

Section A: Official Development Assistance (ODA) and GCRF strategy

The strategy

1. Summarise the key aspects of your three year **strategy for development related and GCRF research activity**, including:
 - a. Your institution's strategy and priority objectives for all development related research activity funded through all sources for three years from 2018-19.
 - b. A summary of the key aspects of your three year strategic plan for QR GCRF, in light of the criteria and objectives for the GCRF outlined in the guidance.
 - c. How activity funded through QR GCRF fits into your broader strategy and priorities for all development related research activity.
 - d. How activity funded through QR GCRF relates to the UK strategy for the GCRF.¹
 - e. How your development-related and GCRF strategies relate to your wider institutional strategy for using QR.
 - f. Likely key barriers and enablers to implementing your strategy.
 - g. The key activities by which you will realise your objectives, such as capacity and capability building; mono-disciplinary, interdisciplinary and collaborative research; generating impact from research; meeting the full economic cost of GCRF activity funded through other sources; rapid response to emergencies with an urgent research need; and pump priming.
 - h. The main developing countries, included in the Development Assistance Committee (DAC) list, which you intend to collaborate with.

a. Your institution's strategy and priority objectives for all development related research activity funded through all sources for three years from 2018-19

Sussex's research strategy is to deliver world-leading and internationally recognised research of lasting academic value and with impact that will benefit and enrich society. Of specific relevance to the ODA and the Global Challenge Research Fund (GCRF) strategy, Sussex is recognised as first in the world for development studies in the QS University Ranking 2018. This is the second year running that the University has been ranked first and the fourth consecutive year that it has been ranked in the top two universities globally. Our vision is to deliver world-class research that reshapes how governments, aid organisations and NGOs address the major international development issues of our time.

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

Looking forward the priority objectives are:

- 1) Enrich and build the portfolio of all ODA-eligible research
- 2) Focus on research projects that encapsulate University strategic priorities, particularly: Interdisciplinarity; International Engagement; Partnership, Equality and Diversity; Knowledge Exchange and Impact; Postgraduate and Early Career Training.
- 3) Strengthen strategic partnerships in ODA countries, deepening and expanding co-creation to deliver transformative, challenge-led research.
- 4) Explore new initiatives, maximise opportunities that will arise from increased GCRF-related activities.

b. Key aspects of your three-year strategic plan for QR GCRF

- Focus on challenge-led research to drive forward a solution-based approach to development activities and research.
- Empower and support research and professional services staff at Sussex and our partner institutions, particularly the Institute for Development Studies, to deliver transformative solutions to challenge-led, complex problems.
- Develop our world-leading research base to build a stronger, more cohesive and sustainable approach to ODA research activity.
- Build on our extensive programme of research to drive the international development agenda with existing and new partners.
- Use proven strength in social and medical sciences as a platform to develop novel areas of international development research involving physical sciences, mathematics and engineering.
- Establish a support fund to provide an agile response to emergencies.

c. How activity funded through QR GCRF fits into your broader strategy and priorities for all development related research activity

Activity funded through QR GCRF is embedded within our broader research strategy. All activities will be reviewed against the overarching strategy to ensure goals are aligned and benefit from the interlinked objectives. Currently, GCRF activity is overseen by an advisory group of senior academics and professional services staff. Going forward, the remit for the current GCRF advisory group will be expanded to include all ODA-compliant activity to ensure the planned cohesive portfolio of activity stays on track and reporting, compliance and due diligence requirements are followed.

For example, we will deliver to the first three objectives of the broader strategy (section a.) and provide a launch pad for the fourth by allocating funding to support existing, externally-funded, ODA-compliant programmes of research including:

NIHR Global Health Research Unit on Neglected Tropical Diseases (GHRU), hosted by the Brighton and Sussex Medical School at the University of Sussex. The team works across and beyond traditional health disciplines to investigate conditions mostly ignored by other groups. This programme of research builds on strong links with research teams in Ethiopia and Sudan to investigate three conditions: podoconiosis, mycetoma and scabies, which together affect millions of vulnerable people in poor communities in low-

income countries. A distinctive quality of the Global Health team at Sussex is its responsiveness to needs identified by their international partners and this provides an excellent example of best practice, which has key relevance to delivering the GCRF/ODA vision.

