onto the GCRF ‘Research agenda for Enabling Change’ and include: Urban Futures, Water Security, Sustainable Livelihoods, Sustainable Sugar Reduction, Agrifood Security and Global Ageing. New networks are also emerging in the challenge areas of Forced Displacement, Mental Health, Dementia and Environmental Disasters. Each of these represent major unmet challenges in the LMIC countries with which we work most closely.

vi) **GC KNOWLEDGE EXCHANGE (KE) WEBINARS AND WEBSITE (enabling KSDs 2, 3)** The GC KE Webinar Series and Website aim to engage LMIC partners to identify challenges that could be addressed in partnership with Newcastle researchers and to engage Newcastle researchers with the GC agenda for LMICs.

GCRF QR funding will enable further development of our specially designed GCA website (<http://www.ncl.ac.uk/globalchallenges/>) which offers a low bandwidth, globally accessible window into GC research impact at Newcastle in an attempt to benefit Global

South stakeholders. The website includes content aimed specifically at building capacity of our LMIC partners and their Newcastle collaborators to address GC and can be viewed even on feature phones, widely used in Africa. For example the site includes easy access to downloadable publications for academics and individuals without journal access. For the next phase of website development, we will test the site with LMIC based academic and non-academic stakeholders to understand what else we might be able to deliver via this platform to meet their needs. In achieving this we intend to engage with our partner, INASP (an international development charity working with a global network of partners in Africa, Latin America and Asia), to understand how we can encourage participation in initiatives like AuthorAid and to develop more interactive, practical help for those working towards the UN SDGs in LMICs.

GCRF QR funding will also be used to develop our successful GC Academy seminar series into a webinar/podcast format to enable two-way learning and participation from Global South partners. Topics covered already have included 'Research Ethics in Global South/Global North Collaboration', 'Understanding the UN SDGs', 'Planning Impact for ODA: Stakeholder Analyses and Theories of Change' as well as challenge-led research seminars and co-creation workshops on Cities, Water and Biodiversity (topics due for global thematic review at the UN High Level Political Forum in 2018). The new format will enable us to host content developed in partnership and of relevance to the Global South and/or particular target audience (i.e. Early Career Researchers), and expand content to include Global South presenters speaking on development related research issues from different perspectives.

**c.** By supporting relevant sustainable ODA research infrastructure, capacity building, partnerships development and networking, the activity funded through QR GCRF at Newcastle will build upon, extend and accelerate institutional progress towards our broader strategic aim to 'work with our partners to make a positive impact in LMICs by addressing GC relevant to them and championing social justice.'

The University's new Vision and Strategy has core functions in education, research and engagement & place and a Global sub-strategy. A central pillar of our strategy is responding to current and future unmet needs including GC. We aim to align our research for discovery and impact with the current and future needs of society be they local, national or global. We commit to listening actively to external partners and stakeholders and collaborating with them to perform research and create solutions that meet their needs. We also commit to continue to innovate and retain the ability to nurture new avenues of research to respond to global societal challenges including those related to the UN SDGs.

We intend to measure and track our performance in engagement relevant to UN SDGs and ODA using Key Performance Indicators (KPIs) – see below under point **h.** – and via input, advice and scrutiny from our GCA international advisory board.

d. Our strategy for activity funded through QR GCRF has been developed directly in line with the UK Strategy for GCRF (see Table below) and has the UN SDGs at its heart.

| <b>UK GCRF Strategy:</b>         | Promote challenge-led disciplinary and interdisciplinary research | Strengthen capacity for research, innovation and KE in the UK and developing countries | Provide an agile response to emergencies |
|----------------------------------|---|--|--|
| <b>Newcastle strategy:</b>       |   |  |  |
| GCA                              | ✓   | ✓  | ✓  |
| ODA Research Infrastructure Fund | ✓   | ✓  |  |
| ODA Rapid Response Fund          | ✓   | ✓  | ✓  |
| LMIC Regional Engagement         | ✓   | ✓  | ✓  |
| GC Networks                      | ✓   | ✓  | ✓  |
| KE Webinars and Website          | ✓   | ✓  |  |

