OXFORD POLICY ENGAGEMENT NETWORK (OPEN)
STRATEGY 2025–2030

FOREWORD
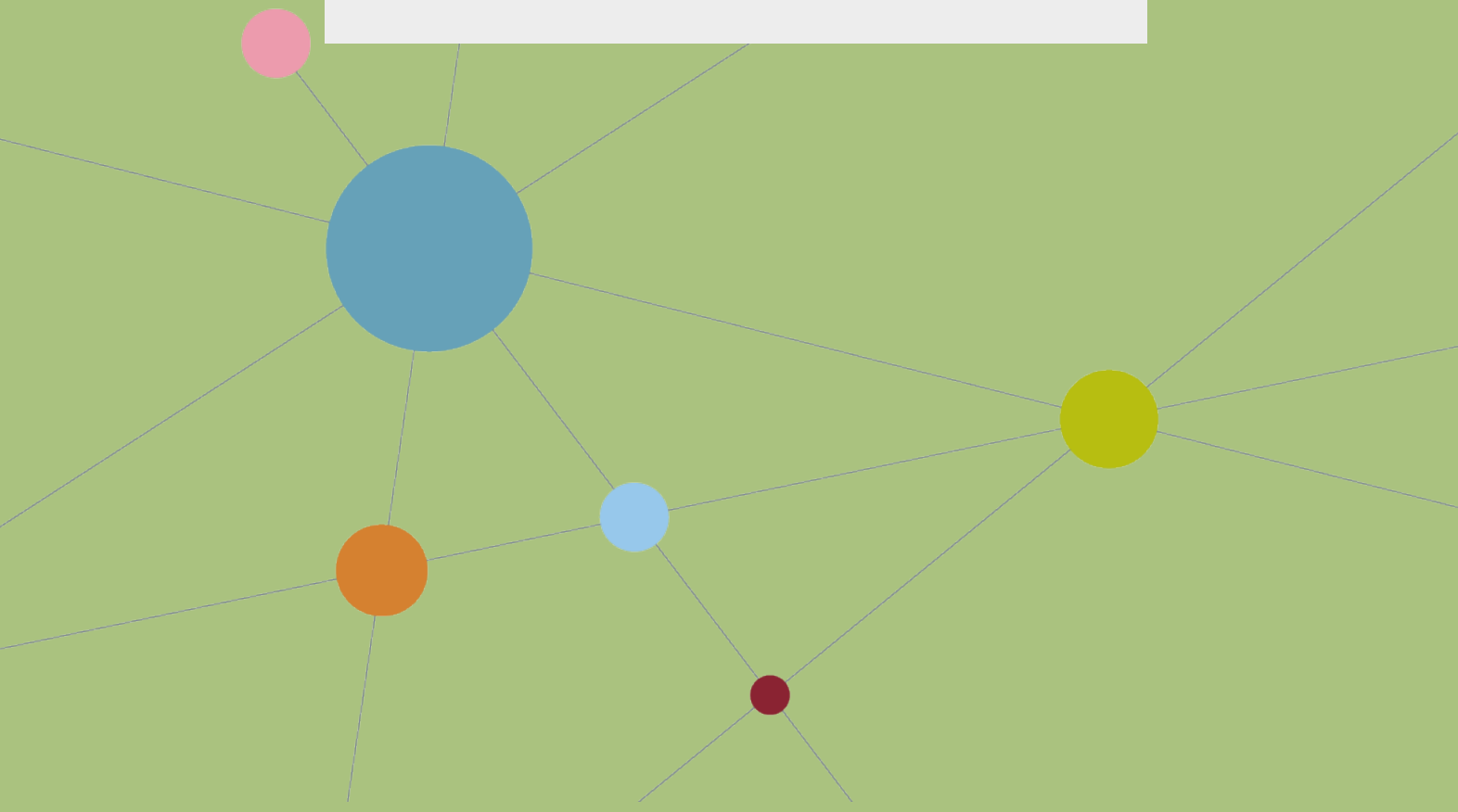
'The University of Oxford is committed to applying its world-leading research for public good; OPEN is key to catalysing connections and collaborations between researchers and policymakers to improve public policy and tackle local, national and global challenges.'