ESRC Centre – Social, Technological and Environmental Pathways to Sustainability (STEPS), hosted by the Institute of Development Studies and the University of Sussex. A global consortium, including hubs in Africa, Latin America and South Asia that undertakes research which engages with local problems and links to world concerns. The focus is interdisciplinary global research, which unites development studies with science and technology studies to reduce poverty and bring about social justice.

d. How activity funded through QR GCRF relates to the UK strategy for the GCRF

The overarching aim of the GCRF is “to ensure UK science takes the lead in addressing the problems faced by developing countries, whilst developing our ability to deliver cutting-edge research”.

As a world-leader in international development research, Sussex is closely aligned to the UK strategy for the GCRF. We have a rich and diverse body of academic leaders, who drive forward the research agenda of the UK aid strategy delivering research with impact across a wide range of United Nations Sustainability Goals. Established programmes of international, collaborative research include STEPS, mentioned above, and the DFID-funded ‘Migrating out of Poverty’ Research Programme Consortium (MOOP). Newer, major investments such as the NIHR GHRU on Neglected Tropical Diseases and University initiatives such as the Sussex Sustainability Research Programme (SSRP) further consolidate our strength in this area. QR GCRF funding will deliver directly to the UK strategy for the GCRF by contributing to key programmes such as those described above as well as supporting new compliant activities, which are designed specifically to deliver the aims of the GCRF. All activities funded specifically through the QR GCRF will be evaluated as part of on-going ODA-compliance monitoring and reporting to ensure they deliver the specified aims.

e. How your development-related and GCRF strategies relate to your wider institutional strategy for using QR

The University uses its QR allocation to underpin and support the full range of its research activities. This includes (but is not limited to) meeting the costs of externally-funded research projects where the funder does not meet the full economic costs, and the initiation and pump priming of new research ideas. The University allocates its QR to its academic Schools as part of its wider resource allocation processes, with responsibility for its use devolved to each School. As part of this model, each School contributes to the costs of running the institution, which includes institutional investment in research initiatives.

The University invests in the development of new research capacity through its Sussex Research programme, a University-led structure that is designed to foster cross-campus collaborative research and specific research projects within and across disciplines through new funding mechanisms. This has included large-scale investment at the programme level, including the Sussex Sustainability Research Programme (SSRP), which is directly related to development research, and through individual projects and international networks.

SSRP is a £3 million University investment in pan-university, interdisciplinary, international development research, run in collaboration with the Institute for Development Studies. This programme spans research from the natural sciences to policy. There is a particular focus on research that explores the boundaries and overlaps between United Nations Sustainable Development Goals to help provide solutions to the greatest global challenges.

Development research activities also feature strongly in the portfolio of individual projects and international networks supported by other Sussex Research mechanisms. Funding to promote international partnerships and networks helped to provide a basis for the NIHR GHRU award and expanded research activity from one group of developing countries in Africa to a new setting in Latin America, thereby maximising the impact of the initial investment and helping to build a cohesive body of reinforcing research. Funding has also been used to build a cohesive, interdisciplinary cohort of expertise around migration research, which helped researchers at Sussex, UK and international collaborators to facilitate and support bid development for GCRF calls such as the RCUK Interdisciplinary Research Hub competition (2017). Pump-priming enables researchers across the range of disciplines and career stages to explore new ideas with partners in new territories across the DAC list. Recent examples include a research project on land rights and development in the Peruvian Amazon, developed in collaboration with the indigenous Amazonian people and funding to establish an interdisciplinary research partnership between the Medical School, MRC and the Uganda Virus Research Institute.

These structures provide an appropriate mix of strategic and operational flexibility in responding to or creating relevant opportunities.

f. Likely key barriers and enablers to implementing your strategy

Our strong international standing in this area is a substantial enabler and will provide an excellent base to consolidate existing initiatives and launch further activities. Whilst we have existing strengths, we plan a range of activities including direct meetings, webinars, electronic and bespoke events to engage our research community and to raise the profile of the opportunities available.

