

Gulf Science Innovation and Knowledge Economy Programme

Linking of Gulf and UK Academic Development and Research Centres

– GUIDELINES FOR APPLICANTS 2017 –

1. Background

The **Gulf Science Innovation and Knowledge Economy Programme (GSIKE)**, is part of the UK Government's strategy to support long term relationships between academia in the UK and the Gulf. This call for proposals forms a part of the GSIKE programme and aims to increase UK engagement and invest in long-term Gulf partnerships. The opportunity seeks to form collaborations and engage with current students, teachers, academics, innovators and leaders; supporting the development and reform of research and education by building joint capacity and demonstrates our commitment to UK-Gulf relations.

The call is funded by the **Department for Business, Energy and Industrial Strategy (BEIS)**, the UK Government department that brings together responsibilities for business, industrial strategy, science, innovation, energy, and climate change. The programme is being delivered by a number of partners. This call is being managed by the **British Council**, the United Kingdom's international organisation for cultural relations and educational opportunities.

Academic Development and Engagement

The Joint Academic Development Programme supports the research and academic environment, enables optimal impact from research and promotes academic collaboration shaped by the demands and priorities of the Gulf countries and the UK. The programme is designed to:

- Support development of academics, researchers, research managers and support staff in the Gulf and the UK. Allowing collaborators to share their knowledge and skills to better access funding, work within academic frameworks, communicate their research, translate their research into impact and work strategically and internationally.
- Support dialogue and knowledge exchange on academic standards, research governance and strategic research policy development to help promote an academic and research environment, between the Gulf and UK, which is more conducive to achieving maximum impact from high quality research.
- Build opportunities for UK and Gulf universities and institutes to engage with the wider community and with policy-makers. Allowing researchers to be more responsive to the development needs, and enable up to date research evidence to support policy decisions. This is intended to amplify researchers' ability to conduct high-impact research in areas most relevant to national priorities.

Under this call, we are inviting proposals for the establishment of Joint Academic Development Centres between the UK and Gulf universities, research and innovation institutes including catapults.

2. Overview of the funding opportunity

Joint Academic Development Centre grants are designed to provide financial support for capacity building & collaboration activities to develop and sustain long term relationships proposed by applicant institutions in UK and Gulf. The proposed activities are co-designed by the lead applicant in a UK organisation and a lead applicant in a Gulf institution.

The Joint Academic Development Centres call is designed to be flexible and responsive to meet the needs of each institution, allowing applicants to establish collaboration on areas linked to joint institution priorities, and to use relevant UK and Gulf bilateral expertise to achieved proposed goals.

Joint Academic Development Centre grant applications should:

- Respond to the needs of both partner institutions (Please see Annex 1 for a framework of activities which the centres could include and the needs they may respond to);
- Contribute to Gulf Science Innovation & Knowledge Economy Programme priorities (please see section 3) and to the call objective of structural and institutional change;
- Provide the potential for future collaboration and the establishment of long term relationships;
- Capacity building in areas of immediate relevance to academics, researchers and their environment;
- Have solid mechanisms for monitoring and evaluation and defined plans for sustainability.

The Joint Academic Development Centres' grant will provide a maximum of £20,000 and will support projects for a duration of 12 months. This grant will fund up to 50% of the total costs of the project activities. The remaining 50% plus of funding will come from the Gulf and / or UK applicants' own resources, either as an in-kind contribution or a financial commitment, or through the securing of another source of income – for example, further grant funding or support from a corporate partner.

Each UK institution can apply for a different grant with a partner in each Gulf country (Saudi Arabia, Bahrain, Kuwait, UAE, Qatar and Oman) but can only be successful with one application. Whilst we welcome collaboration between Gulf countries in activity the applications must have a lead UK and a Gulf University or Institution.