Vice-Chancellor, Professor Irene Tracey, CBE, FRS, FMedsci

The Oxford Policy Engagement Network (OPEN) exists to enable research and policy professionals to join forces in shaping public policy that protects what is valuable and changes the world for the better. Since its launch in 2020, the network has grown to include research professionals and students in more than 50 departments and faculties, as well as policy professionals in Oxford, across Whitehall and the UK, and around the world.

We remain committed to our original vision of public policy informed by the world's best available research evidence and expertise. The very best research – from across the humanities, the life, mathematical, medical, physical and social sciences – helps to identify, clarify, and tackle the challenges that face us, and to seize opportunities. OPEN serves as a catalyst for this, providing opportunities and resources for research and policy professionals to learn from each other, to develop relevant skills, and to work together.

In this strategy we want to build on the strong foundations of OPEN's first 4 years, made possible by funding from Research England. I'm grateful to all those who have helped lay these, including colleagues on the Steering Group and in the Policy Engagement Team, the research and policy professionals who have taken part in our projects and programmes, as well as those who have offered reflections and recommendations which have shaped our thinking.

This new strategy sets out OPEN's ambitions for the next 5 years: to make better use of the expertise and insights of policy professionals; to create an environment, culture, and infrastructure across the University that supports engagement as well as it supports research, especially by lowering systemic barriers; to improve access to, and uptake of resources and opportunities; and to broaden our funding base. It also sets out the values we want to bring to implementation. Delivering on this strategy isn't only about individual teams or researchers, vital as they are, but also about systemically creating a university environment which allows policy engagement to flourish and grow, in order that our research can be as impactful as possible.

As academic champion for policy engagement, I can see first-hand the extraordinary range of impacts that arise from effective engagement between Oxford's researchers and policy professionals: it strengthens policy design and implementation, and improves the quality and utility of our research, without compromising our academic independence or integrity. So, please accept this strategy as an open invitation to get in touch with the Policy Engagement Team, whose details can be found on page 17, and to get involved.

Jacqueline Broadhead
Chair, OPEN Steering Group
Academic Champion for Policy Engagement

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We think of **policy engagement** as an umbrella term, referring to the various ways in which research and policy professionals connect and collaborate in the public interest. We use the term **research professional** to include researchers and professional services staff, and **policy professional** to include those in devolved or national assemblies, civil services, statutory bodies, multilateral organisations, as well as think-tanks and other civil society organisations with a policy-relevant mission.

OUR VISION

Public policy powered by the world's best available research evidence and expertise

OUR MISSION

To enable research and policy professionals to join forces in shaping public policy that protects what is valuable and changes the world for the better

OUR AIMS

To make more of policy professionals' expertise

Many research professionals want to learn what policy professionals already know: how governments work, how they use research and other evidence, and how policy is made. We need to make more of this expertise to engage more effectively.

Better access to opportunities and resources

OPEN makes it easier for us to reach beyond 'usual suspects' when it comes to sharing opportunities and resources for learning and engagement. Yet access and uptake remain patchy.

A more supportive system

We need to create an environment, culture, and infrastructure across the University that supports engagement as well as it supports research, especially through lowering systemic barriers to engagement.

A broader, more sustainable funding base

We are increasingly able to offer funders a compelling and distinct value proposition, and to offer a range of opportunities to support our work. A more sustainable funding base will be key to scaling up support for responsible, challenge-led collaboration.

OUR VALUES

Integrity

We engage in the public interest and are committed to identifying and resolving any conflicts of interest. We aim to ensure that rigorous research of the highest quality and responsible engagement clarifies, or expands, the range of options open to policy professionals. We operate independently of any political affiliations and do not take collective positions on issues of public policy.

Equity, diversity and inclusion

We recognise the importance of diversity – including that of approach, background, experience, expertise, and identity – in generating more significant policy questions, more relevant evidence, and a wider range of feasible policy options. We are committed to identifying and removing barriers to accessing opportunities and resources, and engaging in ways that are as fair and inclusive as possible.

Complementarity

We aim to recognise, complement, and add value to the activity and achievements of others at Oxford and elsewhere. We look for synergies to make the most of scarce resources (including time), and to minimise duplication of effort and inadvertent competition.

Openness and sharing

We are curious, and keen to learn from our own and others' experience, as well as from advice and feedback. We are committed to improving our approaches to monitoring, evaluation and learning, and to sharing what we learn.