e. This QR GCRF strategy aligns well with the Newcastle University approach for using QR to support a human and infrastructure ecosystem that is best placed to deliver excellent research. Our 'mainstream' QR is distributed out to Faculties and Schools via a formula which reflects our devolved structure and enables appropriate decision making close to the academic endeavour. It underpins our research activity in the form of facilities, centres and institutes and fulfils sustainability funding for FEC as per the dual/balanced funding model. It is also selectively deployed for strategic initiatives such as the development of national research centres. A similar model will be adopted for the component of GCRF QR funding which we will allocate to the Research Infrastructure Fund; this will be distributed to faculties against defined ODA strategic objectives, but, unlike other QR, faculties will liaise with the GC Academy on matters of ODA compliance and strategic prioritisation so that expenditure can be collated and monitored institutionally. The remainder of the GCRF QR funds will be managed directly by the GCA for central and core activity and also to be distributed to strategic network initiatives and responsive mode small projects across the institution and with partners as appropriate. This approach will maximise the impact of activity whilst enabling a sound and sustainable approach to Monitoring and Evaluation and ODA compliance processes.

f. We do not anticipate any significant **barriers** to implementing our policy, which is an extension of our current direction of travel. The uncertainty as to the future of GCRF funding beyond 2021 is obviously a potential risk which will be mitigated through

contingency planning as to how to continue to progress projects and partnerships in the future - for example via DfID research funding and charitable foundations and trusts – so as to guarantee sustainability of activities and ultimately the ensure continued benefit to LMIC countries.

The key **enabler** for such sustainability is the existence of the GCA which has already initiated a wide range of development related research activity. Further the University appointed a key senior team member (Prof Daniel Zizzo, Dean of Research & Innovation in the Faculty of Humanities and Social Sciences) as University lead for GC in 2016. This, coupled with the PVC Engagement and Internationalisation acting as GC Academy Executive Board champion, will provide necessary leadership and senior team sponsorship in implementing this important activity.

Additional **enabler** includes the University’s recently acquired membership of the UN Academic Impact, aligning the University with the United Nations to actively contribute to the realisation of UN goals. The University will apply for observer status at the UN Framework Convention on Climate Change and to register with the UN Economic and Social Council (ECOSOC), to enable Newcastle University research to make a significant contribution to address climate change and the UN SDGs, including in LMICs. The University already engages with the ECOSOC High Level Political Forum and participating organisations, such as the Major Group on Science and Technology.

A further **enabler** are our campuses and staff in Singapore and Malaysia, providing deep local partnerships and profound insights into regional unmet challenges.

**g.** The key activities we will utilise to achieve our strategy objectives are wide ranging (see Table below). Our approach is to encourage and support a variety of activities to support our KSDs as discussed in point (a) above.

|              | <i>Capacity and capability building</i> | <i>Mono disciplinary, interdisciplinary and collaborative research</i> | <i>Generating impact from research</i> | <i>Meeting Full Economic Cost of GCRF activity funded through other sources</i> | <i>Rapid Response to Emergencies with an urgent need</i> | <i>Pump –priming</i> |
|--------------|---|--|--|---|--|----------------------|
| GCA          | ✓                                       |  | ✓                                      |   | ✓  |                      |
| ODA Research | ✓                                       | ✓  | ✓                                      | ✓   |  | ✓                    |

|                          |   |   |   |  |   |   |
|--------------------------|---|---|---|--|---|---|
| Infrastructure Fund      |   |   |   |  |   |   |
| ODA Rapid Response Fund  | ✓ |   | ✓ |  | ✓ |   |
| LMIC Regional Engagement | ✓ | ✓ | ✓ |  | ✓ |   |
| GC Networks              |   | ✓ | ✓ |  | ✓ | ✓ |
| KE Webinars and Website  | ✓ |   | ✓ |  |   |   |

**h.** A key part of the implementation of this strategy will be in further developing our regional international engagement strategies with key LMICs:

**i) Building on key partnerships in Tanzania and other Africa countries south of the Sahara.** Tanzania is a key partner for Newcastle University, where we have enjoyed collaborative research and policy impact relationships since the 1990s, particularly relating to non-communicable diseases and agri-food research. As part of this strategy, we will look to formalise these cross-disciplinary relationships and better understand how they might be best taken forward to maximise impact to the social welfare and economic development of these LMICs, including Malawi where our academics are working to improve leukaemia and lymphoma outcomes.

