

## SRUC: Strategy and approach addressing and applying for Global Challenges Research Funding (GCRF)

### Introduction

**SRUC delivers comprehensive education, skills, business support and consultancy services for the rural industries, and associated food and drink sector** based on world class and sector-leading research, that demonstrates the greatest research power (volume x quality) of any institution offering land-based subjects in the UK as evidenced in REF2014. The integration of education with research and consultancy is of significant value to all with an interest in land-based activities – be they students, businesses, communities or policy-makers.

SRUC has a vision a unique, market-led and mission diverse 21<sup>st</sup> century rural university. To do this SRUC is undergoing a significant and radical transformational process that effectively reinvents the organisation and ensures its business model is fully sustainable, meeting the future requirements of our students, research and consulting clients and the key industries who we serve.

### Background Context

In the agricultural and food producing sector the rate of technology driven change is accelerating. Such industries require a **highly skilled workforce with the necessary education and expertise** required to produce goods, services and solutions to sustain and satisfy the needs of a sophisticated first world country while providing systems capable of feeding a world population of up to 9bn by 2035. Solutions must be grounded in **multidisciplinary, multifaceted approaches**. Working together in a smart connected way is essential to address these “grand” challenges. Never before has there been a greater need for a single, cohesive outward facing organisation that is fully equipped with the resources, expertise, drive and determination to provide solutions of key importance and benefit to Scotland, the UK and the World

Our new SRUC strategy **integrates** our expertise across, education, research and consultancy to provide interdisciplinary teams that absorb and transform new science and technology to deliver systems based solutions to local, national and global environmental challenges. By integrating we will put **innovation** at the heart of everything we do, being innovative will enable us to provide leading education at all tertiary levels, produce research solutions that shorten the time lag between discovery and practical application that together will help better support a resilient and dynamic agri-rural economy. Our focus is on being **Industry facing** whether that be in our education courses or in our advisory arm, SAC Consulting to support, farmers, crofters, land managers, veterinary practices, food businesses throughout Scotland to deliver public and private goods. We will become more commercial and entrepreneurial, by completely refreshing our education provision and by ensuring our expertise is outward facing through expanded and closer industry collaborations. Doing so we will ensure we meet industry needs for skills and human resources and research outcomes that will help create economic growth. Challenges in Scotland

are reflected across the world, and as such we wish to grow our **international** collaborations providing multidisciplinary solutions to **global challenges** and capacity building, while being open and learning lessons to help all our clients and stakeholders in Scotland. Finally we will invest in our people as our success lies in people, students, staff and stakeholders and fulfilling their potential. As such, SRUC will as part of this transformation plan inspire all our stakeholders and clients, by communicating new ideas, developments and innovations.

The global challenges of food security, climate change and sustainable development have underlined the strategic importance of agri-food science and innovation. There is a renewed policy focus on industry-facing research to unlock the potential of a rapidly advancing knowledge base in biological, engineering and data intensive agriculture to improve the productivity, efficiency and resilience of primary agriculture. The significance of this is likely to grow following Brexit.

### **Vision**

To be a unique, market-led and mission diverse 21st Century agri-rural university.

### **Mission**

To drive the future needs of a dynamic, innovative and competitive rural sector in Scotland and to help solve the biggest global **agri-food** challenges.

### **Our Strategic Aims:**

1. Build world class translation research in 'One Health, Food, Nutrition and Environmental Security'
2. Provide the gateway to translation and application for the world leading research taking place at Scotland's scientific institutes and universities.
3. Develop excellent student-centred teaching and learning, informed by world-class research and industry need.
4. Create sector leading commercial services, and developing centres of enterprise and innovation exploiting intellectual property for the benefit of the rural and agriculture sector.

To achieve our aims to address the agricultural grand challenges we will implement the following strategic, cultural and structural changes:

- **Integration:** to respond to the 21<sup>st</sup> century challenges demand new ways of working. We need to integrate our core functions of research, education and consultancy.
- **Strategic leadership:** to reinforce our strategic leadership across our campuses to ensure credible and effective engagement with our stakeholders and HE partners.
- **Strategic marketing, communication and outreach:** we need to ensure a consistent approach to messaging and presentation that is aligned to our agreed core objectives
- **Culture change:** promoting the **confidence** and **ambition** of our staff to successfully implement our strategy.

