

- 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.

Bath Spa Research Strategy

As a leading university in creativity, culture and enterprise, our research strategy and objectives build on Bath Spa University's existing research strengths, while increasing the breadth and depth of our vibrant, interdisciplinary expertise. We are committed to creating research themes that shape and inform the work of our researchers - including Environmental Humanities (art, science, culture and environment), Transnational Creativity and Education, and Creative and Cultural industries. Through our internationalisation and research strategies we aim to be the UK gateway for a global network of partner research institutions working in our fields of professional, creative and critical practice.

Bath Spa University (BSU) is a relatively small University but one which has increasingly punched above its weight in REF terms in its core areas of arts, humanities and education (and will feature in a Wellcome Trust/HEFCE publication showcasing good practice in the use of QR to develop institutional research cultures). We have used our QR income to develop a dedicated Research Support Office and a rolling programme of high quality research applications. This is paying dividends with an increase in non-QR funding of over 300% in the last few years. QR has also been used to recruit three academics of international professorial standing to act as Directors of the three interdisciplinary research centres, in Environmental Humanities, Transnational Creativity and Education, and the Creative and Cultural Industries. These centres have fostered high quality innovative interdisciplinary research and brought in major research grants from RCUK, HEFCE/HEIF, and third sector funders.

Through an institutional three-year QR GCRF strategy we propose to combine our existing research strategy and strengths to develop and maximise real world impact using the research excellence of Bath Spa University to address GCRF challenges strategically.

We will:

- Identify how and where our research strengths can be used to tackle global challenges.

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

- Focus on particular countries where we have strong networks and where we are developing new networks to build mutually beneficial relationships.
- Tackle particular Sustainable Development Goals that speak to the research strengths and expertise of our academic staff.
- Respond using a challenge-led research approach by working in collaboration with our partners in ODA recipient countries.

Key Objectives

By identifying the GCRF challenges and UN Strategic Development Goals most appropriate to the research and expertise of Bath Spa University, and mapping this onto our international networks with ODA recipient countries we will:

- Deploy research expertise and capacity to generate solutions to contribute to the UN Sustainable Development Goals. The research expertise of BSU is able to make a particularly strong contribution to the goals (4) Quality Education, (10) Reduced Inequalities, (11) Sustainable Cities and Communities, and (13) Climate Action.
- Support and develop international networks and enduring partnerships to promote research excellence and enhance the research and innovation capacity in both Bath Spa University and partners in the Global South, with a particular focus on DAC list countries in Africa and the Indian subcontinent.
- Examples of how we will do this are:
 - Staff mobilities and exchanges with international partners.
 - Joint research outputs such as co-authored journal articles and discipline related essays/guides/proceedings/national reports, as appropriate.
 - Jointly led conferences involving key local partners and stakeholders in DAC list countries.

Countries to Collaborate with

Researchers at Bath Spa University are leading and participating in RCUK-led GCRF programmes in India, Kiribati, the Marshall Islands and Philippines. The University also has a strong track record of working in close partnership on projects with HEIs and NGOs in Armenia, Brazil, Chile, China, Colombia, Ethiopia, Georgia, India, Iraq, Mauritius, Mexico, Namibia, Senegal, Sri Lanka, Ukraine and Uzbekistan. These projects encompass development-related research funded through internal seed-funding; externally-sponsored research programmes and teaching and governance programmes supported through the British Council, the European Union's Erasmus and other programmes.

Building on these existing strengths we have chosen to focus the future GCRF QR allocation on DAC list countries in Africa and the Indian subcontinent to support our current relationship, network building and enhancement work in Ethiopia, India, Kenya, Namibia, South Africa, Sri Lanka and Tanzania. This activity is supported through our Global Academy of Liberal Arts (a network of 20 universities across 13 countries), building partnerships with both HEIs and NGOs and further developing long-standing and successful projects in Namibia. This strategy has been developed in collaboration with our partners in DAC list countries.