**ii) Strengthening the regional focus on South East Asia.** Previously we have used our campus location in Malaysia to reach out to lower income South East Asian countries such as Cambodia, Laos and Myanmar (as reported in our HEFCE Survey Response for 2016/17). We will be building on this activity as part of this strategy by following up potential research areas around health, water and environmental engineering and via targeting these countries for our KE activities. ODA funded work in Malaysia around dementia will also play a significant role in building research capacity in this region.

**iii) Developing and strengthening our relationships in South America.** Our cross-University Centre for Latin American and Caribbean Studies (CLACS) has developed many strong research partnerships especially in Brazil and Colombia (e.g. everyday processes by which people lay claim to cities or spaces within them) and Peru (e.g. mine water pollution). These relationships will be consolidated and explored further in the context of ODA and the GC agenda.

**iv) Enhancing our work in South Asia.** We enjoy a strategic relationship with IIT Delhi and work with colleagues in India on challenges including air pollution, sustainable cities, medical education and mental health. More broadly in South Asia we will build upon work particularly in Bangladesh in antimicrobial resistance, water security and deltas.



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

Maximum 500 words

We aim to deliver outcomes of GCRF QR expenditure in the four key strategic directions noted under section (1), namely:

**KSD 1: ODA Sustainable Research Infrastructure** essential to underpin and enable monodisciplinary and interdisciplinary research and impact excellence in ODA and Global Challenges areas, towards achieving UN SDGs, whilst working in equitable partnership with DAC list country partners;

**KSD 2: Capacity Building for ODA** in development related research amongst our academic community and our partners based in LMICs;

**KSD 3: Partnership Development for ODA** in target LMICs across sectors and disciplines (and broadening our engagement with least developed and other low income countries);

**KSD 4: Multidisciplinary Networking for ODA**, developing our suite of Global Challenges networks and developing other networks, leading to ODA-eligible research to achieve socio-economic and environmental benefits in LMICs.

We will measure these outcomes via a number of KPIs including:

- i. ODA compliant research award value (as an approximation of research project volume), including a) total award value and b) funding going to LMIC based partners;
- ii. Number of GCA capacity building events (including Global Challenges seminar/webinars): a) total number and b) number of events including LMIC collaborators/stakeholders;
- iii. Number of academic and non-academic collaborators from LMIC academic organisations (based on joint publications and named project partners on submitted bids) and percentage of those who are from 'least developed and other low income countries' on DAC list;
- iv. Number of press releases and news items from GCA;
- v. GCA Website Analytics – interactions from users in LMICs.

Compilation of these data across our four priority regions will steer future priorities for investment.

To monitor the outcomes and impacts against specific LMIC challenges, including from specific research grants and from our six priority GC Networks, the GCA is developing a monitoring and evaluation framework (see section 3 below), within which we will identify appropriate KPIs to measure social welfare and economic development impact, aligned with the UN SDG targets and indicators as an international agreed standard. We will also consider KPIs that reflect community knowledge and resilience and evidence-informed policy responses. Non-exclusive examples of such challenges from our portfolio include

sustainable pathways to urban growth, and addressing global health challenges such as diabetes and malnutrition.

### **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

### **Governance and Structure**

The University's Global Challenges Academy (GCA) currently hosts a Global Challenges Working Group with an academic lead, research deans and academic and professional services representatives from across the three faculties selected for their experience in ODA-compatible research in LMICs. The Global Challenges Working Group meets monthly and reports to the University Research Committee. In addition, a Global Challenges Operations Group, consisting of research development professional services staff from across the three Faculties, provides ODA research development guidance to investigators at the pre-application stage, including ODA eligibility, advice on co-creation best practice and pathways to impact to optimise socio-economic impacts in the Global South.

These GCA groups, and ultimately the University Executive Board lead for Global Challenges (Prof Richard Davies) and Research (Prof Brian Walker), are currently responsible for overall ODA management and monitoring and evaluation of this activity at the University level, though project level responsibility remains with the principal investigator (PI).

As part of our strategy for 2018/19, this structure will be augmented with an international advisory board with membership drawn from key partner organisations based in LMICs and development relevant, international NGOs, as well as expert academics with lengthy experience of working in the DfID sphere. This will bring an even greater level of ODA scrutiny to our processes and will form the basis of a periodic independent Monitoring and Evaluation (M&E) review following the DfID M&E model. A suitably experienced and senior academic will be asked to take on leadership of ODA and GCRF M&E processes and policy to provide the necessary leadership as we grow and develop this area of work in the GCA.

