MINISTRY OF BUSINESS, INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

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SCIENCE SYSTEM ADVISORY GROUP

PAPER NUMBER	SSAG-MBIE-020	**DATE**	7/06/2024
TITLE	Structures enabling funding decisions – An international scan		
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AUTHOR/S	Jill Fernandes, Mara Wolkenhauer		
PURPOSE	Provides a comparative overview of international structures/models enabling funding decisions		

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Structures enabling funding decisions

An international scan

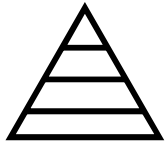
Te Kāwanatanga o Aotearoa
New Zealand Government

A hierarchy of funding decisions

Levels at which funding decisions are made

Government has a legitimate interest in determining the outcomes to which science appropriations contribute. However, experts are needed to inform investment decisions, the closer the decision is to delivery of the science. In general:

- At top level: Government decides how much to invest in R&D.
- Across sectors: prioritising investment for universities, industry and government.
- Within sector/domain prioritisation.



Level at which prioritisation occurs

Typical enabling structures

- Typically, a high-level Council (independent or with some govt involvement), provides strategic policy advice on the national direction of research, innovation and tech. For example, UK Council for Science and Technology (STC) .
- Prioritisation decisions are typically made at Cabinet level.
- A govt department/Ministry supports implementing the policy.
- Some countries have a funding council/body that then implements the decisions made. For example, Uk's innovation councils, Dutch research council

Governance structures

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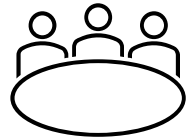
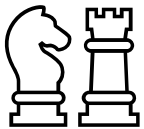
Features of decision-making structures

- **Allowing for flexibility** and responsiveness to deal with change (e.g. disruptive technology, climate disasters).
- **Mission-led research** to prioritise research outcomes/impact (often used by small advanced economies)
- **Transdisciplinary and systems-based approaches** are core to mission-led science.
- **Strategic roadmaps** can enable and support long-term goals and outcomes.
- **Implementation roadmaps** to ensure adequate funding commitments



People involved
Decision makers



Strategy

Funding

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Considerations when allocating resources

- **Path dependency**: potential to focus on the viability and structure/organisation of institutions rather than on knowledge development.
- **Failure to implement**: potential for decisions to not implemented due to lack of commitment by policy makers and funders (e.g. Conservation and Environment Roadmap).
- **Loudest voices/lobbying**: some stakeholders have a stronger voice in influencing decisions.
- **Poor decisions**: trying to prioritise everything, spreading funding too thin and effectively not prioritising anything.
- **Ineffective implementation/coordination**: fragmented allocation leading to insufficient research for effective outcomes.
- **Crowding out innovation/new science**: space in the system for other investments (e. g. investigator-led research, commercialisation)

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International case studies

Singapore
UK
Denmark
Finland
Australia

Examples different approaches, models and strategies employed by different countries

Singapore

Key features:
- Policy and funding advice is not always separated (NRF and A*STAR)
- Dedicated white space funding to enable innovation
- Clear prioritisation at top national level

System enabling structures

The National Research Foundation (NRF)

- a department within the Prime Minister's Office, led by a Board
- sets national R&D direction, developed by policies for research, innovation and enterprise
- funds strategic initiatives and builds up R&D capabilities by nurturing research talent

The Scientific Advisory Board (SAB)

- a multi-disciplinary international board with expertise in broad areas of technology
- convenes annually in Singapore to advise on NRF's policies and programmes

The Research, Innovation and Enterprise Council (RIEC)

- chaired by Senior Minister, comprises Cabinet Ministers and distinguished local and foreign members from the business, science and technology communities
- advises the Cabinet on national research and innovation strategies to drive the transformation
- leads Singapore's commitment towards research, innovation and enterprise by strengthening enterprise innovation capabilities and accelerating technology translation

Agency for Science, Technology and Research (A*STAR)

- centralised public sector agency (Public Research Organisation)
- Spearheads/funds economic-oriented research to advance discovery and develop innovative technology

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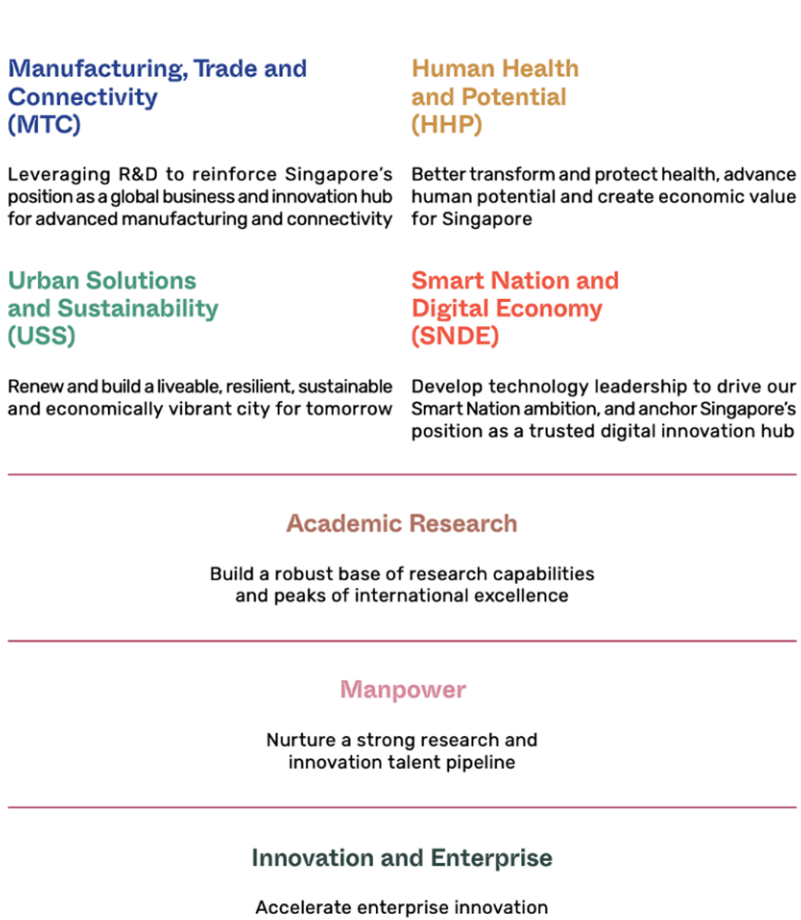
Singapore's Framework: Research Innovation and Enterprise (RIE2025 Plan)