The expanded advisory group described in section c. above, will provide a clear identity for the strategy and will be supported by communication events and material to ensure the academic body and international partners are aware of the opportunities available.

In recognition of the strategic importance of certain external research programmes, particularly the GCRF, the University has aligned senior academic and professional services staff to coordinate and facilitate the opportunities available and this will further promote the delivery of the strategic goals.

The clear badging of funding as GCRF has helped promote robust reporting and collation of outputs and impact. The re-focus on all ODA-compliant activities has helped highlight the requirement for additional reporting requirements, which will be addressed as part of the strategy. The approach used for GCRF research projects will be enhanced to include all ODA-compliant research activities.

We will also be looking closely at how we will use the strong platform of social and medical sciences research and partnerships to promote engagement across the physical sciences, engineering and mathematics. Currently there is a lack of engagement across these disciplines, which can be a barrier to fully harnessing the opportunities available via GCRF and ODA-compliant funding streams. However, recent awards from STFC-GCRF competitions have provided a solid base, which together with interdisciplinary partnerships will help build success.

g. The key activities by which you will realise your objectives

There will be two key areas of activity.

One will be ensuring a resilient and sustainable pipeline of development activities by helping to meet the full economic costs of GCRF/ODA activity funded through other sources. We have enough live projects to consume the whole of the current and indicative QR GCRF allocation. This is the main way we can ensure a sustainable, high-impact future for our considerable portfolio of development research and maximise the value of the QR GCRF funding stream. However, we also wish to allocate a significant part (20%) to new activities, which would include prospecting in new parts of the developing world. This approach will empower us to deliver across the range of other QR GCRF activities:

- *Capacity and capability building.* This activity is at the heart of the majority of the funded portfolio of development research projects at Sussex and is complemented by activities in the Doctoral School and International Office. Each of these have a strong focus on engaging and working in partnership with DAC countries including Nigeria, Ghana and China; developing research capacity and skills, and providing new opportunities for collaborative research.

We are planning to allocate funding for internationally competitive internships for world-class early career researchers from priority DAC countries to come to Sussex to engage in identifying new areas in which transformative, 'antidisciplinary' development research might be focused. This will promote new ideas for research funding and help embed a challenge-led, co-creation approach.

- Interdisciplinary and collaborative research

The focus of QR GCRF funding allocation will be to promote challenge-led, interdisciplinary and collaborative research developed in equal partnership. International development research is characterised by a strong interdisciplinary approach that tackles real-world issues, bridging the gap between policy and practice. This approach is particularly reflected in the work of the STEPS centre, a rich, long-term collaboration with the Institute of Development Studies, which is delivering pioneering ODA-compliant research that is transforming lives, such as pro-poor low carbon development in least developed countries.

We see a great opportunity to promote synergies between GCRF and the Industrial Strategy, for example through Newton and Rutherford schemes. Building on recent successes with GCRF funding from STFC, we aim to build greater capacity in GCRF and ODA-related activities among science and engineering academics and to promote cross-fertilisation of research ideas.

-Generating impact from research

Funding will be allocated to promote and enable the translation of research into sustainable social and economic development and welfare in developing countries. All funded activities will require a clear description of the expected impacts and how they will be achieved. Sussex has a sound track record of translating ODA-compliant research into impact including “Guarding Against Podocniosis”, which was selected as a top 20 impact case study by the ‘UK Collaborative on Development Sciences’ in 2014. GCRF awards highlight our focus on impact strategies with co-production rather than simple dissemination of knowledge from the project, e.g. GCRF ESRC/AHRC Forced Displacement award “The Unknown City: the (in)visibility of urban displacement”. This approach will be promoted for all QR GCRF funding activities.

-Rapid response to emergencies with an urgent research need

The aim is to provide a ring-fenced amount of funding, which may be allocated to emergencies with an urgent research need, prioritising opportunities that evolve from current projects where we can leverage existing resource and infrastructures to deliver impact and benefit.