3. Scope of the programmes:

All the Joint Academic Development Centres will have the following two overarching objectives:

- **Contribute to the development of systems, processes or structures that build capacity and promote collaboration between the UK and Gulf countries.** The proposal must include a description of how the collaboration and capacity building activities will both contribute to advances within both institutions and how these could be relevant at a local/regional/national level (applicants should indicate in their applications how they envisage this occurring beyond the 12 month timeframe).
- **Establish new links or significantly develop existing links in areas relevant to the Gulf Partner countries and the UK.** This is in support of the research and innovation ecosystem between the Gulf country and the UK, the Joint Academic Development Centres

should also aim to stimulate longer term links between their institutions and other potential collaborators and showcase the UK as an attractive place to study and carry out research. In particular this call will seek to advance science and innovation collaborations aligned to the **GSIKE programme's priority areas** that include:

- smart cities
- cyber security
- food security
- water management
- energy (including the use of battery technologies/clean/renewable and nuclear)
- water/energy/food nexus
- advanced materials
- advanced engineering
- environment science
- women's engagement in science, innovation and leadership
- entrepreneurship
- artificial intelligence.

Applicants should include an explanation of the mutual benefits to the UK and Gulf country. They should also explore any potential longer term benefits that may arise. We would also encourage applicants to use this opportunity to engage with the commercial, innovation and/or other higher education and research bodies if/where applicable.

When designing your proposal, you should ensure that monitoring and evaluation mechanisms are embedded in the activities from the outset, and plans for sustainability include concrete measures and an indication of the resources that will support these.¹

All Joint Academic Development Centres expenditure must be detailed in the budget spreadsheet provided. A summary of costs to be covered by the grant must be included in the online application form and must contain justifications. Financial reporting on grant expenditure will be required, and a reporting template will be provided for this purpose.

4. Eligibility

Proposals must fulfil the following criteria in order to be eligible for funding under this Programme:

- Each proposal must have one Applicant from the UK and one from a Gulf country
- UK and Gulf institutions are limited to participation in one Joint Academic Development Centres application per call.
- Applicants must be based at one of the following Institutions:
 - A higher education institution with the capacity to undertake high-quality research.
 - Institutions with courses relevant to the technical skills required for supporting

¹ Examples of specific indicators include: Number of people trained | Sustainability plan in place | Cascading of training planned or delivered | Wider populations reached outside of the applicant institution | evidence of engagement with regional and/or national bodies | Proposal of how links can be sustained beyond the funding period.

research-intensive areas.

- A research organisation with the capacity to undertake high-quality research
 - The UK Applicant's institution must have the capacity to administer the grant.

Applicants can include in their proposals Associated Partners affiliated with:

- Other research or higher education institutions
- Technology transfer offices / business incubators
- Innovation Centres & Catapults

Please send an enquiry to UK_GSIKE@britishcouncil.org if you are in doubt about the eligibility of your organisation.

Eligibility checks will be applied to all applications on receipt. Those which are not led by an eligible institution will be rejected during these checks. Please see Annex 2 for a full list of eligibility criteria.

5. Funding available

A condition for accessing funds from the Joint Academic Development Centres programme is that match funding is secured by the applicants. This contribution may come directly from the Gulf or UK applicants' institution or another source. This co-funding from the Gulf and / or UK institution can include non-financial contributions, and a percentage of the salary costs for permanent or existing staff at the Applicants' institutions and other Affiliate institutions benefiting from the grant. The Joint Academic Development Centre grant funding will cover up to 50% of the costs.

Funds will be disbursed directly to the UK Institution(s) (i.e. the UK Applicants' institution) according to the approved final budget. Applicants may be asked to adjust their budget if their request does not fit within funding guidelines or if this is considered not appropriate by the application reviewers. The Lead Institution may transfer funding to Associated Partners for activities which support the objectives of the collaboration and the overall Programme.

An advance payment of 90% of the grant will be made on signature of the grant agreement, followed by a final 10% dependent on approval of a final evaluation and impact report to BEIS and the British Council.

