

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

London Business School's vision is to have a profound impact on the way the world does business and the way business impacts the world.

The School's research strategy is to undertake top quality research that will influence business leaders and managers, public policy makers and other researchers worldwide.

The School has established a series of research institutes and centres designed to nurture and showcase its research, thereby identifying it as a centre for thought leadership in the field of business and management studies.

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

The institutes and centres promote interdisciplinary activity and academic entrepreneurialism, providing a setting in which faculty from different subject backgrounds collaborate creatively in research activity.

In line with its vision and research strategy, the School took the decision in 2017 to establish a Business for Development Institute as a means of bringing together faculty from different disciplines working on development related research and of maximising the impact of their work.

The aim of the Business for Development Institute is to significantly improve the lives of the world's most underprivileged communities. Its mission is to create and apply business insights that can deliver transformative, sustainable solutions, drawing on the combined power of businesses, non-profit organisations, policymakers, students and academics.

The Institute will operate according to three key principles:

1. Devising solutions from world-class academic thinking

The Institute will support rigorous academic research. This will enable a better understanding of the challenges underprivileged communities face and of the lessons learned by those who have overcome these challenges and flourished. This evidence will be used to test business strategies to establish what works and translate the results into actionable plans targeted at improving prosperity and well-being.

2. Creating a community where everyone gains strength from each other

Working in isolation, businesses, NGOs and policymakers are tied by their own constraints. To overcome these limitations the Institute will create a forum for those invested in this area and inform those who are not. This will enable members of its community to learn from each other, forge new partnerships which will strengthen and diversify its work, enhancing scale and impact, and serve as a catalyst for new ideas.

3. Educating the next generation of leaders

The Institute's work will inform the School's teaching and enable it to create the next generation of responsible and responsive leaders. In time this will lead to the designing of new courses, in new formats, which will further its educational mission.

The Institute is currently in its development phase and held its inaugural summit in December 2017. The QR GCRF funding allocated to the School will support the development of the Institute's activity. Specifically it will be used to facilitate mono-disciplinary, interdisciplinary and collaborative research activity that sustainably promotes the economic development and welfare of developing countries and for capacity and capability building through the engagement of researchers at all career stages at the School in its work.

The funding will be used to help support a series of research projects designed to shape commercial, advocacy and policy decisions focused on improving economic, social and physical well-being. The impact of this work will go beyond specific projects or communities and will inform wider policy decisions and best practice frameworks.

Details of the planned outcomes and impact of the initial research to be carried out within the Institute are listed at section 2 below. The five strands of research will all contribute to the GCRF challenge areas. Two of the projects focus on equitable access to sustainable development and more specifically helping to ensure greater access to sustainable health and well-being. The remaining three projects focus on the building of sustainable livelihoods supported by strong foundations for inclusive economic growth and innovation. The geographical focus of the research is varied, but it is all centred on helping to meet the specific needs of developing countries included in the Development Assistance Committee list of ODA recipients.

The research and the Institute itself will build on the lessons learned from previous development related research activity carried out at the School and the QR GCRF funding will enable it to amplify its work in this field. Examples of this activity include:

1. Improving anti-malarial supply

A project in Zambia, carried out in collaboration with the World Bank, to apply supply chain expertise to the distribution of anti-malarial drugs. Research was carried out into the supply of drugs from a central warehouse in Lusaka to district pharmacies, which in turn sent the drugs to smaller health centres in remote areas. The School's researchers discovered that stock-outs were frequent because of poor inventory control and transportation planning. They created new mathematical models and worked with the World Bank and other stakeholders to replace the paper-based stock reporting system with a new digital system, thereby ensuring the efficient distribution of drugs to local health centres. The research has resulted in improved distribution of anti-malarial drugs to communities in Zambia, thereby contributing to the sustainable health and well-being of its population.

2. Educating Microentrepreneurs

A project in South Africa, carried out in conjunction with the World Bank, to provide different business skills training to different groups of microentrepreneurs to see if these skills could help them prosper and grow. The project studied 800 microentrepreneurs. A third received marketing training, a third finance skills and a third acted as a control group, receiving no training until 18 months later. The results of the research revealed that the finance and marketing groups showed increases in profit of 41% and 61% respectively relative to the control group. Overall finance training increased efficiency while marketing training made microentrepreneurs adopt a growth focus. Aside from the statistical significance of these findings, there is a substantive effect for microbusinesses in developing countries. As they are presented with a rare opportunity to scale up, they

themselves can affect wider societal impact benefitting their immediate environment. The research has provided valuable insights into the best way to support the development of microentrepreneurial activity in South Africa thereby building sustainable livelihoods supported by stronger foundations for inclusive economic growth and innovation.