Collaboration and partnership

Many of us are passionate advocates for specific policies or outcomes. We are nonetheless convinced that benefit – to research, policy, and practice – is more likely to come from engagement that enables co-design, collaboration and co-production.

CONTINUITY AND CHANGE

Since adoption of our first strategy, we have seen continuity and change. Several global policy challenges, such as those related to health, climate, and biodiversity, have persisted and, in some cases, worsened. New ones, such as those related to more widespread use of artificial intelligence, have appeared. Conflicts around the world have killed thousands and displaced millions. Alongside other factors, these have contributed to wider economic instability, including supply-chain interruptions and levels of inflation unseen in some countries for decades. In the UK, local authorities have had fewer resources to deal with increased demand for social care and other essential services. Crises have been overtaken by 'polycrises' and subsumed into a 'permacrisis', and many have come to see uncertainty and volatility as a new normal.

To enable better use of research evidence and expertise in response to these challenges, policymaking institutions have further developed and embedded relevant systems and processes. For example, the Secretary-General of the United Nations has appointed a new Scientific Advisory Board.

The mandate of the Scientific Advice Mechanism to the European Commission has been widened to include issues relevant to the European Parliament and Council of the European Union. In the UK, the Government Office for Science (GO-Science) has made departments' Areas of Research Interest (ARIs) more navigable by researchers and published an interactive map of scientific advisory bodies; more departments have started publishing ARIs; and Parliament, some of its committees, and some regulators have followed suit. The former head of GO-Science and Government Chief Scientific Adviser, who championed the use of science in government, has been appointed Minister of State for Science.

Meantime, levels of interest in policy engagement among UK higher education institutions (HEIs) have soared: Oxford is one of more than 100 HEIs in the Universities Policy Engagement Network (UPEN). This increases the potential for better use of research evidence in policy — but also the risk of competition, and consequent waste of time, attention, and other resources.

Research England has established the Policy Support Fund, which has been key to the development of OPEN. It has continued support for university coalitions, such as Capabilities for Policy Engagement, funded place-based partnerships such as the Yorkshire and Humber Policy Engagement and Research Network, and invested in UPEN.

Governments and policymakers have remained among the most frequent beneficiaries found in Impact Case Studies submitted to the Research Excellence Framework (REF). Pending further clarification, it seems likely that engagement and impact will remain at least as important in REF 2029 as they were in REF 2021, and be measured by an explanatory statement on wider contribution, as well as case studies. Some have suggested that there will no longer be such an emphasis on 'individual star policy engagement academics'.[1]

International Pandemic Sciences Conference 2024
© Oxford Atelier / Pandemic Sciences Institute

In Oxford, the Vice-Chancellor has raised the profile of local and global engagement, and appointed a Local and Global Engagement Officer, sparking initiatives such as a new Local Policy Lab. The University, divisions, and departments have created new posts to lead and support policy engagement, including that of Academic Champion for Policy Engagement. New interdisciplinary, policy-focused initiatives and institutes, such as the Agile Initiative, Pandemic Sciences Institute, What Works Centre for Global Education, and ZERO Institute, have been launched.

OPEN's first strategy supported a fivefold increase in membership. We have continued to support brief visits by policy professionals to Oxford; appointed 25 more OPEN Fellows; supported other policy-focused networks; and raised the profile of engaged research through University-wide networking and showcasing events. A new OPEN Leaders scheme enabled research professionals in 13 departments in all four academic divisions to pursue the strategy at departmental level. A new OPEN Seed Fund has helped kick-start or deepen short-term collaborations, and a new Public Policy Challenge Fund has supported longer-term partnerships. A new peer mentoring scheme enabled researchers and policy professionals to learn from and support each other.

In less than four years, OPEN has enabled engagement between researchers across Oxford policy professionals in Oxfordshire, across the UK, and around the world. A small selection of case studies can be found on the following pages.

1. Breckon, J., Hasenfuss, J., & Jowett, L. (2024, July 4). Growing a university policy engagement function; towards better models, methods, and measures of success. https://doi.org/10.25398/rd.northumbria.25776915.v1

OPEN Showcase 2022: panel discussion on peacekeeping research, policy and practice

OUR IMPACT...