The Joint Academic Development Centres **grants are intended to contribute to the direct costs of establishing and operating your collaboration and implementing the jointly planned capacity building activities (i.e. costs directly related to implementing activities contained in the proposal)**. Please complete the budget spreadsheet as provided on the call website with details of all costs:

The Joint Academic Development Centre grants can cover:

Category	Type	Percentage Limits	Notes
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Human Resource costs	Staff costs for personnel working <u>directly</u> on the grant-funded project	None	This includes on-costs such as superannuation and national insurance payments	
Service Fees for UK or Gulf consultants who are external to the applicants' organisations	Only where consultancy services are strictly essential, appropriate and relevant to the design and implementation of the capacity building activities.	Limited to 10% of grant awarded	If the applicant requests more than 10% of the total budget requested under this category, the project will be considered ineligible.	
Operational Costs	Travel (economy class) and subsistence costs	None	Only covers travel to the Gulf partner country or the UK	
	Visa fees, vaccinations and medical insurance for travel essential to collaboration			
	Costs of meetings, training events, seminars and conferences integral to the collaboration			This can include short-term room hire, hire of audio-visual equipment (projectors, etc.) and stationery supplies (flip charts, etc.).
	Specialist software licences essential to the collaboration			
Communication costs	Access fees to facilities or library services	None	This includes web page development by external providers, if appropriate We encourage open access publishing.	
	Use of telecommunications such as video / audio / web conferencing			

Other costs	Bank charges for transfer of funds from the Lead Institution to other Partners		
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The British Council is committed to equal opportunities and diversity and will consider, on a case by case basis, requests for support for any additional travel and participation requirements in the applications, as long as sufficient justification is provided.

The Joint Academic Development Centres grants **cannot cover**:

- Direct staff costs for partners based in commercial organisations.
- Tuition Fees
- Bench Fees
- Costs related to writing up, promoting or disseminating previous research.
- Attendance at conferences or other events unless this is to present outputs and outcomes of the project
- Patent costs
- Costs relating to the construction, procurement or rental of physical infrastructure (e.g. office buildings, laboratory facilities). It is expected that any rooms and facilities essential for the routine operation of collaboration are provided as an in-kind contribution by the participating institutions. These can be detailed as an in-kind contribution in the budget breakdown.
- Purchase or rental of standard office equipment (except specialist equipment essential to the activity). This includes:
 - IT hardware – laptops, personal computers, iPads, tablets, etc.
 - Office software
 - Desks, chairs, filing cabinets, photocopiers, printers, fax machines.
- Mobile phone rental or purchase
- Entertainment costs such as:
 - gifts
 - alcohol
 - Restaurant bills or hospitality costs for personnel not directly participating in the project.
 - Excessive restaurant costs.

Please contact the UK_GSIKE@britishcouncil.org email inbox if you are in doubt which costs the Joint Academic Development Centres can and cannot cover.

The maximum duration of the proposed collaboration is 12 months. Funding, if approved, begins from signature of the Grant Agreement by the British Council. The expenses incurred by the institutions prior to the effective start date, including any costs incurred in the production of the proposal, cannot be charged to the grant. The grant agreement will be signed with the UK Applicant, who is then wholly responsible for the financial and logistical administration of the project

(including the organisation of visits to / from the UK, and the disbursement of any funds required for participating Gulf institutions).

Grant agreements will include a requirement to fulfill a detailed monitoring and evaluation process with BEIS and the British Council where all non-financial contributions would have to be supported by the relevant documentation. This framework will be the mechanism by which the quality control of the project implementation is achieved.

To ensure value for money, the budget requested in your proposal (including human resource costs) should cover only costs that are essential, appropriate and relevant to the implementation of the capacity building activities. The proposal should maximise cost share through direct and indirect institutional contributions, in-kind funding, other funding sources, and private sector support.

Please indicate in the appropriate budget spreadsheet (and summarise as indicated on the application form) funds applied for from other sources to cover the activities and collaboration; please clarify the status of the funding applications (i.e. successful; decision pending). Please indicate when you will know the outcome of any pending applications.

6. Ethics and Child Protection

It is essential that all legal and professional codes of practice are followed in conducting work supported by this Programme. Applicants must ensure the proposed activity will be carried out to the highest standards of ethics, academic and research integrity.

In the online application form, applicants must clearly articulate how any potential ethical and health and safety issues have been considered and how they will be addressed, ensuring that all necessary ethical approval is in place before the project commences and all risks are minimised.