RIE2025 has key strategic focuses:

- Expand RIE mission to tackle a broader spectrum of national needs
- Enrich our scientific base
- Scale up platforms to drive technology translation and strengthen the innovation capabilities of our enterprises

RIE efforts are organised along four strategic domains, supported by three cross-cutting horizontals.



RIE Ecosystem (nrf.gov.sg)

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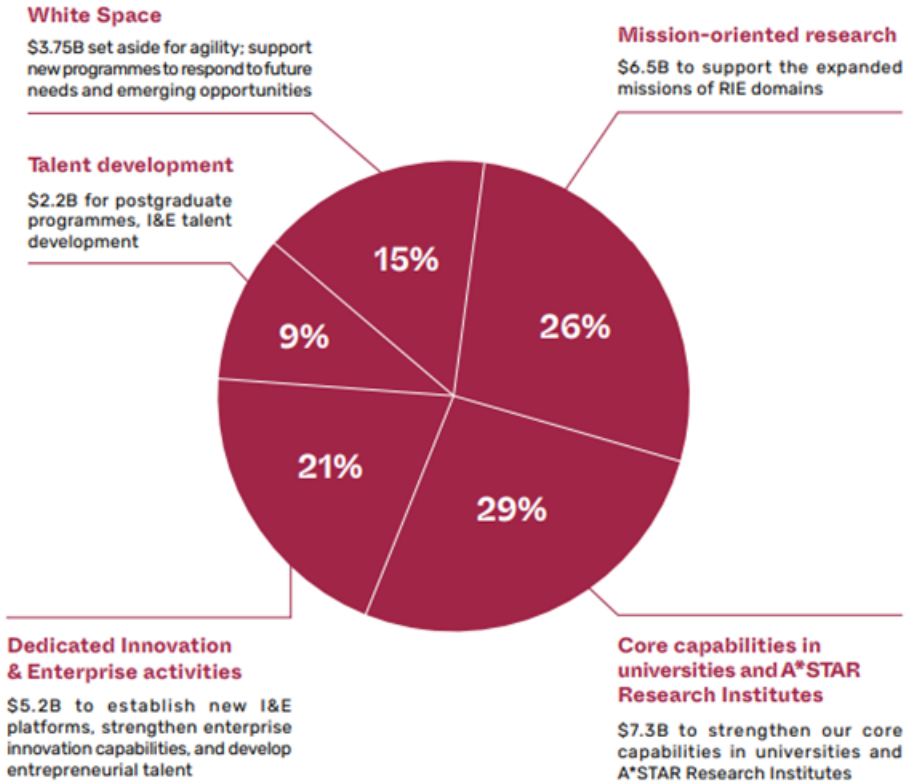
National level prioritisation: A diversified portfolio of foundational and applied research, talent development, and innovation and enterprise

RIE2025 Budget

In RIE2025, the Singapore government will sustain investments in research, innovation and enterprise at about 1% of Singapore's GDP over 2021-2025 ($25B).

This reflects the Singapore government's sustained, long-term commitment to R&D through economic cycles.



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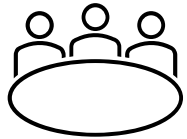
United Kingdom (UK)

Key features:

- Prioritisation occurs at various levels
- Direction and drivers are not stable, changing with each government

System enabling structures



- Structures that support the Science and Technology Framework:
  - The **National Science and Technology Council** (NSTC), a Prime Minister Chaired Cabinet Committee dedicated to matters relating to strategic advantage through science and technology.
  - The **Department for Science, Innovation and Technology** (DSIT), bringing together core science and technology functions across government.
  - The **Office for Science and Technology Strategy** (OSTS), now in the Department for Science, Innovation and Technology, a team dedicated to driving progress on this Science and Technology Framework across government.
  - **The National Technology Adviser**, a role to advise the NSTC on matters relating to strategic advantage through science and technology

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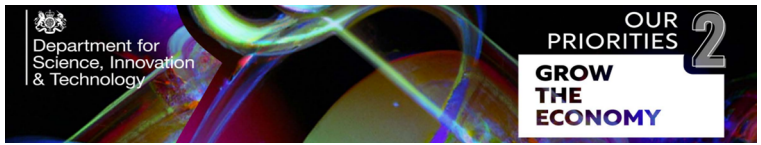
The UK Science and Technology Framework 2023