-Pump-priming activities to underpin GCRF and Newton fund bids to other funders, including relationship building

Part of the allocation will be devoted to pump-priming activities, which will lead to more ambitious and impactful projects. This will be coordinated and monitored via Sussex Research, as described above in section e., which has a great deal of experience running internal pump-priming competitions that have already helped lead to applications for substantial external funding (e.g. the NIHR GHRU). As above, we also wish to deploy these funds to encourage engagement from STEM academics.

h. The main developing countries, included in the Development Assistance Committee (DAC) list, which you intend to collaborate with

A priority will be to collaborate with countries where we have existing international partnerships and/or substantial research programmes, maximising existing use of resources, and leverage the potential to deliver transformative impact. These include China, Ethiopia, Ghana, India, Kenya, Nigeria and Sudan.

Secondly, the University has also begun work in a number of areas where networks are less well established with UK Universities. These are mostly in countries classified as 'least developed' on the DAC list, the poorest countries in the world which face major challenges of political instability, poor infrastructure, limited international investment and a chronically low skills base. They are therefore the highest priority for development work and research has the potential to make real impact if it is carefully planned and built on sound local knowledge. Projects or contacts have been initiated by the University in Somalia, Afghanistan, Myanmar, Senegal, Mozambique, Tanzania and Uganda. These contacts take time to develop and University/QR GCRF funding can accelerate this process.

While mindful of the need to grow our portfolio of research partnerships carefully to ensure resilience and sustainability we have also identified areas for more exploratory conversations including Thailand where we have some strong links for education but less so for research. In addition, consideration will be given to South American territories including Colombia, Chile, Bolivia and Peru where there are opportunities to promote a more cohesive programme of ODA-research and collaborations and where we have some existing links. For example, alongside Sussex in the UK, Colombia is a founder member of the 'Transformative Innovation Policy Consortium', which brings together global actors to examine and research respective innovation systems to explore the future of innovation policy - its foundation, formulation and governance.

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

In line with the UK Strategy for the GCRF, the primary, intended impact of our strategy is to make a substantial contribution to improved social welfare, economic development and environmental sustainability in developing countries. We aim to do this by investing the majority of QR GCRF funding in delivering a sustainable, resilient range of challenge-led, ODA-compliant research activity. This will be of direct benefit to the developing countries listed in section 1h. to maximise benefit and build capacity, while exploring opportunities to extend reach and impact to newer territories. The benefits, outputs and impacts are outlined in the table of research projects and activities in Annex A2. For example:

- The British Academy GCRF project 'Capability Building for Infrastructure Delivery' will deliver a range of impacts, which include helping Governments in developing countries such as Tanzania and Botswana retain, build and disseminate the front-end capacity to develop, finance and deliver infrastructure.
- The NIHR GHRU on Neglected Tropical Diseases will deliver a wide range of outcomes underpinned by two-way communication with international partners. For example, the

research will lead directly to a greater proportion Ethiopian affected by lymphoedema being diagnosed and understanding their condition and so accessing joined-up care for their condition.

Benefits to developing countries will be further facilitated and consolidated by the following outcomes, which will be delivered by the new activities funded from the QR GCRF allocation, such as pump-priming (again outlined in Annex A2):

- Two/multi-way ideas exchange promoting challenge-led, co-creation approach to research proposals. This would have the additional benefit of increasing awareness of Sussex development strengths among the best early career researchers globally.
- Productive, sustainable, long-term, multi-level partnerships. Internally across disciplines including physical sciences and engineering; nationally, e.g. the collaboration with migration experts in Oxford and collaborations with international partners in DAC list countries, delivering co-created, fundable research proposals.
- An increased spread of relevant interdisciplinary and collaborative research activity, including opportunities to draw in the STEM subjects.
- A supportive culture which enables and encourages the exchange of research ideas and engagement with the spectrum of GCRF and ODA funding opportunities, leading to increased number of staff, at all levels, engaged in eligible activities.
- Rigorous reporting and monitoring processes to ensure we capture all eligible activities and the full impact of our capability in this field is realised to maximise the benefit to developing countries.

Management of GCRF

3. How will your HEI **monitor** and **evaluate** its progress and compliance in ODA and GCRF activity, including assessing geographical distribution of activity, outputs, outcomes and economic and social impacts?