Further information on the British Council Child Protection Policy is available here:
<https://www.britishcouncil.org/organisation/transparency/policies/child-protection> .

Please refer to the Research Councils UK 'Policy and Guidelines on Governance of Good Research Conduct' (<http://www.rcuk.ac.uk/Publications/researchers/grc/>), the InterAcademy Partnership report 'Doing Global Science: A Guide to Responsible Conduct in the Global Research Enterprise' (<http://www.interacademycouncil.net/24026/29429.aspx>) or contact us for further guidance.

7. Equality, Diversity and Inclusion

Applicants are encouraged to ensure equal opportunities in the teams implementing their proposed activity. Applicants may apply for additional funding to cover any specific requirements necessary to ensure full participation.

Please make additional costs in the 'human resources' section of the budget request within your application.

Please contact us for further information on funding, and for more on the British Council's approach, see our Equality Policy at:

https://www.britishcouncil.org/sites/default/files/equality_policy_1.doc

8. Submission process



The online application is available through this [hyperlink](#). The deadline for the submission of applications is the 16:00 UK time 20 December 2017.

The applications must clearly identify how the proposed activities will contribute to achieving/enhancing the overall objectives of the project.

Applications must include:

- Lead Applicants' CVs
- A detailed budget for the project
- Letters of support from both Applicants' institutions, on headed paper, signed by the Head of Department or other person with appropriate delegated authority, expressing specific commitment to the proposed project and a description of in-kind support to be given. Please note that supporting letters must be signed by someone other than the Applicants.
- Letter of support from the UK Applicant's institution, on headed paper, signed by the Head of Department or other person with appropriate delegated authority, expressing commitment and willingness to receive funding and to sign a grant agreement with the British Council. This commitment can be expressed in the UK organisation letter confirming support for the project, please see previous point – a single letter from the UK organisation confirming support for the project and a commitment to manage project finances.

Before the completed applications can be submitted, applicants will be asked to confirm on the form that they have:

- Obtained permission to submit the proposal on behalf of the Institutions. This must be confirmed by attaching Letters of Support from the respective institutions signed by the Head of institution or person with appropriate delegated authority.
- Confirmed the Lead Applicant's Institution willingness to receive the funds and to sign a grant agreement with the British Council or the national partner, also confirmed in the Letters of Support. Any alternative arrangements will be made clear in the call information.
- Complied with British Council policies on prevention of fraud, bribery, money laundering and addressed any other financial and reputational risk that may affect a transparent and fair grant award process.

9. Applicant screening

In order to comply with UK government legislation, the British Council may at any point during the application process, carry out searches of relevant third party screening databases to ensure that neither the applicant institutions nor any of the applicants' employees, partners, directors, shareholders is listed:

- as an individual or entity with whom national or supranational bodies have decreed organisations should not have financial dealings;
- as being wanted by Interpol or any national law enforcement body in connection with crime;
- as being subject to regulatory action by a national or international enforcement body;
- as being subject to export, trade or procurement controls or (in the case of an individual) as being disqualified from being a company director; and/or
- as being a heightened risk individual or organisation, or (in the case of an individual) a politically exposed person.

If the applicant or any other party is listed in a Screening Database for any of the reasons set out above, the British Council will assess the applicant as ineligible to apply for this grant call.

The applicant must provide the British Council with all information reasonably requested by the British Council to complete the screening searches.

Please read the text to this effect on the application form and tick the box to show that you understand this.

10. Selection process

Selection begins with an eligibility check by BEIS with the British Council against the eligibility criteria given in these Guidelines and Eligibility Checklist at Annex 2.

Full applications undergo a quality review, against UK and Gulf country priorities – including their science and innovation strategies, sustainability and capacity building potential. The quality review will involve the following steps:

- Assessment and scoring for each application will be carried out by expert reviewers (see Annex 3 for assessment form)
- An average score will be calculated from the reviewers' scores. This average score will constitute the recommended final score to be discussed during the UK/Gulf country panel meeting.
- During the Panel meeting the applications will be ranked by score and a final funding decision will be made.
- Proposals are quality assessed against the criteria at Annex 3, resulting in a final score between 0 and 60. Those receiving a final average score from the reviewers of less than 30 will be considered not fundable. However, achieving an average score equal to or above the threshold does not mean that the proposal will be funded.