The Science and Technology Framework sets out an approach to make the UK a science and technology superpower by 2030

- Identifying critical technologies
- Signalling UK Strengths and Ambitions
- Investment in Research and Development
- Talent and skills
- Financing Innovative Science and Technology Companies
- Procurement
- International Opportunities
- Access to Physical and Digital Infrastructure
- Regulation and Standards
- Innovate Public Sector

https://www.gov.uk/government/publications/uk-science-and-technology-framework



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UK’s key research funding agent

UK Research and Innovation:

- non-departmental public body established under Higher Education and Research Act 2017, sponsored by Department for Science, Innovation and Technology (DSIT)
- Oversees several research councils, each focusing on specific disciplines or sectors
- Strategic roadmap for research capabilities, promotes innovation-driven growth and advancement of key technologies

Arts and Humanities Research Council

AHRC funds internationally outstanding researchers across the arts and humanities including: history, archaeology, digital content, philosophy, languages and literature, design, heritage, area studies, the creative and performing arts. The quality and range of research supported by AHRC works for the good of UK society and culture and contributes both to UK economic success and to the culture and welfare of societies across the globe.

Biotechnology and Biological Sciences Research Council

BBSRC’s vision is to advance the frontiers of biology and drive towards a healthy, prosperous and sustainable future. This is rooted in an understanding that the power of biology impacts our everyday lives, from the provision of safe and nutritious food, new pharmaceuticals and better health, to ‘greener’ energy, materials and other everyday products.

Economic and Social Research Council

ESRC funds world-leading research, data and post-graduate training in the economic, behavioural, social and data sciences to understand people and the world around us. Our work helps raise productivity, address climate change, improve public services and generate a prosperous, inclusive, healthy and secure society.

Engineering and Physical Sciences Research Council

EPSRC invests in world-leading research and skills to advance knowledge and deliver a sustainable, resilient and prosperous UK. Our diverse portfolio ranges from digital technologies to clean energy, manufacturing to mathematics, advanced materials to chemistry. We support new ideas and transformative technologies which are the foundations of innovations that improve our economy, environment and society. In partnership and co-investing with industry, we work to deliver both national and global priorities.

Innovate UK

Innovate UK drives productivity and economic growth by supporting businesses to develop and realise the potential of new ideas, including those from the UK’s world-class research base. We connect businesses to the partners, customers and investors that can help them turn these ideas into commercially successful products and services, and business growth.

Medical Research Council

MRC is at the forefront of scientific discovery to improve human health. Our scientists and clinical professionals tackle the greatest health problems facing humanity in the 21st century, from the rising tide of chronic diseases associated with ageing to developing new medicines to treat rare genetic disorders.

Natural Environment Research Council

NERC is the UK’s leading investor in environmental science. Our world-class research, skills and infrastructure solve major global issues such as the climate crisis and plastic pollution, and bring benefits to the UK, such as affordable clean energy, sustainable agriculture, clean air, and resilience.

Research England

Research England has responsibility for England-only universities in relation to research and knowledge exchange (KE) activities, we are focused on creating and sustaining the conditions for a healthy and dynamic research and KE system in England. The system works to complement similar systems across the Devolved Administrations, to ensure, as practicably as possible, system wide approaches are identified and implemented.

Science and Technology Facilities Council

STFC is a world-leading multi-disciplinary science organisation. Our research seeks to understand the Universe from the largest astronomical scales to the tiniest constituents of matter, and creates impact on a very tangible, human scale.

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UKRI Strategy

Our purpose – transforming tomorrow together

UKRI is the engine for the UK as a research and innovation powerhouse. We invest more than £8 billion each year on behalf of Government, leveraging expertise across all disciplines and sectors. We inspire and enable talented people to push the boundaries of discovery, support innovative businesses to grow and scale, and target solutions to national and global priorities.

Our strategy sets out how we will work with our many partners and stakeholders to foster an outstanding research and innovation system in the UK that drives economic, social, environmental and cultural benefits for all citizens, transforming tomorrow together.

Our principles for change – we will embed these principles across all our work, to drive change and create the conditions for an outstanding research and innovation system

Diversity of ideas, people, activities, skills, institutions and infrastructures advances knowledge, increases quality and creativity.	**Resilience** ensures the agility, capability, and flexibility needed to withstand shocks, deliver long-term goals and capture new opportunities.
Connectivity across disciplines, sectors and borders catalyses new ideas and approaches to deliver impact.	**Engagement** shapes research and innovation to reflect the needs, perspectives and motivations of diverse stakeholders and the public.

Our strategic objectives provide the framework for how we will achieve our vision and realise our principles, through world-class:

People and careers	Places	Ideas	Innovation	Impacts
Making the UK the most attractive destination for talented people and teams from the UK and around the world.	Securing the UK's position as a globally leading research and innovation nation with outstanding institutions, infrastructures, sectors and clusters across the breadth of the country.	Advancing the frontiers of human knowledge and innovation by enabling the UK to seize opportunities from emerging research trends, multidisciplinary approaches and new concepts and markets.	Delivering the government's vision for the UK as an innovation nation, through concerted action of Innovate UK and wider UKRI.	Focusing the UK's world class science and innovation to target global and national challenges, create and exploit tomorrow's technologies, and build the high-growth business sectors of the future.