Please describe the policies, procedures and approach you have in place to measure progress, evaluate outcomes, identify lessons learned, and ensure ODA compliance.

The University monitors research and knowledge exchange activity as part of its regular reporting cycle, overseen by the Research and Knowledge Exchange Committee, which reports to Senate and thence to Council. Top-level monitoring and evaluating of progress and compliance in ODA and GCRF activity will be coordinated through the University's GCRF advisory group, to be renamed the GCRF and ODA advisory group (as mentioned in Section 1), which in turn will report through the Research and Knowledge Exchange Committee that is chaired by the Pro-Vice-Chancellor (Research). This ensures strategic oversight and compliance at the most senior level of the organisation, as well as integration with the University's strategic direction.

We will also monitor benefits and impact of the funding through regular dialogue with each School. Again, this will integrate with current reporting cycles, as a feature of the termly School research committee meetings and six-monthly research quality and impact review meetings.

At an operational level, progress, success and compliance will be coordinated, measured and tracked across all streams of ODA/GCRF activity through Research and Enterprise Services (RES), which supports the University's research and enterprise activities. Of particular relevance, RES provides proposal support across all external funders and mechanisms and coordinates the GCRF activity at Sussex, including due diligence for external partners and ODA-compliance. It also provides research quality and impact support and detailed data for operational, research management and strategic reporting.

Sussex Research (Section 1e), is part of RES and is well placed to run and monitor schemes for ODA/GCRF-focussed activities. In addition to major investments, the team manages block grants from external funders and runs schemes to build networks and partnerships as well as short, pump-priming projects and international fellowships. This well-established team provides a holistic service, which designs and creates the initiatives, prepares the call information, provides support to applicants drafting and costing applications, manages the review panel, provides feedback and outcomes to applicants and monitors outcomes from funded projects so that evaluation data can be produced and schemes analysed. Through rigorous and regular monitoring of all funded projects, the team is able to evaluate the success of a particular initiative and make adjustments where necessary, and provides regular briefings to the Pro-Vice-Chancellor (Research).

Key features to help ensure robust management and maximum benefit from the QR GCRF funding stream include:

- A regular reporting schedule across all eligible activities will help to ensure rigorous monitoring and evaluation against objectives. Clear and specific reporting requirements for eligible projects will be communicated to Schools from the outset and will be monitored and tracked by Research and Enterprise Services.

- In all cases, training will be provided for all academics interested in applying and suitable material will be available to support these requirements.

- All ODA and GCRF projects will need to demonstrate how they meet ODA compliance, e.g. most GCRF funding requires an ODA-compliance statement. Reporting of compliance against the statements will be a requirement of live projects. School review processes will include an ODA compliance checklist against which ODA/GCRF proposals can be assessed (this process is already in place for some external funding schemes).

- All internal schemes will be competitive

- Applicants for internal funding for ODA activities will be required to describe how they will meet ODA compliance as part of the application process.

- Wider ODA-compliance monitoring will be integrated into our current research and knowledge exchange project lifecycle support processes, which already include pre-award and contractual due diligence assessment of external organisations.
- Current internal systems capture information on all GCRF and Newton applications and awards. These systems will be extended to include all ODA-compliant activities, drawing in parallel activities, which already take place for ODA programmes of research such as MOOP (mentioned in section 1d). This will include geographical distribution of activity, outputs, outcomes and economic and social impacts, enabling us to monitor and track our GCRF/ODA “foot-print”.
- Management reports will capture investigator, School and institutional level activity to ensure detailed, collated and strategic monitoring of compliance, outcomes and impact.
- School and Central Finance reporting in line with standard HEFCE requirements will be reviewed and new requirements clearly communicated.
- The advisory group will lead on dialogues with Schools to promote engagement and adherence to reporting and monitoring requirements.
- Regular progress reports will be issued and review meetings scheduled to evaluate outcomes and identify lessons learnt, which will be communicated to the academic community to build an iterative cycle of improvement and success.
- We will look for opportunities to share best practice with national and international colleagues via academic and research management meetings. For example, events aligned to our research programmes such as STEPS, MOOP, GHRU and SSRP as well as conferences run by international organisations such as INORMS (International Network of Research Management Societies) which bring together practitioners from across the globe.
- Overall fit of the interlinked strategies (QR, QR GCRF, Development-related activities and wider UK strategy) will be reviewed annually in line with the three-year plan and adapted accordingly.