3. Raising prospects and reducing risk for farmers.

A project in India to investigate the impact of improvements in infrastructure and information provision on poverty levels among the agricultural labour force. The School's researchers carried out research into 170 crop prices across 13 Indian states during a 12 day ban on sending bulk texts imposed by the Indian government to avoid civil unrest relating to a religious festival, which had the result of removing access to Reuters Market Light (RML) a service that provides texts on commodity prices to farmers. Prior to RML farmers had to rely on word-of-mouth second guessing and middlemen and traders talking in code to establish what price they might receive at market on any given day. Empowered by the information from RML, the farmers were able to reduce the level of risk associated with growing perishable crops. They could better plan ahead, choose the best time to harvest, borrow money more strategically and decide when to pool resources, such as sharing lorries. Price disparity was reduced by 12% and the farmers enjoyed higher returns. The research demonstrated the value of digital technology in providing support for the development of sustainable livelihoods for the agricultural labour force in India and in enhancing the foundations for inclusive economic growth and innovation.

The School's development-related and GCRF strategies are directly related to its wider institutional strategy for using QR funding. The School's QR allocation is used to fund rigorous academic research in the field of business and management studies. This research underpins the School's degree and executive education programmes. In this way the School aims to achieve its vision of having a profound impact on the way the world does business and the way business impacts the world, both through the role of its thought leadership in helping individuals and companies to grow their businesses and in its development of its students and participants to become courageous and influential leaders, transforming how business happens for the benefit of society.

The key barrier to the implementation of the School's strategy is its ability to recruit and retain world-class faculty in order to ensure the continued production and dissemination of leading edge research in support of its vision.

The number of business schools and the wealth of the major US Schools continue to lead to fierce competition for top faculty. The School mitigates this risk through ensuring a competitive compensation package, teaching load and research environment in line with that offered by competitor schools, with faculty and research support forming a key plank of its fundraising activity.

The key enabler to the implementation of the strategy is the School's London location. The city's status as a global hub provides an unparalleled opportunity for interaction and collaboration with leading organisations and individuals from an immense range of geographical and sector backgrounds. The School benefits from the dynamism and diversity of London and the access to business and government that it offers.

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

Maximum 500 words

The initial focus of the strategy will be on five strands of research:

Microentrepreneurs in Ghana

Research in collaboration with Innovations for Poverty Action will evaluate how offering microenterprises locked loans versus unlocked loans affects product adoption decisions, investment behaviours, loan repayment and productivity. Of the two billion people living on <\$2 per day roughly half run a business. This research will identify the most effective approaches to enhance the productivity of these microentrepreneurs, which is key to ensuring sustainable livelihoods and inclusive economic growth in Ghana.

Landmine clearance

A study of the impact of demining on Mozambique's economy, analysing the local and wider economic effects of landmine clearance and the benefits of focussing operations on key points in the infrastructure network to optimise developmental outcomes. Landmines have had a severe impact on the Mozambique economy, preventing trade and access to remote communities by government and aid agencies. The research aims to show that focussing on clearing transport links and routes from landmines speeds the restoration of freedom of movement and fosters freedom from fear, thereby strengthening the foundations for inclusive economic growth in the country.

Global Health Delivery Systems

Research on global health delivery systems in collaboration with the Global Fund, the World Bank, the Clinton Health Access Initiative, and the Zambia and Mozambique Governments applies supply chain science to inventory control and distribution of essential medicines, the design of HIV early infant diagnosis networks and performance-

based procurement funding. The research will help to tackle problems in the procurement and distribution of essential medical drugs and supplies to remote areas, thereby increasing access to sustainable health and well-being in Zambia and Mozambique.

The impact of the TRIPS agreement

The Trade-Related Aspects of Intellectual Property Rights (TRIPS) agreement set minimum standards for IP rights and patents in developing countries, giving pharmaceutical companies the means to protect their research with the aim of encouraging additional investment. Studies to date have not found evidence of a meaningful increase in drug trials for neglected diseases such as malaria, tuberculosis and encephalitis in countries where TRIPS has been implemented. This project focusses instead on the relative increase in academic scientific research in TRIPS compliant countries compliant because of the IP protection it provides to academics. It aims to demonstrate that implementation of TRIPS in developing countries leads to better ties between academia and industry and to increased investment into research on neglected diseases, thereby leading to improvements to the sustainable health and well-being of the population in these countries.

