

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

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

London South Bank University's (LSBU) Corporate Strategy defines our mission is to be recognised as an enterprising civic university that addresses real world challenges. The strategy builds on the strengths of LSBU by focusing on its ability to enhance student success and deliver real world impact through academic activity and links to business and the professions.

LSBU's teaching and research activity is focused on delivering solutions to real world problems. In London this includes solving everyday challenges such as preventing a repeat of the Grenfell tragedy, modelling mitigation measures from increased particulates

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

in our atmosphere or investigating use of waste heat with the Greater London Authority. Much of our research is applicable and transferable to other world cities and there is much to contribute to and benefit from working with developing countries on world challenges. This enhances our research as well as contributes to our teaching also.

A key part of the strategy is the development of deep international partnerships. These have included with the US, Middle East and China. One of these is a deep collaboration with Egypt. We are also actively developing specific projects/challenges with other developing countries which we would like to develop into deeper collaborations.

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.

Our corporate strategy highlights our research to address real world challenges. This has been developed into a QR GCRF strategic plan with the following objectives:-

1. Research and innovation supported will promote sustainable, economic development and welfare in DAC list countries as its primary objective.
2. To concentrate our limited QR GCRF funds to develop long term collaborations with organisations in developing countries who have shared common research interests and where there is opportunity to work together on challenge led disciplinary and interdisciplinary research.
3. To develop capacity and capability for research, innovation and other academic activities in each collaboration.
4. Ensuring flexibility to develop agility to respond to emergencies where there is an urgent research need.
5. To encourage the collaboration that results in excellent measurable academic outputs and societal impacts that are disseminated and transferable worldwide.

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

Our GCRF strategy compliments and supports our overarching research strategy. This requires us to support/ build teams in areas of excellence, work multidisciplinary on real world challenges and provide agility to address new strands of research. We have therefore developed and organised our research activity into:-

- 4 cross cutting Research and Enterprise Institutes,
- 14 Research Centres and
- 33 Research Groups.

This organisation supports our QR GCRF strategy. For instance, Research and Enterprise Institutes have been developed to address Grand Challenge opportunities in the areas of Sustainable Communities, Health and Wellbeing, Creative and Digital Economy and Societal Challenges. The 14 Research Centres are School hosted,

centrally funded, set up to coalesce leading edge, timely research with an international reputation for achievement and innovation. The Research Groups are aimed at ensuring agility and enable academics to work as teams and focus on new strands of research.

All Institutes, Centres and Groups are supported through research environment development programs, encompassing strategy support; pre and post award research funding support; doctoral studentships, the London Doctoral Academy and sabbaticals.

A key strand of the support given is our QR GCRF funding to develop sustainable partnerships with researchers in developing countries and work with them on challenge-led research activity. We also support development of GCRF bid support and Newton funding applications to initiate collaborations.

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

The GCRF strategy will be ODA compliant as its primary objective. In doing so it aims to significantly increase research capacity and capability in the UK and in developing countries, and excellent research with impact. The ambition is to generate innovative solutions to intractable development issues and to identify practicable pathways to healthier and safer lives, sustainable development and prosperity for all, equal and effective education, social justice and human rights, and stable institutions.

Through our external collaborations and LSBU's Institutes, Centres and Groups, we are building capacity and capability leading to delivery of solutions to development issues. We have initially focussed the relatively small GCRF budget on developing and strengthening our collaboration with the British University in Egypt (BUE) We now have 10 collaborative projects with the British University in Egypt with projects that focus on issues in that region. These include disciplinary and interdisciplinary projects including sustainable housing, reducing poverty and inequality and provision of sustainable energy from local waste energy sources. We are starting to capture impact and realise research excellence, indeed one of our projects has been recognised and has been presented at the House of Commons.

Our BUE-Egypt collaboration is flourishing and it is delivering additional benefits including teaching based collaborations. As such we are now starting to consider the development of similar collaborations with institutions in Indonesia and Brazil, with whom we are working on specific projects and starting to deliver research outcomes and impact.