11. Data protection

As part of the application form, the British Council will ask applicants' permission to:

- Use the information provided in the application for processing the application, making any consequential award, for the award payment, monitoring, maintenance and review of the award. Information will be shared with BEIS and National Programme partners for the purpose of selection, monitoring and evaluation of the award.
- Make information on the successful applications available to the public on their website and other publicity, and in reports and documents.
- Contact applicants in the future to inform them about future British Council or BEIS opportunities.

Under UK Data Protection laws applicants have the right to ask for a copy of the information we hold on them, for which we may charge a fee, and the right to ask us to correct any inaccuracies in that information. More information on this is available on the British Council data protection webpage <http://www.britishcouncil.org/home-data-protection.htm>. Alternatively, it can be requested from the local British Council office or the Data Protection Team dataprotection@britishcouncil.org.

12. Contact details

All queries or comments about this call should be addressed to UK_GSIKE@britishcouncil.org.

Annex 1 – Framework for the Joint Academic Development Centres

Analysis of research partnership and researcher development needs

The following section examines the success factors for building research capabilities and research partnerships, the benefits if they are present, the barriers if they are not present and the resulting potential services that a Joint Centre could provide. Some of the success factors are common between researchers and research partnerships. In these cases, for completeness, the success factors are included in both sections.

Research Development Needs

The table below describes our analysis of the success factors that facilitate or prevent the building of sustainable research capabilities in a country and how a joint centre could help.

Success factor	Benefit if success factor present	Barrier if success factor not present	How a joint Centre could help
High quality capabilities of researchers (including that qualifications and credentials are perceived as valid)	Sufficient volumes of quality researchers with value-add research contributions are available in order to facilitate partnership formation in a range of target subject areas	Researchers do not seek partnerships in target countries, or are reluctant to engage with overseas researchers if approached. Or there are simply insufficient numbers of researchers available to achieve meaningful numbers of partnerships.	Training of post docs. Provide materials for University courses (i.e. how to do research). Provide tools (i.e. project management tools, data/file sharing tools, search and referencing tools.)
Research as a career choice for young potentials – including alignment of both financial rewards and non-financial rewards (e.g. job satisfaction)	As above	There are insufficient numbers of researchers as above	Roadshows on benefits of research Include a PR/outreach capability within the twinned centre to promote research, science and individual researchers – perhaps with national prizes. Review career paths to ensure that progression and salaries match research capability objectives. Provide model career paths and promotion criteria to include sensible research

Success factor	Benefit if success factor present	Barrier if success factor not present	How a joint Centre could help
			performance for that country
Research topics aligned to country focus (i.e. Saudi Vision 2030) – note that this might be achieved through careful use of language rather than changing the research topic itself	<p>GCC nationals are more likely to select research topics with a link to national priorities, their institutions are more likely to support them, and they are more likely to obtain funding from public or private sources.</p> <p>It should be noted that these considerations are very much more important and prevalent in the GCC than in the UK</p>	Backing is more difficult to achieve	<p>Review country strategies and provide guidance on key capability areas (i.e. defence for Saudi 2030)</p> <p>Lobby government for appropriate support for relevant research (e.g. like DARPA for defence)</p>
Research and commercialisation opportunities in the country and abroad	<p>Researchers can easily identify research opportunities overseas and understand the associated benefits (e.g. access to local fauna or ability to study an entire population without needing to sample). Researchers have greater access to funding and commercialisation/ investment routes.</p>	<p>Research is limited to locally available resources, funding and expertise, reducing the speed, efficiency, quality and academic/commercial impact of the research exercise.</p>	<p>Provide commercialisation support (e.g. Oxford University Innovation https://innovation.ox.ac.uk/)</p> <p>Provide database/newsletter etc. of research and funding opportunities</p> <p>Help with publication criteria for academic journals and facilitate wider PR and publication of research (e.g. UAE)</p>
Administrative support for research	<p>Academics have the support they need to find funding, marshal resources, run research centres and manage stakeholders – giving them the time and environment they need to conduct research</p>	<p>Academics do not have the time or expertise to find grants, complete grant application forms, identify budgets or manage research activities. Either research activities do not start at all or they start and then stop. There are several examples of ‘Zombie’ research centres that have no ongoing research activity.</p>	<p>Provide centralised research support for institutions in the country: Research grant database, help with applications, provide tools (as above), project management, budget and financial management etc.</p>