- **Capability & capacity:** focus strategic and targeted investment in assets and take a more innovative approach to business development and growth to realise the potential of our people, infrastructure, financial and physical assets.
- **Devolved responsibility and authority:** Ensure local and place specific leadership of campuses and other sites to ensure greater ownership and responsibility for local sustainability and growth, while removing internal processes and procedures that impinge speed to market and responsiveness to client needs.

### **Strategy to address International Global Challenges in next three to five years**

The Scottish agricultural economy is finite in scale. SRUC has the ambition to think and act as a global institution and leverage its reputation in Research to increase international research opportunities. Our research strategy is fully aligned to the Global Challenges Research Fund (£1.5bn) part of the UK's Official Development Assistance (ODA) to support cutting-edge research that addresses the challenges faced by developing countries, and development in OECD countries. Furthermore we have ambitious goals for the growth of FE, HE and postgraduate recruitment with respect to International students and explore new strategic alignment with International Universities/organisations. The International aid/development agenda also provides key opportunities to grow our consultancy business possibly in partnership with other organisations.

Our world leading agricultural and land based research is conducted in the context of ensuring that it is effectively translated into excellence in practical skills and attributes to those driving the agri-rural economy nationally and internationally. Our goal is to support sustainable and profitable farming that contributes to healthy diets and a healthy planet. Advances in science and digital technology mean that SRUC can tackle global challenges without eroding our commitment to Scotland. Our global reach is significant with partners in more than 50 countries. For example in sub-Saharan Africa we are expanding our dairy and poultry genetics in partnership with the Bill and Melinda Gates Foundation, as well as through Newton and GRCF applications & grants. Our strategy is to actively seek opportunities for international collaboration to provide multidisciplinary solutions, exploring the contribution SRUC's expertise can make to global challenges and capacity building, but by doing so learn lessons to help stakeholders at home.

Immediate past SRUC activities have aimed to build capacity, capability and collaboration through GRCF and Newton Fund applications and SRUC has been awarded grants centred around our current international focus on Sub-Saharan Africa (particularly Malawi), Brazil and China. A particular example is success with GRCF for the project "Formulating Value Chains for Orphan Crops (e.g. tef, finger millet, yam) in Africa". The purpose of this project is to link supply-side research on orphan crops with attitudes from consumers to help have impact on poverty, health, sustainable growth and food security in developing countries. This is being done by examining the entire supply chain and harnessing the multidisciplinary interaction of social, crop and food scientists who will reformulate popular processed foods using orphan crop ingredients. New ingredients and development of processed foods will proceed with food processing companies in Sub-Saharan Africa. This will be done in

association with consumer demand analysis such that suitable recipes and processing methods will be identified to make popular food products e.g. bread using flours from orphan crops instead of wheat. The project will also identify barriers to the efficient production of selected orphan crops. As such technical notes will be produced outlining a timeframe for screening crops for yield and quality characteristics (including processing quality). In addition climatic and agronomic characters limiting production in orphan crops will be identified to integrate with existing knowledge on crop choice and agronomy that affects grain quality for processing and end use.

Our strategy for the next three years is to build our international partnerships and capacity by concentrating on our strengths in the agricultural sciences (animal, crop and systems (including harnessing “big-data) and agri-economics, together with our Agri-tech expertise, working in collaboration with appropriate other HEI’s in Scotland (e.g. UHI; UWS; Edinburgh University in particular) and the wider UK, as well as our established and developing partnerships in key countries for example in Sub-Saharan Africa, Brazil, China, India, making planned applications to the GCRF to help build capacity, expertise and reputation, in turn helping us achieve our mission, and help us play a key contribution in solving the agricultural grand challenges.