### **Systems and Processes**

Our Research Management System facilitates the identification of ODA funded research projects and currently proposals, partnerships and geographical distribution are monitored at the monthly Global Challenges Working Group. This is in addition to usual processes at School and Faculty level. Project level M&E is the responsibility of the project PI, with progress tracked against the project's pathways to impact, recording outputs and outcomes on the University's Research Information System (RIS). ODA specific considerations are being fed into upgrades to the RIS to capture the specific goals of achieving social welfare and economic development in partner countries as well as referencing the UN SDG targets and indicators.

Outside of funded research projects, ODA infrastructure and other related activity is monitored and evaluated in liaison with the GCA and the Global Challenges Working Group. A representative within the University Management Accounts Team is responsible for the regular monitoring and audit of GCRF QR spend and works with the Faculty research managers and GCA to ensure compliance and robust financial practices.

In delivery of this strategy, our stated objectives and KPIs will be reported against at quarterly intervals and action taken where necessary to ensure maximum benefit for our partner LMICs. Furthermore, the new GCA international advisory board will be invaluable in providing an extra level of scrutiny especially in terms of the work of the GCA itself.

### **Training**

At the research project level, the PI and relevant research funding development team in liaison with the GCA provide one-on-one ODA compliance guidance, advice on co-creation best practice and on pathways to impact to maximise socio-economic impacts in the partner country. The GCA also runs a variety of briefings and workshops for Newcastle academics, and increasingly their partners, on, for example, ODA compliance, planning for impact, theories of change, stakeholder analysis and North-South research ethics. These are well attended and as part of this strategy more of these will be offered to reach as large an audience as possible, e.g. through podcasts.

In addition, the GCA hosts an annual summit (2018 will be the third year). This event, which includes speakers and participants from NGOs and LMIC partners, involves knowledge and practice sharing workshops and showcases progress of current GCRF projects. In this way the event acts as a milestone in reporting on ODA relevant activity as well as providing training on M&E methodology and practice.

### **GCRF Strategy M&E Framework**

An M&E framework will continue to be an essential component of the Global Challenges Academy in delivery of this strategy. Although we have already done much to grow our expertise and capacity in this area, it has been identified as an immediate priority for the GCA in delivery of excellent ODA research outcomes and impacts. The identified Global Challenges Academy M&E lead will have overall responsibility for consolidating ODA

Monitoring and Evaluation policy and processes at the University level with advice sought from the wider group and the international advisory board as necessary. The M&E system will evolve over the course of the strategy as we learn from existing methods and reflect on outcomes. As a starting point each activity lead (i.e. GCA, each GC Network, Rapid Response Fund, each LMIC Regional Strategy, each Faculty Research Infrastructure Fund 2 and each Faculty for Research Infrastructure Fund 3) will be asked to supply a M&E plan including the following:

1. Stakeholder Analysis;
2. Theory of Change or Log Frame;
3. ODA Justification Statement;
4. Objectives, detailed planned outputs and impacts and pathway to impact;
5. M&E timetable.

This will go to the Global Challenges Working Group and the International Advisory Board for initial approval and, dependent on our system development, the GCA will advise the lead on what to capture and how as part of this process. This will then be reviewed and revisited with the GCA and M&E lead on an agreed timeframe with a formal review to take place annually again involving the internal working group and the external advisory board. This approach will enable the GCA to develop a range of metrics to evaluate ODA impact, including demonstrating progress against the UN SDGs targets, effectiveness of channels to achieve positive impacts (such as interventions, policy workshops, and so on) and significance of various socio-economic impacts, such as: economic growth; capacity building; pro-poor products and technology; and evidence informed policy and practice.

Overall, monitoring and evaluation will be used to develop a richer understanding of 'what works' to maximise ODA impact, in terms of individual research project design and implementation, capacity building and engagement, and how the University designs and implements its strategic plans on GCRF. Also, Newcastle University GCA is keen to share best practice on this with peer institutions and, if feasible, will aim to do so via the N8 GCRF and ODA Research Group.

## **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

Annex A2 contains the anticipated expenditure including the amounts for underpinning facilitation of KSDs by the GCA (£150,000), support for 6 GC Networks (£72,000), GC Rapid Response Fund (£89,936), GC Knowledge Exchange (£50,000) and the first of 4 Regional Engagement plans (£75,000), project-specific allocations to meet FEC funding deficits (£500,000) and Strategic Matched Funding in support of awards (£324,300). Several major funding applications have been shortlisted but not yet confirmed so may or may not begin in 2018/19. Also, some of our proposed expenditure is inherently unpredictable; for example, although our Rapid Response Fund will avoid the delays of external funding applications, we cannot be certain of the demand. To mitigate this uncertainty we will monitor budgets at least quarterly and operate budgets flexibly, enabling us to be responsive to need and circumstance across the course of the strategy year.