To date, OPEN has facilitated engagement between research professionals in more than 40 departments at Oxford and policy professionals in more than 100 organisations, in and outside the UK. The figure below shows the diversity of research disciplines and policy areas in which they work. The following pages illustrate some of the ways in which OPEN is shaping policy and practice, building capacity, and deepening relationships - as well as nurturing new ones.
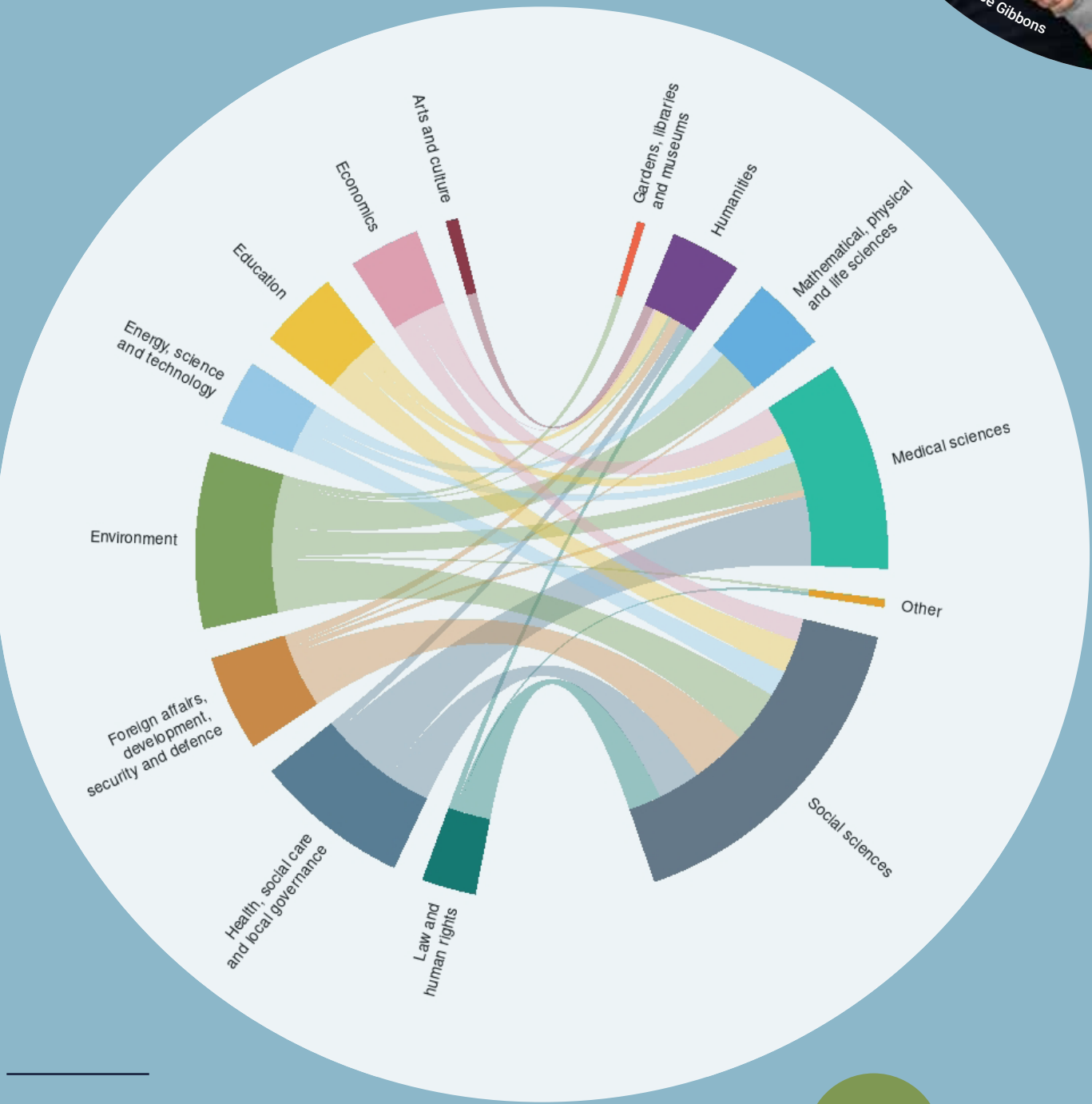
© Grace Gibbons