In 2018 GALA is leading network building activity with the following organisations:

- Ethiopia - University of Addis Abba
- Kenya - Kenyatta University, Nairobi and Catholic University of Eastern Africa, Nairobi
- Namibia - University of Namibia
- South Africa - University of Pretoria and University of Witwatersand, Johannesburg

GCRF & Wider Institutional Strategy

The QR GCRF funding and activities will exist to support and grow Bath Spa University's development-related research which we will map on to the GCRF funding calls, priorities and activity. We will ensure that we:

- Align the activities planned and delivered as part of our GCRF QR-supported activity with the wider vision for research and internationalisation at Bath Spa University.
 - Identify opportunities that increase the impact of our development-related research and continue to enhance the University's reputation and research strengths through international challenge-led research projects.
 - Foster contacts and encourage sharing of best practice across academic units at the University through the development of institution-wide communications for all staff, students and key stakeholders with interests with our development research and activity. Produce an annual plan of cross-University existing GCRF activity and proposed activity by each academic unit and within research centres for the purposes of monitoring, reporting, supporting and celebrating our research in this area.
- Ring-fence seed fund allocations within academic units to be used in support of GCRF activities - for example pump-priming projects that will go on to seek external funding, impact enhancement activities of projects that have already taken place, and relationship development with partners in DAC list countries.

The BSU QR GCRF strategy is informed by the UK Strategy for the Global Challenges Research Fund. We want to increase our research capacity and capabilities to support developing countries. We will map our researchers against the most appropriate research strengths to contribute to the United Nations Sustainable Development Goals most appropriate to our research strengths: (4) Quality Education, (10) Reduced Inequalities, (11) Sustainable Cities and Communities and (13) Climate Action. We will encourage and nurture a interdisciplinary approach working collaboratively with international partners.

Once we have identified BSU researchers who can best contribute to GCRF calls through impactful, transformative research, we will support them via training and bid development support with a particular emphasis on those who may not have previously applied their research specialisms to challenge-led research to enable change in DAC list countries.

To identify, encourage and support partnerships in developing countries, we will use the Global Academy of Liberal Arts (GALA) network. GALA is a select international community of institutions, faculties, programmes, and research centres that seeks to develop new kinds of research and teaching collaboration, to support enhanced international mobility among staff and students, and to reimagine liberal arts education for the twenty-first century. GALA members currently include HEIs in China, India and Mexico and work is underway to expand the network amongst LMICs.

Key Activities

Supporting network building through staff exchanges, workshops and conferences

We want to strengthen the relationships we have with existing and prospective country partners to be agile and responsive when GCRF calls are announced. Led by GALA, we will visit ODA recipient countries in 2018 to underpin research activity and explore in-country research priorities and how the research expertise of BSU can contribute to a positive impact on the economic development and welfare needs of partner countries. In 2018 GALA is leading network building activity with the following organisations:

Ethiopia: University of Addis Abba

Kenya: Kenyatta University, Nairobi and Catholic University of Eastern Africa, Nairobi

Namibia: University of Namibia

South Africa: University of Pretoria and University of Witwatersand, Johannesburg

We will continue to support and develop the relationships and projects we have with DAC list countries which have been supported with existing GCRF projects working with partners in Kiribati, India, the Philippines and the Marshall Islands.

Mapping research expertise against GCRF-challenges and United Nations Sustainable Development Goals

Building on relationships the University has established with DAC list countries particularly in African and Indian subcontinent we will identify international development challenges particular to these geographical regions and address how the research expertise of Bath Spa University, in collaboration with other UK universities, can positively impact upon this. We have identified particular United Nations Sustainable Development Goals most appropriate to our research strengths and where we think BSU researchers can have maximum impact as: (4) Quality Education, (10) Reduced Inequalities, (11) Sustainable Cities and Communities and (13) Climate Action.

This activity will enable us to respond agilely and appropriately with challenge-led research and newly developed collaborations via research calls for the significant future. Our aim is support researchers who are experienced in development related research activity and those who may not have previously applied their expertise to challenge-led research but who have potential for high-impact work in this area. Staff will be supported through training, mentoring and research bid development support.