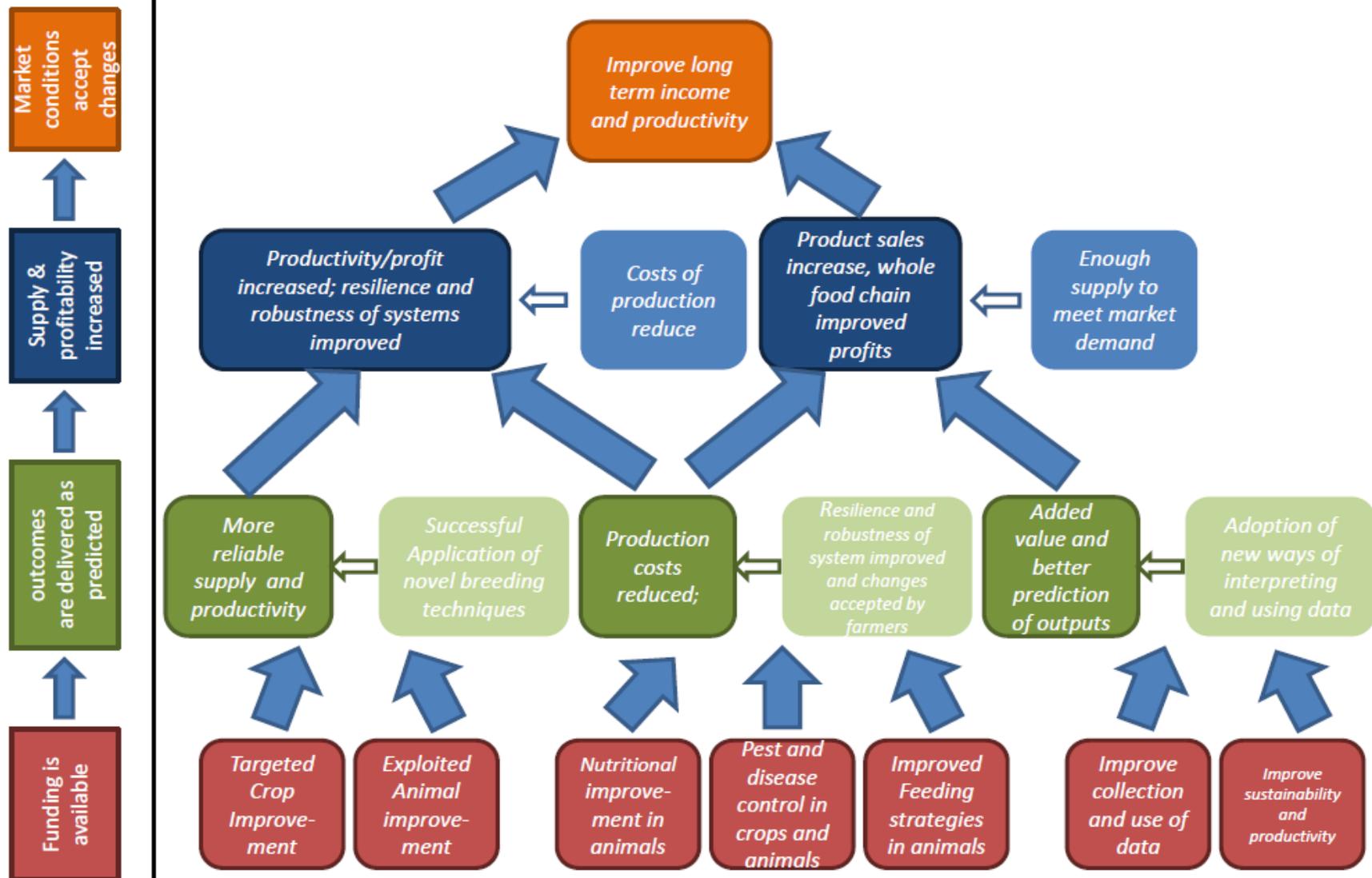
We will take a more targeted approach to GCRF than hitherto, focusing on our strengths in particular the genetic improvement of both exploited animals and plants; natural resource and agricultural economics; and farming systems. We would where appropriate partner with appropriate institutions (both Universities (examples above) and Research Institutes e.g. the James Hutton Institute (who has just become eligible for UKRI Research Council Funding)

A summary of all our successful grant applications (including EOI’s) made to GCRF up until April 2018 is shown in Table 1. In total we have made or have been partners in (indicated in the table) 42 GCRF applications. Appendix 1 shows details of projects applied for. In future our strategy will be to focus and target activities in countries and subject areas noted above and indicated by Table 2 below.

### **Impact and Influencing Change**

Our forward strategy with applying for GCRF is to have greater measurable international impact and to influence positive change in agricultural systems, including promoting productivity and well being in our target countries . As a small specialist institution our focus will be on the land based and rural sciences, including the provision of appropriate agricultural technology. A summary diagram illustrating our proposed theory of change is shown below (Fig 1).