'Scaling up of car-sharing models can contribute to decarbonisation and, particularly in rural areas where public transport is less viable, tackling social inclusion concerns. Seed funding from OPEN enabled a collaboration with the County Council and car clubs across Oxfordshire to better understand how car clubs, especially those providing electric vehicles, can achieve such goals and remain commercially viable.' **Dr Hannah Budnitz, Research Associate in Urban Mobility, School of Geography and the Environment**

'We're always interested in connecting with academia and developing cross-sectoral partnerships. We're now developing a car club strategy for the county to help achieve our decarbonisation goals.' **Jenny Figueiredo, EV Charging Projects Manager, Oxfordshire County Council**

'In the wake of the pandemic, allocation of healthcare resources across patient groups requires a robust ethical framework of the kind we have developed through this collaboration. This has the potential to shape outcomes across the South-East region and beyond.' **David Clayton-Smith, Chair, Thames Valley Priorities Committee (2019-2022)**

'This project sparked a wider collaboration with NHS commissioners, healthcare providers, and patient and policy organisations, aimed at tackling overlooked inequalities in treatment for people at different life-stages.' **Dr Sapfo Lignou, Senior Researcher in Bioethics, Oxford Population Health**

'The County Council created the Oxford Community Research Network (OCRN) to facilitate collaboration between local communities, councils, academic institutions and health services to address local issues. My OPEN Fellowship with the Council aimed to increase the impact of local community-led and community-engaged research on public health policy to reduce health disparities within Oxfordshire.' **Dr Joanna Crocker, Senior Researcher in Patient and Public Involvement and Engagement, Nuffield Department of Primary Care Health Sciences**

'Joanna's recommendations are being used to directly guide the OCRN's next steps, which will enable us to understand and tackle the health issues that matter to local communities much more effectively.' **Dr Adam Briggs, Deputy Director of Public Health, Oxfordshire County Council**

Chord diagram labels:
- Arts and culture
- Economics
- Education
- Energy, science and technology
- Environment
- Foreign affairs, development, security and defence
- Health, social care and local governance
- Law and human rights
- Social sciences
- Other
- Medical sciences
- Mathematical, physical and life sciences
- Humanities
- Gardens, libraries and museums

'Our partnership aimed at improving the quality and accountability of decision-making in UK trade policy. Working with a wide range of stakeholders, we developed a vision for UK trade policy to help deliver an economy that is prosperous, fair, and green, and guided by the long-term interests of UK citizens. The work inspired me to co-found the Trade and Public Policy Network (TaPP) Network, which has become a go-to place for policy professionals looking for experts on UK trade policy.' **Dr Emily Jones, Associate Professor of Public Policy, Blavatnik School of Government**

'The creation of the TaPP Network has been a game-changer in opening up a space for stronger cross-sector dialogue to foster innovative and joined up policy solutions and ensure trade benefits everyone.' **Chris Southworth, Secretary General, International Chamber of Commerce United Kingdom**

© Blavatnik School of Government

© Sarah Jones

'The Indian Ocean is a major conduit for trade and energy, and its littoral states account for more than a third of the world's population and almost a fifth of global GDP – but they face significant maritime insecurity. OPEN kick-started my collaboration with the Indian Ocean Commission (IOC) through a Fellowship – an experience I drew on during a subsequent secondment to the Foreign, Commonwealth and Development Office. I was delighted to secure an award from the Public Policy Challenge Fund to resume collaboration with the IOC, including on strengthening local ownership of maritime governance and reduction of maritime crime.' **Dr Kate Sullivan de Strada, Associate Professor in the International Relations of South Asia, Oxford School of Global and Area Studies**

'When we heard via the weekly OPEN Alert about the chance to pitch ideas for an inquiry to the House of Commons Environmental Audit Committee, we proposed one into policy gaps affecting the UK's resilience to rising temperature levels.' **Dr Nicole Miranda, Senior Researcher in Sustainable Cooling, Department of Engineering Science, 2019-2022**

'We were delighted to serve as specialist advisers for this inquiry, and urge the Government, which committed to the UN's Global Cooling Pledge at COP28, to act on its findings.' **Dr Radhika Khosla, Associate Professor, School of Geography and the Environment**

'Although government hasn't yet committed to further action, our report clearly demonstrates the need for a rigorous National Heat Resilience and Sustainable Cooling Strategy.' **Rt Hon Philip Dunne, Chair, Environmental Audit Committee (2020-24)**