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

Our wider based QR allocation is strategically focussed on our applied areas of strengths captured by our 4 Research and Enterprise Institutes, our 14 Research Centres and our 33 Research Groups. This provides a strategic research environment, placing LSBU in the strongest position for both the second (2021) and subsequent REFs. It also gives a

research framework that encourages colleagues to work together in teams to cohere around strategic themes and both collaborate and support each other to form beacons of Research Excellence, address grand challenges and form impactful partnerships with external stakeholders. Our QR is distributed based upon a transparent and evidenced based annual process using activity and planned performance as measures. Evidence is captured using AURA (Annual University Research Audit), a comprehensive review of LSBU's research activity, encompassing publications, research students, projects and esteem measures. In this review, we require an overview of 'planned' activity and funding priorities that would prepare us well for REF2021, but also ensure research opportunity for all, so providing a strong foundation for REF2028. A key element of the distribution is for the GCRF element of the QR funding, which is allocated accordingly. Alongside QR funding, we strategically allocate a Research Investment Pot, which can also be used to encourage and support GCRF collaborations and activities.

f. Likely key barriers and enablers to implementing your strategy.

The GCRF strategy identifies the following risks to its successful implementation:

Risk 1 - lack of buy-in from the communities

Risk 2 - poor coordination between delivery partners, leading to duplication of efforts rather than complementarity

Risk 3 - a lack of active portfolio management, meaning that GCRF funds a series of discrete projects rather than a coherent set of responses to specific challenges

Risk 4 - failures of governance, monitoring, evaluation, reporting and/or communications,

Risk 5 - failure to create real impact in developing countries

In mitigating these risks we have prioritised our funding (<£75,000) on setting and establishing a small number of collaborations. This means we mitigate risks 1 and 2 by not spreading ourselves too thinly. By focussing on challenge led projects in specific countries we mitigate against Risk 3. Risks 4 and 5 are mitigated through our Annual University Research Audit (AURA) which monitors, evaluates and reports activity. Impact is particularly important to LSBU and we have invested strongly in research administration support in this area to identify, evidence and exploit impact.

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.

In delivering on this strategy, we have now established a deep international collaboration with BUE in Egypt and have project specific collaborations in a number of other developing countries including Indonesia and Brazil. We will look to further develop these collaborations into sustainable partnerships with these organisations based on the success of the specific projects.

The collaboration with Egypt has been supported using funds from the ODA element of QR funding. It has been targeted on establishing 10 collaborative GCRF projects with joint supervision between the UK and Egypt on these projects, delivering impact and research excellence. This has developed our mono-disciplinary, interdisciplinary and collaborative research capacity and capability building in Egypt and UK to address challenges specific to the region. Additional resource has also been allocated to meet the full economic costs of ODA eligible research undertaken in collaboration with partners in other DAC list countries.

Moving forward we will continue to focus our GCRF QR activities on growing capacity and capability of researchers but with an increased focus on pump priming activities to underpin future ODA activity in particular through networking meetings and small pump priming projects.

h. The main developing countries, included in the Development Assistance Committee (DAC) list, which you intend to collaborate with. Our initial focus for collaboration is with Egypt, with the intention to further develop collaborations. These could include Indonesia and Brazil, where we have specific project based collaborations and have supported full economic cost of ODA eligible research undertaken.

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

The outcomes of our strategy will result in research excellence and impact measured through:-

- a) Increased capacity and capability of researchers in partner institutions, in particular development of early career researchers in Egypt.
- b) Increased capacity and capability of researchers at LSBU to address the challenges faced by Egypt, Indonesia, Brazil
- c) Increased and new collaborations
- d) Research publications
- e) Community impact and engagement
- f) Enterprise collaborations
- g) New projects and opportunities for collaboration

The above activities are measured through our Annual University Research Audit (AURA) which explicitly evidences and supports activities that relate to GCRF activity.