Meeting the fEC of eligible research funded by other sources

BSU researchers are leading or participating in externally-funded GCRF projects working with partners in Kiribati, India, the Philippines and the Marshall Islands. We also have DAC list projects in Namibia and India funded by the AHRC and UK India Education Research Initiative (UKIERI). We will continue to meet the fEC of eligible externally-funded research.

Establishing a GCRF steering group and enhance monitoring procedures

We will establish a University-wide steering group to maintain oversight of the University's GCRF work and to ensure the delivery of high-quality, ODA-compliant activity as directed by the University strategy. The steering group will also consider due diligence processes and planning for risk.

Seed funding and pump-priming eligible research activities

Through ring-fenced seed funding we will support eligible pilot projects with a particular focus upon research towards the United Nations Sustainable Development Goals: (4) Quality Education, (10) Reduced Inequalities, (11) Sustainable Cities and Communities and (13) Climate Action. We will also support pump-priming activity which will lead to future externally-funded research grants through GCRF or other eligible development related research funding calls.

Key Barriers and Enablers

To anticipate and address key barriers and enablers to implementing our institutional three-year GCRF strategy we will establish a University-wide steering group to maintain oversight of the University's GCRF work and to ensure the delivery of high-quality, DAC list activity as directed by the University's strategy. We are already working on reviewing our risk assessment and due diligence processes for development related research

activity. The new steering group will be able to input into this activity. For these issues the University will also take a sector wide approach to this via forums such as ARMA.

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

Outcomes

- To expand partnerships with DAC list countries in Africa (with a particular focus upon Ethiopia, Kenya, Namibia and South Africa) and the Indian subcontinent (with a particular focus upon India and Sri Lanka).
- To increase the representation of HEIs from LMIC in the GALA Network to support international collaboration and mobility.
- To strengthen our networks with existing partners in Armenia, Brazil, Chile, China, Colombia, Ethiopia, Georgia, India, Iraq, Kiribati, the Marshall Islands, Mauritius, Mexico, Namibia, the Philippines, Senegal, Sri Lanka, Ukraine and Uzbekistan.
- To support pilot projects with a particular focus upon research towards the United Nations Sustainable Development Goals: (4) Quality Education, (10) Reduced Inequalities, (11) Sustainable Cities and Communities and (13) Climate Action.
- To support pump-priming activity which will lead to future externally-funded research grants through GCRF or other development related research funding calls.
- To meet the full economic costs of eligible research funded by other sources.
- To establish a GCRF steering group and enhance monitoring procedures.

Impacts of our strategy

- Development of collaborative skills for challenge-led research amongst Bath Spa staff and the staff of our collaborating partners.
- Strengthening of networks between ourselves, other UK delivery partners and researchers and organisations in DAC list countries to support GCRF activity.
- Building on these networks to translate research activity into societal and economic impact within the DAC list countries.
- Growing and enabling challenge-led research within BSU, particularly amongst researchers who have potential for high-impact research in this area but may not have previously applied their research expertise to development related research, and developing activities, training and resources to support this.
- Advocating for the important role that arts, humanities and social science research has to play in tackling global challenges.

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.

We want to embed GCRF and development related research into our research culture to enable us to respond agilely and appropriately with challenge-led research and newly developed collaborations via research calls for the significant future.

The complex nature of responding to these calls requires an institutionally robust strategy, procedures, and governance which BSU is committed to implementing and reviewing as a priority over the next three years. We will adopt an action plan which will incorporate the following:

- Identification of opportunities
- Mapping of opportunities against research expertise
- Developing networks and proposals through exchanges, workshops and pilot projects
- Evaluating initial activities and building on these to develop funding bids and collaborative projects, delivering projects and monitoring progress
- Evaluating impact and disseminating research outcomes
- Sharing good practice and building on this for future activities

To support this activity and to oversee the monitoring and evaluation of GCRF-QR activity we will establish a University-wide GCRF steering group. The steering group will be comprised of research leadership staff and researchers with experience of delivering challenge-led ODA-compliant projects to ensure both senior-level buy-in and the necessary specialist knowledge. The steering group will maintain oversight of the University's GCRF work and ensure the delivery of high-quality, ODA-compliant activity as directed by the University's strategy.