Supported by a **world-class organisation** – making UKRI the most efficient, effective and agile organisation it can be.

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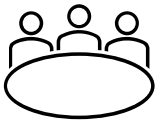
Denmark

Key features:
- Has domain-specific national level strategies
- Prioritises research together with Higher Education agencies
- Clearly picks its priorities and runs with them

System-enabling structures



Structures that support the science system:

- The **Danish Council for Research and Innovation Policy** (DFiR) (April 2024) provides the Minister of Higher Education and Science and others with independent and expert advice on research, technological development and innovation at system level. The responsibility of the Council comprises both the research policy and innovation policy advice.
- The **Ministry of Higher Education and Science**, bringing together core science, innovation and higher education functions across government.
- The **Danish Agency for Higher Education and Science** is an agency in the Ministry that handles grants for research, higher education and research-based innovation & State Educational Grant and Loan Scheme.
- A **National Forum for Quantum Technology** is being established to support broad collaboration between key players in the quantum field, i.e. about the strategic benchmarks in the strategy.
- **Independent Research Fund Denmark (Danmarks Frie Forskningsfond - DFF)** is the largest public fund for basic and independent research in Denmark. It funds basic research activities within all scientific areas. The foundation is segregated into five domain-specific councils.

https://ufm.dk/en/the-ministry/organisation/the-ministry
https://ufm.dk/forskning-og-innovation/rad-og-udvalg/tidligere-rad-og-udvalg/videnbaseret-innovation-i-verdensklasse/PSFPeerReviewoftheDanishknowledgebasedinnovationsystem.pdf

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National Strategy for investments in green research, technology, and innovation (2020)

How – Criteria for Green Missions?
- Green potential
- Business strengths and potentials
- Research strengths
- Partnership potential

What – Prioritised Green Missions
- Carbon capture and storage or utilisation
- Green fuels for transportation and industry
- Climate and environment-friendly agriculture and food production
- Recycling and reduction of plastic waste

Microsoft Word - Grøn forskningsstrategi_KOM_UK - 27.11.20.docx (ufm.dk)
Definition of green research, development and innovation within the framework of the Ministry of Higher Education and Science — English (ufm.dk)

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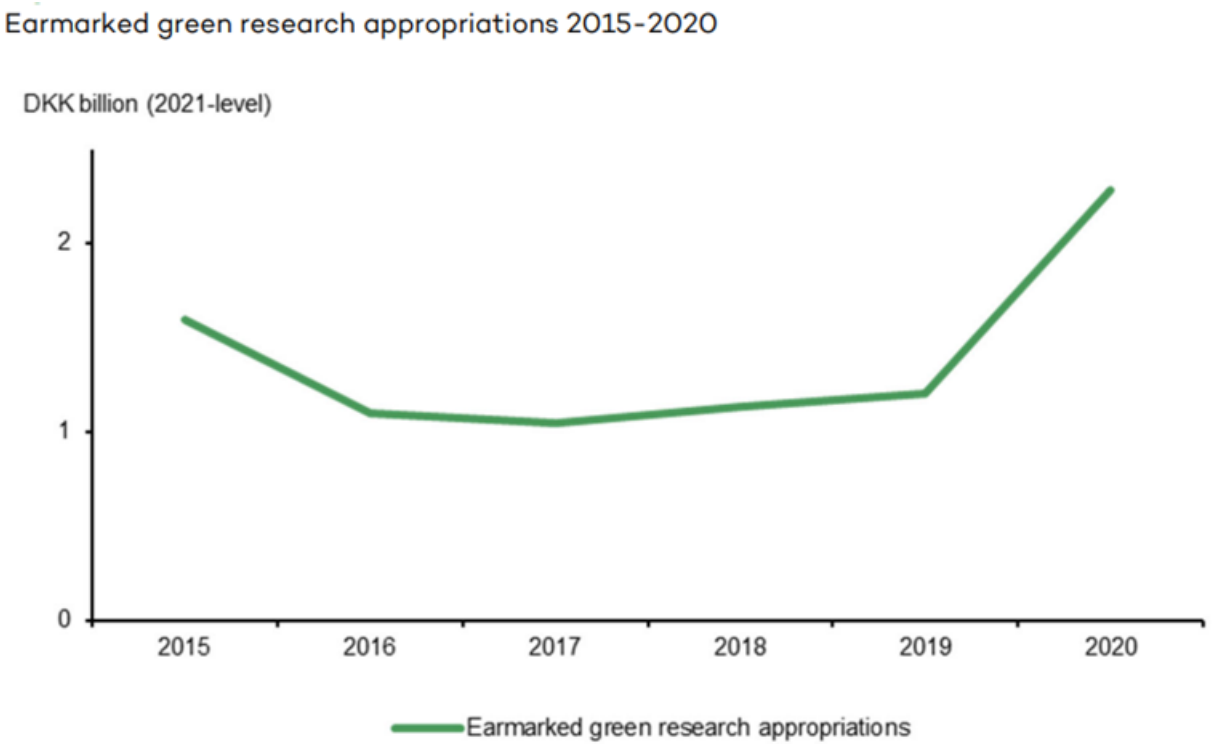
The government will maintain the level of the green research funds at least at the 2020 level, DKK 2.3 billion in the coming years.