Big Data

Research focussing on case studies in Haiti, Indonesia and Rwanda examines the role of big data in meeting the social and environmental challenges facing the developing world. The work addresses the nature of the technological changes that allow decision-makers in developing countries to leapfrog from data poverty to big data, permitting innovative solutions to key challenges. It examines the impact of innovation in the use of data, the value of effective data integration via physical linkages and common standards, and the importance of investment in data generation in emerging markets. The research seeks to demonstrate that infrastructure-building efforts in ODA countries should prioritise not only physical but also data infrastructure, and highlights the importance of building new and sustainable socio-economic models based on digital technologies.

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 School has a robust system for measuring and monitoring the outcomes and the qualitative and quantitative impact of the work carried out within its research initiatives.

The performance of the research initiatives is monitored and evaluated by the School's Research Centres Review Committee, which is chaired by the Deputy Dean-Faculty and reports to the School's Management Board, its main academic governance body.

The remit of the Committee is to provide oversight of the range, scale and productivity of the major research units within the School. It monitors the performance of the School's research institutes against the criteria set out in the School's "Guidelines for the Establishment and Review of Research Institutes, Centres and Programmes: Policy and Procedure". The review process consists of an annual detailed review of the performance of each Institute and Centre and a light touch review at the six month point. The reviews focus on:

- i) research performance, including publications output
- ii) financial position and plans for future funding from both fundraising and external grants
- iii) delivery of established strategic goals and objectives
- iv) outreach activities and practitioner impact
- v) contribution, where applicable, to the School's teaching activities

Each research initiative is set up for an initial period of five years and is required to submit a rolling 3 year plan each year setting out objectives and KPIs in a range of areas including research output, funding applications, outreach, media and social media activity, and recognition from academia, industry, government and other beneficiaries of its work.

The Committee monitors the progress of each initiative against its plan and objectives/KPIs and to consider whether its funding should be renewed at the end of the initial five year period.

The Committee is responsible for monitoring the work of the Business for Development Institute. More widely it works on a School-wide basis to ensure that the lessons learned from each individual institute and centre are appropriately applied across the range of the School's research initiatives.

The School Secretary is responsible for the School's relationship with HEFCE and in liaison with the RCRC and the School's Research and Faculty Office will be responsible for ensuring that the School's QR GCRF allocation is spent on research activity that is compliant with ODA and GCRF guidelines.

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

The QR GCRF allocation will be used for capacity and capability building and will provide partial funding support for members of the School's faculty working on research relating to international development challenges.

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

To the extent that the level of QR GCRF funding of £166k made available to the School decreases in 2018-19, the shortfall will be made up using the School's own funds, thereby ensuring that there is no adverse impact on the projects which it is planned will be supported by the QR GCRF monies.

Should the level of QR GCRF funding increase in 2018-19, the additional monies will be used to provide additional funding for existing projects and/or help fund additional projects that are within the Institute's remit and focus on the GCRF challenge areas, thereby increasing its influence and impact in line with the School's 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.

Maximum 1,000 words

The priority for QR GCRF activity in 2019-20 is the provision of financial support for the research carried out within the Institute, with any funds not required by those projects used to help initiate and support additional research meeting ODA criteria. As per Q6 above, to the extent that the level of QR GCRF funding made available to the School decreases in 2019-20, the shortfall will be made up using the School's own funds,

thereby ensuring that there is no adverse impact on the projects which it is planned will be supported by the QR GCRF monies.

Should the level of QR GCRF funding increase in 2018-19, the additional monies will be used to provide additional funding for existing projects and/or help fund additional projects that are within the Institute's remit and focus on the GCRF challenge areas, thereby increasing its influence and impact in line with the School's vision.

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

The priority for QR GCRF activity in 2020-21 is the provision of financial support for the existing research carried out within the Institute, with any funds not required by those projects used to help initiate and support additional research meeting ODA criteria. As per Q6 above, to the extent that the level of QR GCRF funding made available to the School decreases in 2020-21, the shortfall will be made up using the School's own funds, thereby ensuring that there is no adverse impact on the research which it is planned will be supported by the QR GCRF monies.

Should the level of QR GCRF funding increase in 2018-19, the additional monies will be used to provide additional funding for existing projects and/or help fund additional projects that are within the Institute's remit and focus on the GCRF challenge areas, thereby increasing its influence and impact in line with the School's vision.