Success factor	Benefit if success factor present	Barrier if success factor not present	How a joint Centre could help
Engagement and capabilities of research group leaders (Professors)	Researchers have the institutional backing and mentoring they need to conduct quality research	Senior academics are often in powerful positions within institutions, and can block or hamper research activities if they are not engaged or have insufficient expertise	Review roles and motivations of senior academics to identify key levers to encourage them to supervise PhDs, take on post-docs, set up research groups.
High quality research facilities available and communicated (specific resources e.g. fauna, equipment, technology etc.)	The research environment is more attractive to researchers and conducive to producing high quality research	Researchers are dissuaded from engaging in research and/or the quality of the outputs are poor	From the strategic review of the country vision, identify in which areas central or shared investment in equipment/facilities would help build capabilities e.g. for physics, medical and other research, very expensive facilities may be required.
Understanding of regulatory, social, cultural context including 'respect and societal opinion of research' (e.g. animal studies in UK).	Researchers will have more success dealing with international counterparts, and more chance of having their papers published/ presented	Researchers might face obstacles in having papers published/ presented internationally, might be perceived as lower quality, might face difficulties engaging with international researchers	Provide relevant training and education resources

Building long-term sustainable research partnerships

The table below shows the main success factors to successful long-term research partnerships, together with the benefits of ensuring those success factors are present, and the barriers to success if the success factors are not present.

Success factor	Benefit if success factor present	Barrier if success factor not present	How a joint Centre could help
Research is part of a wider strategic relationship	A research partnership should be a facet of a wider strategic partnership based on strategic goals shared by the UK and overseas institutions.	The research partnership does not have the backing or recognition required to ensure long-term success. It risks being displaced	Workshops on building strategic partnerships Support to engage senior decision makers

Success factor	Benefit if success factor present	Barrier if success factor not present	How a joint Centre could help
	<p>From the UK side, the strategic goals could be as simple as wishing to have a partner in region, aiming to increase overseas student transfers, building a jointly owned campus or increasing Trans national education (TNE) or greater access to funding (for example from sovereign wealth or philanthropic funds). From the overseas side, strategic goals might comprise access to faculty or facilities, greater commercialisation expertise or brand recognition.</p>	<p>by other priorities, funding changes or personnel changes.</p>	<p>Case studies of successful partnerships</p>
<p>Senior sponsorship and involvement</p>	<p>A partnership needs the ongoing involvement of senior academics and management, both during development and throughout the lifecycle. The support of senior academics in particular is key, as these often set the research agendas and control resources. However, academics are often busy with their own workload to provide support, particularly in the (common) situation where their institution lacks the research support infrastructure found in many UK institutions.</p>	<p>Researchers are not given the support or resources they need to start or sustain the research partnership. If the researcher leaves, the partnership fails or moves with the researcher. Several interviewees reported that many research centres had been set up in their institutions, with good intentions, but had subsequently come to nothing due to competing (personal) priorities.</p>	<p>Support to engage senior decision makers Review roles and motivations of senior academics to identify key levers to encourage them to support research partnerships</p>
<p>Ready access to robust information on researchers, institutions, facilities, research environments</p>	<p>Partnerships are more likely to start when there is a better understanding of the research expertise, facilities and other benefits provided by overseas researchers and institutions. This applies to both UK and overseas researchers/</p>	<p>Many UK institutions have poor knowledge about overseas locations, opportunities or institutions. Opinions of researcher quality or the desirability of dealing with a certain nation can be based on hearsay or prejudice. UK</p>	<p>Market briefings – e.g. Introduction to KSA covering Database of overseas institutions including strengths, areas of focus, resources</p>