ODA compliance will be assured for all externally funded projects during the grant application process. For all other expenditure ODA compliance will be the responsibility of the GCA and its working group following processes outlined above, which will include documentation of ODA compliance following previous RCUK guidance. Outputs, impacts and benefits to our partner countries are described in Annex A2.

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

All the activities set out in this strategy and detailed in Annex A2 are planned for 2018/19 and build further in the following years of the strategy. Priorities for this period are:

### **1. Developing the Global Challenges Academy**

As the overarching coordinating entity for the Newcastle University ODA and GCRF Strategy and the guardian of our burgeoning M&E and ODA compliance processes, it is vital that this activity is prioritised in 2018/19. The GCA aims to build capacity at Newcastle and amongst our LMIC partners to achieve development goals. Priorities for 2018/19 include: development of an enhanced M&E framework and appointment of an M&E lead; establishment of an ODA International Advisory Board to provide added partner-led scrutiny of our ODA and GCRF activity; and systems development to enable best practice for ODA audit, M&E processes and impact tracking.

### **2. Global Challenges Networks**

Over the past year momentum has been built behind these agile, adaptable communities of researchers and non-academic partners organised around a challenge-led theme with multi-disciplinary, multi-sectoral and international involvement. We have 6 networks in

place: Urban Futures, Water Security, Sustainable Livelihoods, Sustainable Sugar Reduction, Agrifood Security and Global Ageing. They are designed to be ODA focused and to develop mutually rewarding partnerships with organisations in LMICs and development relevant NGOs.

### **3. ODA Knowledge Exchange Website and Webinars**

2018/19 will focus on Phase 2 and 3 of the GCA Website ([www.ncl.ac.uk/globalchallenges](http://www.ncl.ac.uk/globalchallenges)). This website, designed for accessibility from remote parts of the world will be further developed to increase user engagement from Global South visitors. Our priority is to increase the amount of usable content for our partners and we will be looking to involve our International Advisory Board to achieve this. A key part will be developing our GCA Seminar Series into an online accessible webinars, to enable Global South academics, policymakers and development practitioners to access the material and participate in the debate, but importantly to lead it.

### **4. LMIC Regional Strategies – Project 1 – Tanzania**

With predicted funding we will action the first of our four priority regional strategies.

**Increased allocations** would enable more activity under:

#### **1. LMIC Regional Engagement Strategies**

Our partnerships with LMIC organisations and institutions are vitally important to the delivery of our GCRF/ODA strategy and indeed to the quality of our research and its potential impact. Further work to develop LMIC regional strategies will commence in 2018/19 as part of this strategy but with a higher allocation more work could be done here extending the relationship building to more countries and organisations, especially those in the lower income countries.

#### **2. Increasing the number of Global Challenges Networks**

More themes are already in development in, for example, Forced Displacement, Cultural Heritage, Disaster Management and Mental Health.

**Decreased allocations** would lead to a reduction in the funding available through the Rapid Response Fund and for ODA Research Infrastructure Fund, especially strand 1 (FEC shortfall).

**All of these proposed activities are subject to the checks on ODA compliance described in the earlier sections of this strategy.**

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

All the activities set out in the above strategy and detailed in Annex A2 are planned to continue in 2019/20 and build further in the following year of the strategy. Our Monitoring and Evaluation process for these activities, and success with grant applications that are

currently being considered or prepared for submission, will impact on our priorities for this year and so necessarily it is more difficult to provide certainty than for Year 1.