# Theory of Change Pathway Mapping



**Table 1: Summary of Funded Grants SRUC 2016-18.** This table shows total SRUC activity in applying specifically for various GCRF initiatives from 2016 onwards. It also shows activity in submitting EOI's and our partnering activity with other Universities. This is indicated on the table.

Project No.	Project Name	Client Name	Project Status	Budget	Proposed Work Start Date	SRUC Lead (yes/no)	Submitted Date
1032059	A research network to drive the integration of nutrient-rich new and 'orphan' crops into food systems in Africa - GCRF	The Academy of Medical Sciences	Active Contract	24,143.00	01/02/2018	Yes	01/09/2017
1032106	Designing intercropping systems for productive smallholder systems in Africa (DIPSSA) GCRF	B.B.S.R.C.	Active Contract	1,588,854.00	01/07/2018	Yes	08/11/2017
1031077	GCRF: Formulating value chains for orphan crops	B.B.S.R.C.	Active Contract	541,560.55	01/05/2017	Yes	27/09/2016
1031091	GCRF: Moringa: delivering nutrition and economic value to the people of Malawi	B.B.S.R.C.	Completed	27,127.00	01/05/2017		27/09/2016
1032130	Legume SELECT: Science-driven evaluation of legume choice for transformed livelihoods GCRF	BBSRC/ UNIVERSITY OF EDINBURGH	Active Project	27,047.00	01/07/2018	No	09/11/2017

1032058	Managing risk through integrated farm management, diversification strategies and education - GCRF	The Academy of Medical Sciences	Active Contract	22,600.00	05/02/2018	Yes	01/09/2017
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## Strategy on Capacity Building and building a portfolio of GCRF funded projects.

As noted in Table 1 many EOI's and later some full project applications have been rejected. This would seem to be very much the experience of others across the HEI sector for this initiative. However, this does not indicate wasted effort. The act of making such International applications provides a vehicle for building partnerships and collaboration. SRUC has a strategic aim to build relationships and international activity over the next 5 years, the GCRF initiative is therefore helping us achieve this aim. Initial focus to build capacity, capability and collaboration through GCRF has centred around our activities in Sub-Saharan Africa (particularly Malawi) as well as Brazil and China. In addition through an initiative led by the Academy of Medical Sciences, SRUC has been awarded capacity building funds in association with Guinea-Bissau to build capacity through a project to better manage risk through integrated farm management, diversification strategies and education. Our strategy is to continue to build knowledge and collaboration and by so doing build expertise within SRUC, but also with international partners to build a successful portfolio of GCRF funded projects. Although we have had limited success with GCRF to date this has resulted in an income stream as noted in the table below. It is our aim to build on this by applying for relevant projects to address development opportunities as noted in our overarching strategy in the Introduction and Background above.

GCRF Funding available to SRUC:

2016-17	2017-18	2018-19	2019-20	2020-21 <sup>#</sup>
40,700	197,181	350k*	400k*	450k*

\*indicative amounts for planning purposes – to be confirmed

<sup>#</sup> SRUC operates to 1 April – 31 March financial year

**Table 2: Key Target List of potential project topics and areas that SRUC would intend to develop (with partners ) over next three to 5 years (given as an indication; not exsaustive or definitive)**

Discipline area	Subject	International partner (s)	Possible University/ RI Collaboration
Crop Improvement (legumes; cereals; starch crops)	Use of novel genetic advances to transform crop genotypes for developing countries	University of Malawi; International Crop research institutes; American land grant universities; Embrapa Brazil;	Aberdeen; Edinburgh; JHI;
Exploited Animal Improvement	Use of novel genetic advances; including genomic technologies and electronic genetic modelling, using genomic data to select for hard to breed traits to	Embrapa Brazil Chinese Agricultural University;	Edinburgh; Moredun RI