Success factor	Benefit if success factor present	Barrier if success factor not present	How a joint Centre could help
	<p>institutions. As an example, the Newton fund's brokerage between UK and central Asian researchers is held to be highly successful, with around 3400 matches made so far. In terms of research funding and support, the Qatar Foundation, for example, provides great opportunities for joint research which many UK researchers are unaware of.</p>	<p>researchers and institutions are invariably concerned with their reputations and so wary of dealing with countries where there is a perceived plagiarism or qualification fraud issue – possibly founded but not universal. Information on strengths and benefits afforded by overseas institutions and locations should be combined with systemic safeguards as part of the twinning process.</p>	
<p>Solid research foundations</p>	<p>Strategic alignment notwithstanding, there must ideally be a solid research foundation based on a strong personal relationship between researchers, a mutual respect and mutually supportive research benefit (e.g. access to UK equipment/facilities for the overseas researchers and ready access to local fauna for the UK researchers). In addition, research partnerships often lead to wider partnerships.</p>	<p>A research partnership is unlikely to succeed without good relationships between the individual researchers, based on mutual respect, and without a solid mutually beneficial rationale.</p>	<p>Researcher quality/ credentials vetting Review of research excellence and how to improve it Research matching database Workshop on finding research partners Workshop on managing research outputs</p>
<p>Robust partnership agreements</p>	<p>There are many factors that affect the performance of a research partnership. Internal institution circumstances, the external environment and the preferences or movements of the individual researchers all impact the partnership. A partnership agreement needs to cater for as many factors as</p>	<p>Poorly written or incomplete partnership agreements can lead to disagreements, or lead to the partnership breaking down when situations or personnel change.</p>	<p>Workshops on developing successful partnerships Example partnership agreements Case studies of successful partnerships Partnership mediation service Legal and financial advice</p>

Success factor	Benefit if success factor present	Barrier if success factor not present	How a joint Centre could help
	reasonably possible.		
Solid financial case and arrangements	The financial commitment required is understood and linked to a solid business case. The limitations on, for example, repatriation of funds are accepted as part of the case.	The research partnership is under-resourced or disagreements ensue when funds cannot be recovered as expected.	Workshop on finding research funding, proposal writing Workshop on managing research fund applications
Professional institutional support	Research partnerships work best when there is skilled, organised support available to academics to start and sustain research partnerships. Though not all academics make use of such services, those institutions that provide and promote partnership funds, partnership support teams and the like tend to have greater success.	Academics do not have the time or expertise to find grants, complete grant application forms, identify budgets or manage research activities. Either research does not start or partnerships wither.	Workshop and support to build financial cases Workshop and support to set up and manage a research centre and research activities
Good government relations	Good liaison with government ensures Universities have a good understanding of government regulations, priorities, expectations and ways of working. At the same time, government liaison manages government expectations about timescales, results, requirements and other matters. Governments should be a facilitator not a barrier, and good liaison ensures this is the case.	Governments often have unrealistic expectations of start-up time, the time taken to produce results and other matters. Decision-making is often slow and opaque. There are regularly language and cultural barriers between government officials and overseas academic institutions. These and related issues can cause partnerships to flounder.	Government liaison support Workshop on managing local and international government relations Database of overseas institutions including strengths, areas of focus, resources Researcher quality/ credentials vetting Review of research excellence and how to improve it Assistance completing grant application forms

Engaging female researchers

- In the GCC particularly, many women are educated to degree level and beyond but then do not go into research, particularly in STEM. Education about the rewards of research careers, encouragement to participate in research activities during studies, exposure to researchers and so on could encourage this. As part of this, UK research group leaders could employ overseas female researchers as research assistants or interns, and senior female researchers could mentor overseas female students
- Many students struggle with the discipline and technique of conducting structured research, especially if such skills are not widespread or widely communicated in their environment (as is common). Training for prospective or early-stage PhD candidates in how to conduct research effectively will add benefit, particularly for female students who can be overlooked by male senior academics
- Many women researchers might not wish to travel overseas (or this might run counter to the wishes of their families). Solutions to this could be a virtual research centre allowing remote research collaboration, information for and liaison with families, provision of support to house female students with suitable families.