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.

For 2018-19 funds will be allocated to continued support for the capacity building and specific projects with our Egypt collaboration and support to meet the FEC for identified project on Waste Management with Indonesia. In future years we will allocate the c£75k GCRF QR funding based upon invited proposals from our Research Centres Proposals over 2018/19. These will be assessed and funded based primarily on the evidence of ODA compliance and potential for sustainable economic and societal impact in the region. Proposals will have to demonstrate that the activity is of primary benefit to DAC list countries and will be required to address a series of set questions designed to establish ODA compliance. This will include providing evidence of the match between the intended project and country specific policy objectives.

Monitoring:

We will monitor progress and compliance of the projects funded through GCRF QR through a combination of

- a) Unique source code for GCRF-QR funded activities with monthly expenditure reports.
- b) Project kick-off meeting and regular review at staged intervals in line with anticipated outputs as per the existing research post award process.
- c) School Quarterly Review process for high level monitoring of performance for projects with Dean, School Director or Research, Director of REI, Business Support Manager.
- d) Research Support Officer reporting.

Evaluation:

Project specific reports on project outcomes provided annually to form part of an annual high level review of the University Research Committee including a checklist to ensure outputs against intended outcomes and outputs.

A wider annual collection of data encompassing publications, research students & projects and esteem

A wider annual collection of data encompassing publications, research students & projects and esteem measures from the Institutes, Centres and Groups as part of the Annual University Research Audit and carry out a comprehensive review of performance against planned activity

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.

During 18/19 we will continue to maintain and develop our collaboration with Egypt through support for the existing disciplinary and interdisciplinary projects addressing challenges in the region and continue to support the full cost of ongoing ODA projects with partners in Indonesia.

In line with the strategy to identify a small number of additional challenges and partners where LSBU expertise has the potential to deliver a significant contribution to challenges faced by DAC countries, we will invite proposals from the 14 Research Centres for activities. Initially these will be focused on a) developing capacity and capability and b) pump priming activities to underpin future ODA activity. The 2019/20 GCRF QR funds will be allocated via an internal review panel to those proposals that have demonstrated ODA compliance and have most potential for impact in the future.

This fits with our aim to significantly increase research capacity and capability in the UK and in developing countries, and excellent research with impact. The ambition is to generate innovative solutions to intractable development issues and to identify practicable pathways to healthier and safer lives, sustainable development and prosperity for all, equal and effective education, social justice and human rights, and stable institutions.

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.

Our budget is limited and therefore focussed on specific collaborations to ensure that deep relationships are developed. Our research is focussed on solving real world problems and delivering impact.

Additional funding at this stage would allow us to a) bring forward the additional capacity and capability building activities to develop partnerships with DAC list countries and b) increase the pump-priming activity to support development of partnerships in existing collaborations.

A decrease in funding would have resource implications for existing activities require us to limit the proposals for further development of partnerships and pump priming identified via the Research Centres.

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

As with 18/19 we will continue to maintain and develop our collaboration with Egypt and continue to support and assess the success of other ODA projects.

The priority in 2019-20 will be the development of further relationship building activities supported through the via projects identified by the invitation to Research Centres a) build capacity and capability b) pump priming new activity

Additional funding at this point would be used to accelerate the development of sustainable partnerships addressing ODA challenges.

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 with previous years, we will continue to maintain and develop our collaboration with Egypt and continue to support and assess the success of the ODA activities in development with other DAC list countries in line with the strategy to develop a small number of deeper collaborations

We will repeat the invitation to Research Centres to submit proposals for activities where LSBU expertise can address challenges of primary benefit to developing countries and in particular with a view to further supporting pump priming activity to underpin further more

substantive collaborative research activity. The priorities for activities at this point will be

- a) pump priming activity to support new bids
- b) collaborative research activity (with counties where partnerships have been developed in previous years /funding)