	improve livestock systems		
Nutritional improvement for ruminants	Use of nutritional supplementation to improve survival of off spring in small ruminants (sheep and goats)	Sub saharan Africa; Malawi and Kenya (ILRI)	Edinburgh
Anti microbial resistance (AMR) studies in farmed livestock	Investigation of how to reduce use of antibiotics and reduce incidence of AMR	Brazil; University of Sao Paulo	
Novel ruminant animal feeding strategies and novel feedstuffs	Better exploitation of underexploited "waste" plant material and processed for animal feedstuffs e.g. rice straw; distillers "draff"	Philippines	York
Integrated pest management in key cash crops	Devising improved pest management regimes for cash crops such as oil palm	Malaysia; Papua New Guinea	
Use of novel techniques and approaches to control animal and fish diseases	Identify and characterise parasite population and use of drugs with the aim to develop more sustainable control strategies in sub-Saharan Africa	Sub Saharan Africa; Malawi; Kenya; Tanzania	Edinburgh
To improve collection, use and application of data collected on farm and remotely to improve prediction of productivity improvements, disease control and outputs from farmed species.	To develop reliable and robust methodologies and applications of the use for data collected on farm, to improve productivity and outputs	Sub Saharan Africa, Brazil, China	Edinburgh; JHI; Moredun;
The application of appropriate technology to improve the sustainability of farming systems	Apply and use appropriate agricultural technology, such as remote monitoring of growth, conformation and health of farmed animals, and use of satellite imaging.	Sub Saharan Africa, Brazil	Edinburgh
The application of	Apply and use	Sub Saharan Africa	Edinburgh;

decision support to help underpin decisions to improve crop productivity for smallholder framers in developing countries	appropriate decision support frameworks to help smallholder framers select appropriate crops based on their own farm, management and economics.	(Kenya, Ethiopia, DR Congo); ILRI; IITA	Nottingham
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### Use of Additional Funding for GCRF Applications/Projects

SRUC's main strategy for the use of additional GCRF funding would be to continue to encourage: (i) building both capacity and skills within the institution, so that we better target and focus on applications to the various GCRF schemes most suited to the institution our strategic partners and the staff skills we possess. Secondly (ii) to critically examine those GCRF projects that we have secured funding for and support with justified (through an internal application process) funding, especially where the project is relatively small and focused, but is providing opportunity to build new links/ associations with key overseas partners. This approach we feel would have the effect of building trust, but also help underpin the development of further collaborative links, especially involving the application/participation in larger scale projects and initiatives. We have pursued a similar policy with a focus on Malawi for many years, prior to GCRF funding, but did involve considerable success in winning funds from other funding sources. An example of where this approach could help is the project we have with Guinea-Bissau, where extra funding would enable further collaborative links to be explored.

If funding support for SFC was lower than expected, then this might constrain some activities around capacity building and collaborations, but SRUC's new strategy is clear we will continue to engage internationally, forming strategic research partnerships to tackle global challenges and benefit Scotland. We would achieve this by developing a clear priority ranking of international opportunities that maximise the education, research and commercial synergies with SRUC strengths. We will support the development of joint teaching, research and commercial partnerships with identified countries and regions (e.g. Malawi and Sub-Saharan Africa). We will aim to develop at least four long-term strategic partnerships between SRUC and international partners as vehicles for future investment and development.

### Monitoring and evaluation

Our strategy above is clear that we will develop a priority ranking of international opportunities. To help us with priority setting we will ensure that we fully monitor and evaluate the use to which any SFC grant would help us achieve our objectives. This includes a more targeted approach to GCRF applications; and judicious use of funding to further support funded projects achieve both their stated project objectives as well as our strategic objectives outlined above. We will review and evaluate against ODA requirements, which are an essential part of utilising GCRF funding. As part of this we will carry out

appropriate due diligence to ensure that funds are appropriately dispersed and used by our international partners. To this end we will carry out appropriate checks and ensure that expenditure is properly procured, evidenced and verified. This will be done according to procedures certified by our Quality Management System (QMS) that is verified to ISO9001/2015 (certificate number FS94274). As part of evaluation of our projects through our QMS we monitor and evaluate impact that projects have over time, asking the main actors involved in projects (internal and external stakeholders and clients) for their feedback and evaluation of the difference projects have had on the appropriate subject matter addressed by funded projects be that from an agricultural system or component focus. Our strategy to focus on developing four long term strategic international partners, will help to drive impact and make a difference over time, by preventing us from being too diffuse. This is particularly important for an institution of our specialist nature and size.