Annex 2 – Eligibility criteria checklist – Stage one assessment

Criteria include those detailed in sections 4 & 8 along with the following additional criteria:

The application has been submitted by the applicant by the published deadline	
The applicants have supplied letters of support from each of the applicants' home institutions.	
The application is completed in full and complies with instructions given in Sections 1, 2 & 3.	
The proposed activities are relevant to GSIKE priorities and stated objectives of the call	
The form has been completed in English	
UK Applicants must have the capacity to administer a grant and satisfy British Council requirements to prevent bribery, fraud and professional misconduct. Applicants will confirm that they comply with British Council requirements by responding to pre-submission questions in the online application form.	
The applicants have provided confirmation that the UK and/or Gulf institution is able to provide matched financial and/or in-kind funding for the activity	

Annex 3 - Scoring system – quality assessment

Assessment of the quality and development relevance of the full proposals will be performed by expert reviewers. Only proposals that have a clearly articulated relevance to economic development and social welfare of the partner country will be considered for funding. In addition, only proposals with an average score of 30 points or more will be considered for funding.

Section 1 – Quality and relevance	Score/Range
<p>Key Criteria:</p> <p>The proposed activities clearly meet country’s priorities and the collaboration and capacity building focuses of the call</p> <p>The proposal clearly states how the proposed activities contribute to structural change in both institutions and could be relevant at a local/regional/national level.</p> <p>The benefits and relevance of the collaboration with the UK and partner country institution, and to the capacity building activities, are clearly described.</p>	<p>20 points: Meets all criteria to an exceptional level</p> <p>16 to 19 points: Meets the majority of the criteria to a very high level</p> <p>11 to 15 points: Meets the majority of the criteria to a high level</p> <p>6 to 10 points: Meets the majority of the criteria to an adequate level</p> <p>1 to 5 points: Meets some of the criteria to an adequate level</p> <p>0 points: Fails to meet any of the criteria to an adequate level.</p>

Section 2 – Project Proposal / Methodology

Score/Range

The description of the activity(s) includes clear, feasible and realistic objectives and outputs.

The activities are well planned and defined. The proposal contains clear, feasible, and realist objectives, as well as potential for long term impact.

Applicants clearly articulate specific outputs anticipated from the collaboration and objectives likely to be achieved

The methodology has been clearly articulated and is achievable within the given timeframes.

The proposal’s aims are commensurate with the experience of the individuals involved in the project.

The proposal represents value for money and all costs are fully justifiable.

The timelines are realistic and there is an effective monitoring framework in place.

There is a clear definition of roles and responsibilities.

The proposal explicitly demonstrates the engagement of women within the beneficiaries

20 points: Meets all criteria to an exceptional level

16 to 19 points: Meets the majority of the criteria to a very high level

11 to 15 points: Meets the majority of the criteria to a high level

6 to 10 points: Meets the majority of the criteria to an adequate level

1 to 5 points: Meets some of the criteria to an adequate level

0 points: Fails to meet any of the criteria to an adequate level.

Section 3 – Sustainability and Capacity Building

Score/Range

The proposal includes a clear and feasible description of how the Institutions intend to ensure the outcomes are achieved beyond the funding period.

There is a clear plan for how the benefits of the activity(s) will be developed beyond the institution, whether at a local/regional/national level.

There is a planned mechanism for the dissemination of the results of the activities.

20 points: Meets all criteria to an exceptional level

16 to 19 points: Meets the majority of the criteria to a very high level

11 to 15 points: Meets the majority of the criteria to a high level

6 to 10 points: Meets the majority of the criteria to an adequate level

1 to 5 points: Meets some of the criteria to an adequate level

0 points: Fails to meet any of the criteria to an adequate level.