Seed funded activities supported through the ring-fenced GCRF-QR allocation will be allocated through a competitive, peer-reviewed process and will be required to submit annual written monitoring reports, which will include assessment at both pre and post-award of the ODA-compliance. GCRF proposals will be assessed against the value that the research can provide, the strength of the relationship with the proposed DAC-list country partner(s), and the potential for high-quality impact of global challenges in DAC-list countries. The finances will be monitored through usual processes in place in the academic units and central Finance department.

Applications to externally-funded GCRF calls will be subject to the same rigorous processes and procedures as other research grant applications, which includes approval by the relevant Director of Research at initial idea stage, support from the Research Support Office to ensure the activity and budget are eligible, and assessment by the internal peer review college prior to submission to the funder.

All GCRF project proposals whether supported through the QR allocation or externally-funded GCRF calls will be required to complete a stage-1 ethics review and data management plan prior to submission. Projects will be supported by the BSU Impact Officer to realise the full potential of the research and to generate impact in the DAC-list countries.

In addition to this all GCRF-projects will be required to go through a checklist to ensure ODA-compliance, establish due diligence and risk mitigation from the initial stage of project planning. This GCRF-specific checklist is currently under development and we are aiming for it to be rolled-out this academic year.

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 total cost of meeting the fEC of eligible projects exceeds the GCRF-QR allocation (at £68,195), therefore only £25,171 (@37% of total) from the GCRF-QR allocation will be used to meet the fEC of these projects and the remainder will be resourced from other QR and/or internal research budget allocations.

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.

We propose two areas of activity which we would introduce should the GCRF QR funding level increase.

Firstly, we would assess the current or recently-completed GCRF projects which BSU are involved in to establish what ODA-compliant impact enhancement activity could be enabled through additional funding in the partner DAC-list countries. We anticipate that activity supported through this could include dissemination to NGOs and HEIs in DAC-list countries, additional evaluation activity to better understand how impact could be replicated in other eligible countries or methods applied to other global challenges, and scale-up activity to enhance the reach and significance of impact activity.

Secondly, we would also use additional funding to encourage more BSU researchers with relationships in eligible DAC-list countries to take part in mobility and support pump priming activities which could lead to future externally-funded GCRF grants. Rather than being promoted and managed as a ring-fenced part of our existing QR seed-fund competition this could be launched as a standalone seed fund to further raise the profile of GCRF activity and opportunities within our research community.

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.

During 2019-20 our priority will be to consolidate and build upon the new networks and partnerships that we are seeking to initiate during 2018-19. Following the visits to HEIs in Ethiopia, Kenya, Namibia and South Africa we will seek to develop these contacts into long-term sustainable relationships and to begin conducting joint research bids and projects on global challenges.

Examples of relationship enhancement activities that we will seek to undertake in 2018-19 in order to support capacity and capability building include:

- Staff mobilities and exchanges with international partners
- Joint research outputs such as co-authored journal articles and discipline related essays/guides/proceedings/national reports, as appropriate.

- Jointly led conferences involving key local partners and stakeholders in DAC list countries.

If additional funding is made available in 2019-20 we will seek to make more applications to work on charity-led projects and seek funding from third sector organisations who are not able to support overheads or fEC and use the additional GCRF-QR allocation to support eligible activity in this area. Through existing GCRF and development projects we have relationships with NGOs in DAC-list countries including:

- Kiribati Climate Action Network (KiriCAN) whose mission is to support and empower civil society organisations to influence the design and development of an effective national strategy on mitigation and adaptation processes and ensure its implementation at international, national and local levels in the promotion of equity and sustainable development.
- Save the Rhino Trust Namibia - a leader in working with and offering incentives to communities to share in the long-term benefits of successful conservation strategies.
- ACORN Foundation India - their work is centred on four R's: Reduce, Recycle, Reuse and Respect. They work with ragpickers in Mumbai, Delhi and Bengaluru and train them in scientific methods of waste handling, segregation and recycling.