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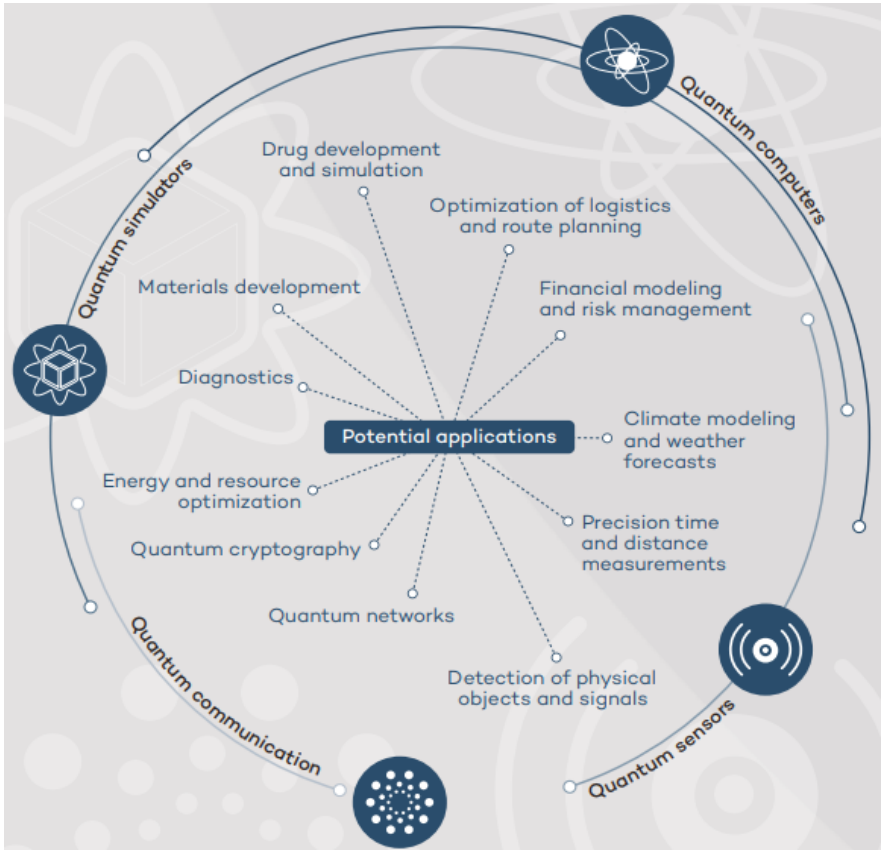
Denmark picks a winner and runs with it



https://ufm.dk/en/publications/2023/files/strategy-for-quantum-technology.pdf

Three key focus areas:

- Long-term and strategic investments in research and innovation
- International research and innovation collaboration
- Improving access to digital research infrastructure

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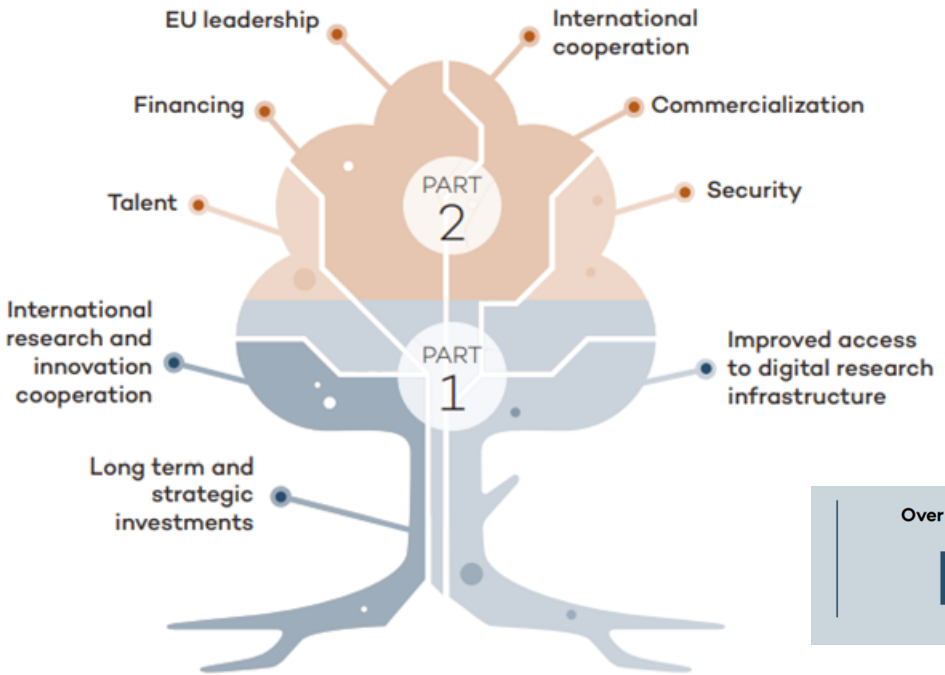
Strategy and implementation

The government is working to ensure that Denmark has the skills, researchers and labour that are needed for achieving its ambitions in t future.