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.

The activities outlined in Annex A2 describe the planned allocation for 2018-19 and provide a framework for spending over the three-year strategy. All activities will be approved, monitored and assessed through the Advisory Group.

We believe the combination of ensuring a resilient and sustainable pipeline of development activities by helping to meet the full economic costs of eligible research (80%), together with the significant portion (20%) allocated to new activities will maximise the benefit of the QR GCRF funding and delivery to the institutional and UK GCRF and development strategies. The range of activities is designed to be flexible so that we can respond pro-actively and efficiently to changes in policy and practice. The allocation of expected spending and activities is based on a combination of an analysis of the full economic costs of current eligible projects profiled over 2018-19, together with prospective activities and funding.

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.

For minor changes in funding, the aim will be to increase or decrease priorities and activities proportionally to changes in the funding level. For more substantial changes, we would expect the balance in the 80:20 split described above and in section 1g. to shift. For a major increase, we would expect a rebalance in favour of investment in new activities e.g. 75:25, while a major cut would require a shift to a 90:10 ratio as we consolidate our current base of research and ensure resilience. If funding increases, new activities will include a disproportionate focus on the 'least developed' countries considered in section 1h. above, where it is harder to develop research but where the rewards, in terms of development impact are significantly larger. Research will focus on supporting Sussex areas of expertise, particularly through large on-going investments such as the Sussex Sustainability Research Programme but also in new developing areas, such as around energy policy.

Hence, the spend will continue to follow the strategic direction of the three-year plan. As this is a re-balance rather than a complete change, all priorities and activities will be ODA-compliant as described in the Annex A2 table. The key is flexibility, but always delivering to our GCRF/ODA vision.

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.

As the QR GCRF strategy matures, we hope to see an increase in eligible funding. Hence, there will be a continuing focus on meeting the full economic cost to ensure resilience and sustainability, although we might expect the balance across projects to

change. Successful investment and support in these areas is inevitably long-term so priorities will not change significantly from year to year. If sums received are smaller, they will focus on reinforcing the University's core strengths including large-scale investments in sustainability, particularly climate change, migration and global health. Higher levels of income will allow some support to be channelled to more experimental or innovative areas of research that break new ground but are necessarily more risky.

Research support will be influenced by key themes in development discussions at a global level. These may involve unforeseen changes in priorities in response to emerging crises and our stream of urgent response funding will allow swift reaction to changes in the global context. There is also a range of predictable priorities, at least in the next year or two that will be incorporated into our planning. In 2019-2020, funding for our major DFID-funded centre on migration, 'Migrating out of Poverty' (MOOP), is expected to come to an end. This coincides with the year in which two major migration-related compacts (i.e. strategic initiatives) will be agreed by the United Nations. These high profile compacts on migration and refugees will provide a major opportunity for research in this field during the year. We will therefore devote funds to supporting high-level impact work in this area. Specific new activities will only be accepted on to the spending framework if they are shown to meet ODA criteria. As described this oversight will be provided by the advisory group and managed by the operational team.

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.

As before, support for the core areas listed will continue.

A disproportionately larger share of any increased budget will be allocated to immediate responses to urgent situations and to more difficult or experimental research in difficult to access countries. As the strategy enters the final year, we will be particularly mindful of supporting activities that will ensure a sustainable future.

By 2020-21, we anticipate deeper engagement in our STEM areas with GCRF/ODA activities, including securing a wider portfolio of eligible funding. This will be reviewed and the need for on-going or further support such as funding, partnership brokering, best practice workshops, will be assessed.

In the expectation of increasing the number of incoming and exchange fellows from ODA countries, we will develop strategies to build on this global community to leverage strong and new partnerships.

On-going monitoring and evaluation in place from the start of the strategy will continue to ensure all activities are fully ODA-compliant, and that our strategy is relevant and delivers cutting edge, co-created research to address the problems faced by developing countries.