If the QR GCRF allocation decreases in 2019-20 then we will need to scale back on the annual funding amount for international mobility and partnership building and try to find alternative sources of funding to support this activity.

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.

During 2020-21 we would like to increasingly work with our partners in DAC-listed countries as a network rather than as an HEI-HEI collaboration. By building strong foundations with our partners in DAC-listed countries and drawing upon the expertise and capacity of our GALA Network we will be able to build relationships, networking opportunities, capacity and capabilities throughout our network of partners. This could take the form of an MSCA Network-type partnership.

We would like to explore the possibilities of developing joint PhDs with our partners and support additional mobility and exchanges for PhD students and ECRs working on ODA-compliant challenge-led research to support the pipeline of future researchers capable of leading on large-scale GCRF projects

We will review the GCRF steering group and their terms of reference to ensure that the group is fully fulfilling its purpose to oversee the University's GCRF work and ensure the delivery of high-quality, ODA-compliant activity as directed by the University's strategy.

If additional GCRF-QR funding is made available we will continue to develop the additional activities with our NGOs partners as noted above. We could also increase the amount of seed funding available for pilot projects, pump-priming and impact enhancement activities of eligible research projects.

If the GCRF-QR allocation decreases we will need to focus on finding funding for projects from funders able to contribute towards the fEC (i.e. UKRI) and will have less capacity to take on charity-led projects which do not support overheads or directly allocated costs in many cases.

18 January 2018

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Dear Professor Foskett

Global Challenges Research Fund: Institutional three-year QR GCRF strategies

1. This letter announces changes to HEFCE's process for allocating and monitoring allocations from the Global Challenges Research Fund (GCRF). HEFCE (and, from 1 April 2018, Research England) will require institutions in receipt of GCRF funding allocated as part of quality-related (QR) research funding to produce a three-year strategy for their QR GCRF allocations and to participate in an annual monitoring exercise.
2. This additional level of assurance on QR spend is required to meet the conditions attached to Overseas Development Assistance (ODA) funding, of which the GCRF is a part. We appreciate the additional burden this creates for institutions in order to meet the requirements of ODA funding and activity.
3. This letter invites HEIs to submit three-year QR GCRF strategies, to be assessed ahead of the allocation of QR GCRF for three years from 2018-19. Institutional strategies should be emailed to globalchallenges@hefce.ac.uk by noon on **Monday 26 March 2018**.

Background

The GCRF is a £1.5 billion fund announced by the Government to support cutting-edge research that addresses the challenges faced by developing countries. Annex B contains information on the GCRF and conditions attached to this funding. Additional detail on the aims of the GCRF can be found in the 'UK Strategy for the GCRF' (<http://www.rcuk.ac.uk/funding/gcrf/challenges/>).

4. From 2016-17 HEFCE has distributed GCRF allocations to all higher education institutions (HEIs) in receipt of QR funding in proportion to their mainstream QR

allocations. This process was not judged sufficient to meet the ODA reporting standards by the Independent Commission for Aid Impact in summer 2017, so we are implementing this process requiring institutions to submit strategies and participate in annual monitoring to increase accountability. From 2018-19, all HEIs in receipt of QR will be eligible to receive QR GCRF by submitting a three-year QR GCRF strategy that is assessed as ODA-compliant.