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'Better use of data collected by rangers has enormous potential to help the Zimbabwe Parks and Wildlife Management Authority (ZimParks) tackle elephant poaching, so it has been thrilling to see the recommendations that came from my OPEN Fellowship implemented by ZimParks. The Fellowship also catalysed collaborations to curb rhino poaching in South Africa.' **Dr Tim Kuiper, Postdoctoral Fellow, Department of Biology (2021)**

'We gained valuable research insights from our collaboration with Tim and have used the project as a template for future international research collaborations.' **Roseline Mandisodza-Chikerema, Chief Ecologist, ZimParks**

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@Lawrenta Igoh

'In March 2023, funding from OPEN and the ESRC Impact Acceleration Account enabled us to host a bespoke workshop at Oxford for language policy professionals from across Whitehall, as well as researchers from several relevant departments and faculties to discuss policy priorities and evidence needs.' **Dr Arlene Holmes-Henderson, Senior Research Fellow, Faculty of Classics (2014-23)**

'This workshop sparked the work I'm now doing with the DfE aimed at improving modern foreign language education across England in the framework of an OPEN Fellowship.' **Jieun Kiaer, Professor of Korean Linguistics, Faculty of Asian and Middle Eastern Studies**
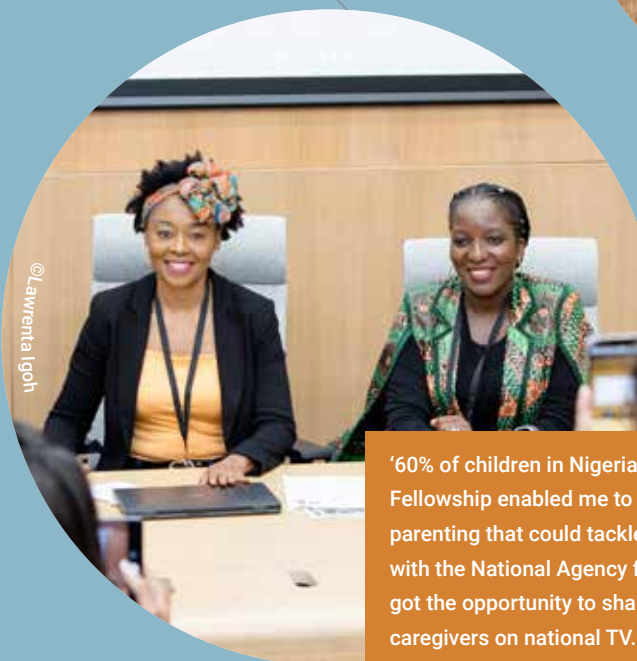
'60% of children in Nigeria experience some form of violence. An OPEN Fellowship enabled me to work with policy partners to explore a policy on parenting that could tackle violence against children. Through a partnership with the National Agency for the Prohibition of Trafficking in Persons, I also got the opportunity to share parenting tips with millions of parents and caregivers on national TV. Participation in OPEN's Peer Mentoring Scheme has since helped me consider how my team's evidence and expertise might be useful to UK policy professionals.' **Dr Isang Awah, Head of Advocacy, Global Parenting Initiative**

'The collaboration has opened our eyes to the need to have sustainable parenting programmes. We hope that this strategic partnership will result in improved parenting support provision and services.' **Professor Fatima Waziri-Azi, Director General, Nigeria Anti-Human Trafficking Law Enforcement Agency (2021-24)**

@Danica Kuiper

OUR AIMS

1. To make more of policy professionals' expertise

Many research professionals want to learn what policy professionals already know: how governments work, how they use research and other evidence, and how policy is made. Some departments at Oxford have found ways to tap into this expertise to inform institutional and individual approaches to engagement; OPEN has complemented this with initiatives such as the Peer Mentoring Scheme. There is, however, appetite and scope to do more.

By 2030 we will have

- **Created new ways for policy professionals to engage with the University, and supported uptake of these**

- **Improved communication of these and other opportunities.**

Next steps include:

- Launching an OPEN Visiting Fellowship for policy professionals

- Establishment of a biennial OPEN Forum as a platform for research and policy professionals to explore pressing policy challenges

- Expanding the involvement of policy professionals in advising on implementation of this strategy, including allocation of OPEN funding, and in delivery of specific initiatives

- Inviting policy professionals involved in OPEN programming to join the network

- Launching a regular newsletter for policy professionals, tailored to their interests and preferences.