Over the period 2023-2027, this will mean an allocation of

DKK 1 billion

Source: https://ufm.dk/en/publications/2023/files/strategy-for-quantum-technology.pdf

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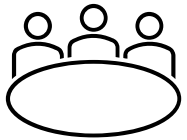
Finland

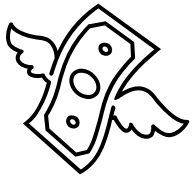
Key features:
- carefully chooses strategic technologies to lead it into the future
- sets a goal of raising its expenditure R&D to 4% of GDP by 2030
- Science policy is considered alongside education

System enabling structures

- The **Research and Innovation Council**, coordinates the development of Finland's innovation system. It's an advisory body chaired by the Prime Minister. It discusses key issues relating to the development of research and innovation policy that supports the wellbeing, growth and competitiveness. Its main purpose is to support the government in the development and coordination of long-term research and innovation policy.
- The **Ministry of Education and Culture** ensures the overall functioning of higher education and science in Finland. This Ministry is responsible for the planning and implementation of higher education and science policy, and it prepares the related statutes, national budget proposals and government decisions. The Ministry of Education and Culture also supports research, innovation and creative environments.



- The **Research Council of Finland** **is** a government agency within the administrative branch of the Finnish Ministry of Education and Culture. It funds high-quality scientific research. Provides expertise in science and science policy and strengthen the position of science and research.
- The **Ministry of Economic Affairs and Employment** is responsible for preparing and implementing Finland's innovation policy.
- **Business Finland** provides services include R&D funding, industry insights, networking opportunities, innovative programs, and ecosystems designed to drive innovation and growth



Research and innovation system - Research.fi

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Raising R&D expenditure to 4% of GDP

Funding for research and development

Budget for 2017, EUR million *)	
Universities	587,1
Universities of Applied Sciences	63,0
Academy of Finland	449,5
TEKES, Finnish Funding Agency for Technology and Innovation	322,2
State research institutes	195,2
Other research funding	165,5
University Central Hospitals	15,0

Total of EUR

1797,5 million

*) Allocations and the authority to issue them for research and development operations in the State budget 2017.

Source: Statistics Finland and the Ministry of Education and Culture

https://julkaisut.valtioneuvosto.fi/bitstream/handle/10024/80705/Brochure%202017.pdf

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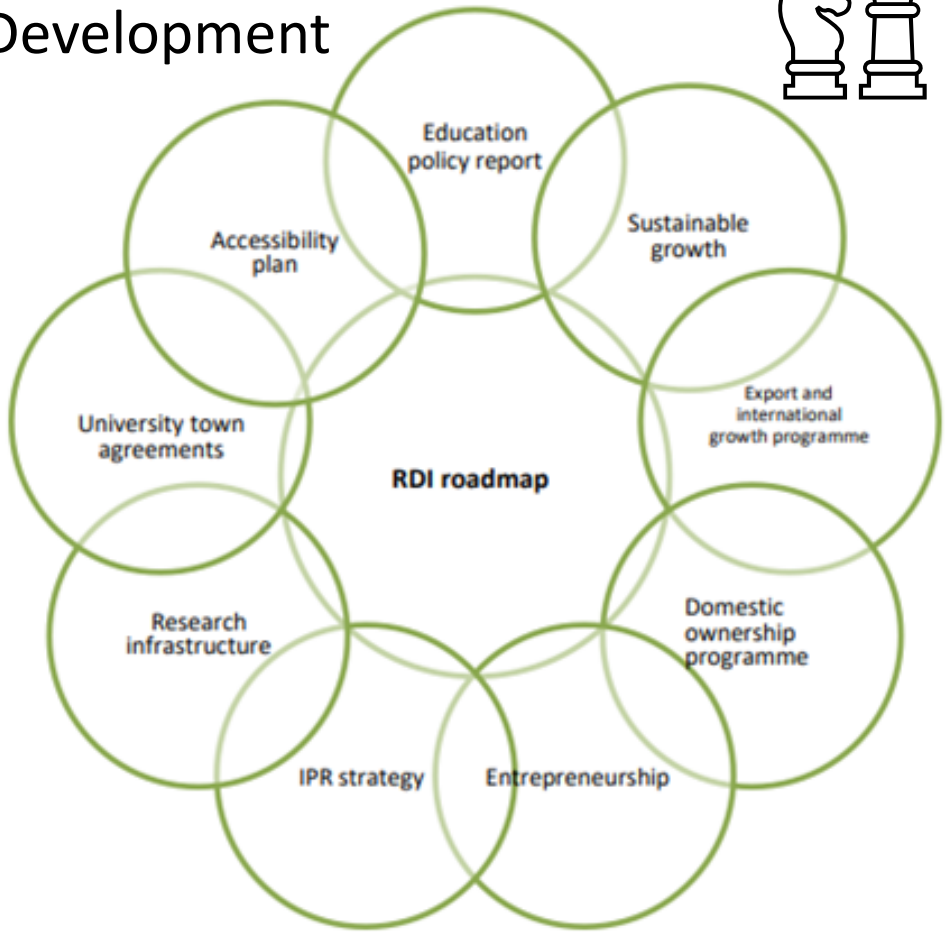
National Roadmap for Research, Development and Innovation (2020)

Solutions for a sustainable and developing society

- The roadmap consists of a set of measures to develop the RDI operating environment.
- The measures will strengthen competence centres and ecosystems, increase cooperation between R&D actors and diversify the role of the public sector as a driver and user of innovation activities.
- The roadmap identifies three interlinked strategic development areas: competence; a new partnership model; and an innovative public sector.