**Appendix 1 : Summary of Applications for GCRF Grants SRUC 2016-18.** This table shows total SRUC activity in applying specifically for various GCRF initiatives from 2016 onwards. It also shows activity in submitting EOI's and our partnering activity with other Universities. This is indicated on the table.

Project No.	Project Name	Client Name	Project Status	Budget	Proposed Work Start Date	SRUC Lead (yes/no)	Submitted Date
1032366	Development of strategic pathways towards skilled community: skill empowered egalitarianism GCRF	ESRC/ University of East London	Submitted Proposal	11,826.01	01/01/2019	No	01/04/2018
1032060	Establishing a partnership between SRUC and AFU for capacity building in data management and data analysis for socio-economic research - GCRF	The Academy of Medical Sciences	Rejected	23,000.00	01/02/2018	Yes	01/09/2017
1031313	GCRF Economics for livestock and plant health appraisal (ELPHA)	B.B.S.R.C.	Rejected	5,944,503.00	01/04/2017	Yes	06/12/2016
1032133	GCRF Equitable economic development of highland Ethiopia hub	JAMES HUTTON LIMITED	EPSRC/EOI	300,609.00	01/12/2018	No	08/11/2017

1032097	GCRF Orphan crops for African nutrition hub	Engineering and Physical Sciences Research Council	Rejected	5,502,269.00	01/01/2019	Yes	09/11/2017
1032098	GCRF Plant health and human welfare hub	Engineering and Physical Sciences Research Council	Rejected	6,154,780.98	01/12/2018	Yes	08/11/2017
1032132	GCRF South Asian Nitrogen Hub	CENTRE FOR ECOLOGY & HYDROLOGY	EPSRC/EOI	499,998.00	01/12/2018	No	08/11/2017
1032134	GCRF Sustainable Agriculture for Sub-Saharan Africa	UNIVERSITY OF ABERDEEN	BBSRC/ Submitted Proposal	127,730.00	01/07/2018	No	09/11/2017
1032131	GCRF Sustainable Healthy Diets Research Hub	UNIVERSITY OF EDINBURGH	EPSRC/EOI	0.00	01/12/2018	No	08/11/2017
1031312	GCRF: Agri-systems Breeding Capacity Platform - ABC Platform	B.B.S.R.C.	Rejected	9,339,625.44	01/04/2017	Yes	06/12/2016
1031088	GCRF: Animal morbilliviruses in a post-rinderpest world	UNIVERSITY OF GLASGOW/ Medical Research Council	Rejected/EOI	0.00	01/01/2017	No	22/06/2016
1031068	GCRF: Animal mounted sensor technology for GHG and health	STRATHCLYDE UNIVERSITY/ B.B.S.R.C.	EOI/ Rejected	358,924.35	01/04/2017	No	22/06/2016

1031073	GCRF: Developing a Brazilian springboard for sustainable intensification of tropical ruminant production	B.B.S.R.C.	EOI/ Rejected	0.00	01/04/2017	Yes	21/06/2016
1031074	GCRF: Engendering ecological intensification in East Africa through improved integration of legumes in farming systems	B.B.S.R.C.	EOI/ Rejected	0.00	30/01/2017	Yes	21/06/2016
1031158	GCRF: Enhancing resilience and sustainability of small-holder dairy farming in Malawi and Southern India - towards a genomic breeding programme	BRISTOL UNIVERSITY/ B.B.S.R.C.	Withdrawn	82,189.00	01/10/2016	No	20/06/2016
1031109	GCRF: Exploring the National Living Standards Survey (NLSS) to regionalise urbanisation and poverty definitions in Nepal	ECONOMIC & SOCIAL RESEARCH COUNCIL	Rejected	166,953.00	31/01/2017	Yes	14/07/2016
1031077	GCRF: Formulating value chains for orphan crops	B.B.S.R.C.	Active Contract	541,560.55	01/05/2017	Yes	27/09/2016