Principles and process

5. The overarching aim of the Global Challenges Research Fund is 'to ensure the UK takes the lead in addressing the problems faced by developing countries, whilst developing our ability to deliver cutting-edge research' ('UK Strategy for the GCRF'). QR GCRF allocations must be used according to ODA principles, which state that only research directly and primarily of benefit to the problems of developing countries may be counted as ODA ('Global Challenges Research Fund Guidance', <http://www.rcuk.ac.uk/funding/gcrf/>). Any benefit to the UK or other developed countries from QR GCRF activity must be a secondary consideration. GCRF activity must also comply with ODA guidelines by working with and supporting development in countries and territories on the 'Development Assistance Committee (DAC)'s list of ODA recipients' (<http://www.oecd.org/dac/stats/daclist.htm>). Any part of an HEI's QR GCRF allocation that is not spent on ODA-compliant activities will be recouped. All spending using QR GCRF allocations must also be in line with the broader GCRF strategy developed by the delivery partners ('UK Strategy for the GCRF').

6. To demonstrate that GCRF funds are being spent on ODA-compliant activity and to support the case for continued funding, HEFCE is implementing a triennial exercise in which HEIs submit a strategy outlining their overarching strategy for development-related research activity and how it intends to prioritise and spend QR GCRF allocations. HEFCE will publish HEIs' strategies on its website. This exercise will begin in 2018 and will cover funding for three years from the academic year 2018-19. HEIs will be asked to complete the strategy based on the indicative allocations for GCRF that HEFCE has received in grant letters from the Department for Business, Energy and Industrial Strategy.

7. Submitting a strategy will not be mandatory, but HEIs will only be able to receive QR GCRF allocations for the three years from 2018-19 by submitting a strategy that is assessed as ODA-compliant.

8. The Office for Students and UK Research and Innovation will be established on 1 April 2018. UK Research and Innovation will comprise the seven Research Councils, Innovate UK and Research England, the last of which will take on the former research and knowledge exchange functions of HEFCE. The QR GCRF strategies process will begin under HEFCE and is expected to transfer to Research England on 1 April 2018. We do not expect this transfer to affect the process.

9. Research England will also enhance its monitoring process to better assure ODA compliance for QR GCRF allocations. For 2017-18 allocations, Research England will

monitor all HEIs in receipt of QR GCRF by rolling out the case studies approach HEFCE used in a pilot survey in 2016-17 across the whole sector. This pilot survey asked 28 HEIs to provide information on up to three projects funded through their QR GCRF allocation in 2016-17, and to assure HEFCE that total QR GCRF allocations had been used for eligible activity. For 2017-18, this monitoring process will ask HEIs to quantify and break down activities by spending where possible. HEIs will also be asked to provide information on the types of activity funded, the DAC list countries involved, and the impacts and outputs.

10. For allocations for 2018-19 and beyond, HEIs will be monitored annually and will be required to report against their strategies. HEFCE is in the process of developing the template for this monitoring, which will be delivered under Research England. It is expected that the monitoring process will require HEIs to provide a breakdown of the spending of their whole QR GCRF allocation, including information on the types of activity funded, the DAC list countries involved and the impacts and outputs produced. Institutions will also need to report on the progress against intentions outlined in their strategies, and explain how activities align with their strategy (or why any activities have diverged from their strategy). Completing the annual monitoring process and reporting sufficiently against strategies will be a condition of grant. If an institution fails to participate successfully in the monitoring process, or if any of its activities are assessed as not ODA compliant, Research England will reserve the right to adjust future funding allocations to recoup the QR GCRF grant, to refuse future QR GCRF funding, or both.

Action required

11. HEIs wishing to receive a QR GCRF allocation should complete and return Annexes A1 and A2, which are available to download alongside this letter at <http://www.hefce.ac.uk/rsrch/funding/gcrf/>. Guidance notes for completion are available at Annex B and indicative allocations for 2018-19 are available at Annex C. Institutional strategies should be emailed to globalchallenges@hefce.ac.uk by **noon on Monday 26 March 2018**.

Yours sincerely

A handwritten signature in black ink, appearing to read 'David Sweeney', followed by a long horizontal line that ends in a checkmark-like flourish.

David Sweeney
Director (Research and Knowledge Exchange)