Research and innovation system - Research.fi
Kestävän ja kehittyvän yhteiskunnan ratkaisuja tuottava Suomi (okm.fi)

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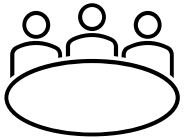
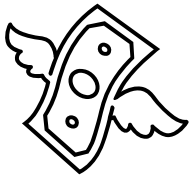
Australia

Key features:
- Separation of policy and funding advice (3 separate councils)
- Prioritisation occurs at various levels
- National Science and Research Priorities (2023)

Enabling structures for research prioritisation

- National Science and Technology Council (NSTC)
  - Peak advisory body to the Government and its policies
  - Chaired by the Prime Minister, with the Minister for Science as deputy chair, and Australia's Chief Scientist as the executive officer.
- Government Funding Agencies (Councils)
  - Australian Research Council (ARC)
  - National Health and Medical Research Council (NHMRC)
  - These are Australia's primary medical (NHCR) and non-medical (ARC) governmental research funding agencies
  - They use Research Priorities Panel to develop funding schemes, set strategic priorities and allocate resources.





Who does the Horizon scanning?

- Australian Council of Learned Academies' (ACOLA)
- Academic Think Tanks (e.g. Wentworth Group of Concerned Scientists)

snapshot_research_priorities_in_australia_march2019.pdf

STRATEGIC-SCIENCE-AND-RESEARCH-PRIORITIES_181214web.pdf (chiefscientist.gov.au)

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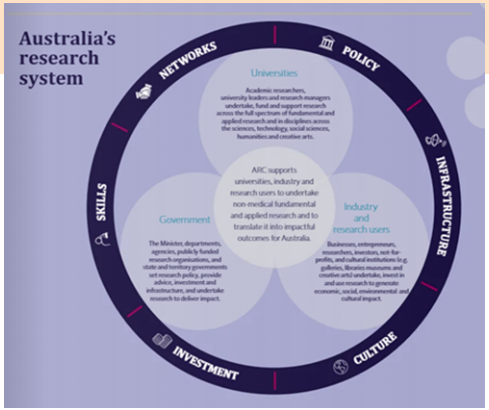
A multi-facet approach to prioritising at national scale

- National Research Priorities:
  - Serve as overarching themes to guide research investment and policy development.
  - Determined through consultation with government, industry and research stakeholders.
  - There to address major challenges facing the nation (e.g. health, environment, energy, advanced manufacturing).
- Strategic Research Initiatives:
  - Addressing specific research priorities or merging issues (e.g. targeted funding programmes, collaborative research centres, innovation hubs)
  - Examples: defence, cybersecurity, climate change adaptation

What to prioritise? Areas which…
- Australia exhibits research strength
- present opportunities
- establish Australia as a world leader
- areas of strategic priority
- relate to government science, research and innovation

snapshot_research_priorities_in_australia_march2019.pdf



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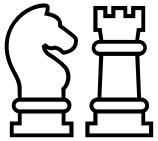
Australia 2030: Prosperity through Innovation (2017/2019)



This strategy (2017) made 30 recommendations that underpin five strategic policy imperatives:

1. Education: respond to the changing nature of work
2. Industry: ensure Australia's ongoing prosperity
3. Government: become a catalyst for innovation
4. Research and development (R&D): improve R&D effectiveness
5. Culture and ambition: enhance the national culture of innovation

Australian Council of Learned Academies' priorities (2019):

1. AI
2. Next generation agriculture
3. The internet of things
4. Data as a national asset
5. Use of technology in aged care
6. Conservation and environmental management of the ocean

snapshot_research_priorities_in_australia_march2019.pdf

Australia's draft National Science and Research Priorities (apo.org.au)

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Australia's draft National Science and Research Priorities (2023)

[Australia's draft National Science and Research Priorities (apo.org.au)]

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New Zealand

NZ's approach to prioritisation has been fragmented

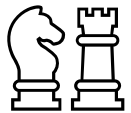
The National Science Challenges (2014-2024)

- Aimed to align and focus the science system, however this was not at the highest level of prioritisation across sectors
- They address major societal issues that required multidisciplinary research and innovation
- The process involved a number of phases:
  a. Engagement with the public, science sector and science users
  b. Analysis and prioritisation of potential Challenges by an independent panel of experts chaired by the Prime Minister's Chief Science Advisor
  c. Consideration and approval by Cabinet
- They were funded and administered by the Ministry of Business, Innovation and Employment

The **institutional set up** has been a form of prioritisation in the absence of a national cross-sector prioritisation.

In NZ, there have been several **sector-specific research strategies** at the national level

- Though these are at national level, these are not across sectors/domains, but within a portfolio (for example: Primary sector science roadmap, Environment & Conservation Science Roadmap, Aotearoa New Zealand Biodiversity Strategy)
- While these were intended to be at national level, because they are portfolio specific they don't prioritise across areas at a national level, instead they do within a specific portfolio.
- Some of these ran into funding and implementation challenges, as funding was not committed long term.



https://www.mbie.govt.nz/science-and-technology/science-and-innovation/funding-information-and-opportunities/investment-funds/national-science-challenges