1031082	GCRF: Genetic and sociological aspects of increasing livestock productivity in Sub-Saharan Africa	B.B.S.R.C.	EOI/ Rejected	0.00	01/04/2017	Yes	21/06/2016
1031314	GCRF: Global crop: integrating cropping systems for improved livelihoods	B.B.S.R.C.	Rejected	366,711.00	01/04/2017	Yes	06/12/2016
1031079	GCRF: Improving barley production in dryland regions through gender equality in participatory variety selection supported by advanced breeding technology	B.B.S.R.C.	EOI/ Rejected	0.00	01/04/2017	Yes	20/06/2016
1031072	GCRF: IMproving livestock sector sustainability through reducing food waste in low and middle-income countries	B.B.S.R.C.	EOI/ Rejected	0.00	01/04/2017	Yes	21/06/2016
1031092	GCRF: Improving resource use efficiency in sub-Saharan Africa	B.B.S.R.C.	EOI/ Rejected	0.00	01/04/2017	Yes	22/06/2016
1031087	GCRF: Integrated control of tick- and tsetse-borne diseases in sub-Saharan Africa	Medical Research Council	Rejected	207,950.00	01/04/2017	Yes	01/11/2016

1031069	GCRF: Integrated disease management for resilient and sustainable cereal production in humid sub-tropical regions of South America	B.B.S.R.C.	EOI/Rejected	0.00	01/04/2017	Yes	21/06/2016
1031085	GCRF: Integrative Centre for Plant and Animal Breeding	B.B.S.R.C.	Rejected	380,175.00	01/04/2017	Yes	21/06/2016
1031078	GCRF: Is urban agriculture a way to improve economic, social and health of urban and peri-urban poor in Nepal?	B.B.S.R.C.	EOI/Rejected	0.00	01/04/2017	Yes	21/06/2016
1031076	GCRF: Modelling sustainable intensification pathways for Brazilian livestock production	B.B.S.R.C.	EOI/ Rejected	454,748.24	24/02/2017	Yes	27/09/2016
1031091	GCRF: Moringa: delivering nutrition and economic value to the people of Malawi	B.B.S.R.C.	Proposal Approved	27,127.00	01/05/2017		27/09/2016
1031080	GCRF: Predicting the risk and improving surveillance of visceral leishmaniasis in Rio Grande, Brazil	Medical Research Council	EOI/Rejected	0.00	01/04/2017		21/06/2016

1031086	GCRF: Preventative control of anthelmintic resistance: traditional healing helps modern medicine	Medical Research Council	EOI/Rejected	0.00	01/12/2016		22/06/2016
1031071	GCRF: STARFish: statistical technologies addressing resiliency in global aquaculture	B.B.S.R.C.	EOI/Rejected	0.00	31/03/2017		21/06/2016
1031084	GCRF: Supporting dietary diversification in the face of global food system homogenisation: applying new methods for orphan crop improvement in Africa	B.B.S.R.C.	EOI/Rejected	0.00	01/04/2017		22/06/2016
1031075	GCRF: Sustainability of deep pit pig production as an alternative for smaller farmers in LMICs	B.B.S.R.C.	EOI/Rejected	0.00	01/04/2017		21/06/2016
1031070	GCRF: Telomere length as a biomarker for cattle productivity and adaptability to climatic variability in Sub-Saharan Africa	B.B.S.R.C.	Rejected	397,298.01	01/04/2017	Yes	28/09/2016
1031083	GCRF: The	B.B.S.R.C.	EOI/ Rejected	0.00	01/01/2017	Yes	22/06/2016

	Portable Digital Genebank						
1031081	GCRF: The role of informal markets in foodborne disease transmission in LMIC: mapping pathogen movements and quantifying the impact of sanitation on disease incidence	Medical Research Council	Rejected	283,792.00	01/03/2017	Yes	05/10/2016
1031279	GCRF-BBR: Azizi: a knowledge exchange and training platform for tropical genomic improvement	B.B.S.R.C.	Rejected	300,204.00	01/08/2017	Yes	02/11/2016
1032105	Integrative systems approaches for sustainable intensification of yam-based smallholder farming systems in Sub-Saharan Africa (YAMIX) GCRF	B.B.S.R.C.	Submitted Proposal	1,491,664.00	01/07/2018	Yes	08/11/2017
1032130	Legume SELECT: Science-driven evaluation of legume choice for transformed livelihoods GCRF	BBSRC/ UNIVERSITY OF EDINBURGH	Submitted Proposal	27,047.00	01/07/2018	No	09/11/2017
1032058	Managing risk through integrated farm management, diversification	The Academy of Medical Sciences	Active Contract	22,600.00	05/02/2018	Yes	01/09/2017

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