However, anticipated priorities for this period are:

1. Continuing to develop the **Global Challenges Academy**, especially in terms of embedding and implementing the Monitoring and Evaluating processes and extending reach across the University and internationally;
2. Expanding **LMIC Regional Engagement Strategies** to extend work through Tanzania and add our 2<sup>nd</sup> regional focus on Malaysia and South East Asia. Our partnerships with LMIC organisations and institutions are vitally important to the delivery of our GCRF/ODA strategy and indeed to the quality of our research and its potential impact. Further work as set out in this strategy to develop and deliver LMIC regional strategies will continue in 2019/20 as part of this strategy but with greater emphasis on the delivery of outputs as set out in Annex A2. For example, whereas in Year 1 it will be expected that groundwork visits and scoping exercises will need to take place, especially where we are extending relationship building to countries and organisations in the lower income countries, in Year 2 it will be expected that we would start to see the results of this groundwork. This might be for example, in the form of internships, academic exchanges and workshops;
3. As a central strand of our GCRF/ODA strategy approach, expanding the **Global Challenges Networks** will continue to be a priority in 2019/20.

Increased allocations would lead to enable:

1. A greater number and more ambitious GCA **Knowledge Exchange Webinar** schedule;
2. Enabling further activity to embed and consolidate and add to our **LMIC Regional Engagement Strategies**;
3. Additional research mobility activity under the Global Challenges Academy. With increased allocations we would explore the introduction of **Global Challenges Fellowships**. These would enable senior and junior academics and members of relevant professional services and allied practitioners to take part on short term exchanges between Newcastle University and LMIC academic and non-academic organisations. It would essentially be an additional element to the Rapid Response Fund but would require not only the extra funds to cover the travel, accommodation and subsistence of fellows but would also involve a not insignificant amount of upfront and ongoing administration. This could bring very significant benefits in raising capability and of Newcastle academics and LMIC partners and of enabling knowledge exchange.

Decreased allocations would lead to a reduction in the funding available through the Rapid Response Fund and for ODA Research Infrastructure Fund, especially strand 1 (FEC shortfall).

**All of these proposed activities are subject to the checks on ODA compliance described in the earlier sections of this strategy.**

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

All the activities set out in the above strategy and detailed in Annex A2 are planned to continue in 2020/21. Our Monitoring and Evaluation process for these activities will impact on our priorities for this year and so necessarily it is more difficult to provide certainty than for Year 1. An overarching priority for this year of the strategy will be in **planning for sustainability** in the event of this funding not continuing in the same form from 2021/22.

Broadly speaking, priorities at the moment for this period are:

1. Continuing to develop the **Global Challenges Academy**, especially in terms of planning for alternative means of funding or for maintaining key activity with severely depleted funding in the event of the end of GCRF funding. Relationship building with DfID and other development related agencies will be key for this period. Additionally, this period will see an expanded Monitoring and Evaluation Review of the whole University ODA portfolio;
2. Expanding **LMIC Regional Engagement Strategies** to include our 3<sup>rd</sup> and 4<sup>th</sup> priority areas in South America and India and South Asia. Our partnerships with LMIC organisations and institutions are vitally important to the delivery of our GCRF/ODA strategy and indeed to the quality of our research and its potential impact. Further work as set out in this strategy to develop and deliver LMIC regional strategies across 4 priority regions will continue in 2020/21 as part of this strategy but with greater emphasis on the sustainability of these relationships;
3. As a central strand of our GCRF/ODA strategy approach, expanding and reviewing the **Global Challenges Networks** will continue to be a priority in 2020/21. It will be expected that a decision will be taken during this year as to whether this approach has led to the intended benefits as set out elsewhere in this strategy.

Increased allocations would lead to:

1. Enabling further activity to embed and consolidate and consider the sustainability of our **LMIC Regional Engagement Strategies**. It will be a priority this year to plot scenarios within differing financial circumstances for sustaining our LMIC relationships
2. Continued or additional **research mobility** activity (depending on whether this was initiated in 2019/20) under the Global Challenges Academy. With increased allocations we would explore the introduction (or continuation from 2019/20, if introduced then) of Global Challenges Fellowships. These would allow senior and junior academics and members of relevant professional services and allied practitioners to take part on short term exchanges between Newcastle University and LMIC academic and non-academic organisations. It would essentially be an additional element to the Rapid Response Fund but would require not only the extra funds to cover the travel, accommodation and



subsistence of fellows but would also involve a not insignificant amount of upfront and ongoing administration. It is an idea that could bring very significant benefits in raising capability and of Newcastle academics and LMIC partners and of enabling knowledge exchange.

Decreased allocations would lead to a reduction in the funding available through the Rapid Response Fund and for ODA Research Infrastructure Fund, especially strand 1 (FEC shortfall).

**All of these proposed activities are subject to the checks on ODA compliance described in the earlier sections of this strategy.**