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Summary

RESEARCH COUNCILS – A COMPARISON

	Australia	Singapore	UK	Denmark	Finland	Netherlands
Name	National Science and Technology Council (NSTC) - PM strategic advice council	National Research Foundation (NRF) The Research Innovation and Enterprise Council (RIEC) - PM strategic advice council	UK Council for Science and Technology (STC) – PM strategic advice council UK Research and Innovation Councils - Funding body	Danish Council for Research and Innovation Policy (DFiR) - PM strategic advice council	Research and Innovation Council - PM strategic advice council	Dutch Research Council (NWO) - (Funding council)
Members	Chaired by Chief Scientist of AUS. Eminent scientists, industry leaders and experts from various relevant fields (academia, industry, res. org., public sector)	NRF: Sits under the Prime Minister's Office and chaired by the PM. But it has a Board of distinguished members from academia, industry and government. The RIEC is chaired by Senior Minister. It comprises Cabinet Ministers & distinguished local and foreign members from business, science and tech communities.	STC - The members are senior figures from the fields of science, engineering and technology. 2 co-chairs: an Independent Co-Chair and the Government Chief Scientific Adviser (GCSA), who is appointed ex-officio. Appointed by PM UKRI Board is the primary decision-making body. They have a chair, CEO, council heads, and independent members.	Chairperson and council members (9-15 members appointed by the Minister) from academia, industry and public administration. Appointed based on expertise.	Consist of 4 Research Councils. Each council has a chair and members who are experts in their respective fields (appointed by the government)	Governed by and Executive Board with President, Vice-President, Secretary-General and members representing various scientific disciplines.
Function	Advisory body giving independent advice to the government. Deliberates on topics and prepares reports and recommendations.	Key agency that develops and coordinates research and innovation policies, strategies and funding. Has various committees and panels.	STC - Independent advice to the PM and government on the implications of science and research, engineering and technology. UKRI - Main public body responsible for directing research and innovation funding. Brings together 9 councils (they used to be separate before 2018). They do strategic planning, grant allocation and collaboration.	Advisory body that provides recommendations to the government on research and innovation policy (to advise the Minister for Higher Education and Science)	Governmental funding agency dedicated to supporting scientific research. Operates under the administrative branch of the Ministry of Education and Culture.	Operates under the auspices of Ministry of Education, Culture, and Science. Additionally, it has several scientific divisions and domains (each managed by its own board.
Autonomy	Operates as an autonomous advisory body (independent advice based on scientific advice and expertise). Reports are made public.	Part of the PM Office, high-level oversight and integration with national policy. But it uses a Board as its independent advice function. Agency for Science, Technology and Research (A*STAR) is the executor, it does the research and collaborates with industry	STC – Provides independent advice to govt and consists of senior members from industry. It is a non-departmental public body. UKRI - It's a non-departmental public body, with a degree of independence, though ultimately accountable to the UK government.	Independent advisory body, operating under the auspices of Min, but maintains a degree of autonomy in its operations and recommendation.	Operating under the Ministry, it maintains a degree of independence in its decision-making process. Funding decisions are based on peer review and scientific merit	Operates independently within the framework of policies set by the government. Funding decisions are based on peer review and scientific merit.
Kind of decision they make	No decision-making authority. Advice on development and implementation of policies and strategies relevant to science and tech issues.	Sets national direction for R&D and oversees significant funding programmes (e.g. Research, Innovation, and Enterprise Plans). Allocates competitive grants, strategic investment and scholarships (talent development)	UKRI - funding allocation, strategic priorities, policy development, and collaborative ventures	Type of decisions: research funding, policy development, international collaboration, and evaluation of research system.	Type of decisions: funding allocation, strategic planning & funding initiatives, international research collaboration, evaluation & monitoring, and policy recommendation	Types of decisions: research grant awards, strategic funding programmes, policy recommendation, and supporting international collaborations.

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High-level comparison of case study nations

	Australia	Singapore	UK	Denmark	Finland	New Zealand
Level at which decisions are made	National overarching	National overarching	National overarching	National sector level but focused at sector-level	National overarching	National sector focused on domains
Key national strategies and timeframe	National Science and Research Priorities set by the Department of Industry, Science and Resources Draft released in 2023, no timeframe attached	Research, Science and Enterprise Plans set the strategy (NRF and RIEC) 5-year timeframe: 2020-2025	UKRI strategy 2022 to 2027: transforming tomorrow together Now 5-year timeframe (used to change with each change of government)	National Strategy for Quantum Technology. Green solutions of the future. Both were set by Ministry of Higher Education and Science (2020-2050).	National Roadmap for Research, Development and Innovation (2020)	No overarching one National Science Challenges National Biodiversity Strategy Environment and Climate Change National Health Strategy
Who advises on R&D strategy	National Science and Technology Council (NSTC)	National Research Foundation (NRF) Research, Innovation and Enterprise Council (RIEC)	UK Council for Science and Technology (STC)	Danish Council for Research and Innovation Policy (DFiR)	Research and Innovation Council Advisory body chaired by the Prime Minister.	MBIE does science policy setting
Who makes funding priorities	Australian Research Council National Health Medical Research Council	Agency for Science, Technology and Research (A*STAR)	UK Research and Innovation Councils (UKRI) UKRI Board is the primary decision-making body, that brings together 9 councils.	Independent Research Fund Denmark Five councils: Humanities, Medical Sciences, Natural Sciences, Social Sciences, Technology and Production Sciences	Research Council of Finland and Business Finland. Operates under the administrative branch of the Ministry of Education and Culture.	Science Board advises MBIE. Members are appointed by Minister of Science Innovation and Technology. Health Research Council advises Ministry of Education and TEC

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