In April 2024 the Academic Champion launched a consultation to inform this strategy, to which more than 100 research and policy professionals responded. We include here some of their reflections and recommendations, as well as aggregated data from survey responses.

53% of research professionals identified 'How does the policymaking process take place in the area of my interest?' as one of the things they most wanted to learn.

55% of policy professionals expressed interest in advising on approaches to engagement. More than one in three expressed interest in participating in challenge-led workshops; short-term collaboration; conferences; webinars; and online briefings led by expert researchers.

'[Research] is very good at diagnosing problems [but] proposes obvious solutions, such as 'more collaboration' or 'more investment'. Rarely does it understand why solutions aren't already happening. This often comes from a lack of understanding how government works.'
Middle manager, UK central government

OPEN Showcase 2022: masterclass on engaging with Parliament

2. A more supportive system

We aim to create an environment, culture, and infrastructure across the University that supports engagement as well as it supports research, especially through lowering systemic barriers to engagement.

By 2030 we will have

- **Improved reward and recognition of excellence in policy engagement**

- **Strengthened leadership and support in departments and faculties, including through creation of new roles, teams, co-ordination mechanisms and other processes**

- **Developed a more widely shared understanding across the University of the scope and value of policy engagement**

- **Made people and evidence easier to find**

Next steps include

- Inclusion of policy engagement and impact in the University's annual Recognition of Distinction exercise, the planned Academic Career & Reward Framework, and at least six academic or academic-related generic job descriptions

- Creation of a searchable online directory of OPEN members

- Mapping the supporting infrastructure for policy engagement at the University, collating examples of good practice at Oxford and elsewhere, and sharing these

- Supporting senior departmental leadership in making the most of OPEN Visiting Fellows' expertise.

68% of research professionals indicated that their department or unit did not really reward or recognise policy engagement competences and achievements, or only on an ad hoc basis, and that this was an area for development. Policy professionals, too, highlighted the importance of this.

'Policy [engagement] and impact are considered in recruitment and promotion decisions in some parts of the University. This should ideally be extended to all parts of the University to unlock its full potential.'
Mid-career researcher Social Sciences Division

36% of research professionals indicated that few, if any, of their leadership team served as champions for policy engagement, and that this was an area for development.

31% of research professionals indicated that in their department or unit there was little shared understanding of what policy engagement was, and made little or no reference to it in mission statements or strategies, and that this was an area for development.

Participants in OPEN Peer Mentoring Scheme (2024)

3. Better access to opportunities and resources to learn and engage

This is fundamental to realising our vision. We have created opportunities and resources for learning and development, contributed to others, and made these and others widely available. OPEN makes it easier for us to reach beyond any 'usual suspects' when it comes to sharing opportunities for learning, and for engagement. Use of lotteries alongside peer review in allocating OPEN funding has contributed to greater equality of access to resources. Yet access and uptake remain patchy.

By 2030, we will have

- **Simplified our internal funding processes**
- **Strengthened capacity in divisions and departments to lead delivery of core training**
- **Created more avenues for research and policy professionals to learn from each other**
- **Developed a framework to collect and analyse diversity data to improve access to opportunities and resources for underrepresented groups**
- **Improved our monitoring, evaluation, and learning.**

Next steps include:

- Consolidation of tools and resources and launch of a programme to enable research professionals in divisions and departments to lead delivery of core training
- Expansion of the OPEN Peer Mentoring Scheme and evaluation of the coaching offer launched in 2024
- Reducing the number of OPEN funding schemes, increasing the regularity of calls, and making more nuanced use of lotteries in making awards
- Developing a framework for collection and analysis of diversity data, and using this to improve access for underrepresented groups
- Improving our monitoring, evaluation, and learning, and sharing more, including in an annual report.

33% of research professionals indicated there were few, if any, opportunities in their department or unit to develop their understanding of policy engagement or related skills, or that these existed only for some, and that this was an area for development

OPEN Fellow Dr Hollie Booth conducting fieldwork in Aceh
© M Said Ramdlan

4. A broader, more sustainable funding base

Research England's Higher Education Innovation and Policy Support Funds have been key to the establishment of OPEN.

By 2030, we aim to have diversified our funding base, offering other funders a compelling and distinct value proposition, and a range of opportunities to support our work, especially responsible, challenge-led collaboration.

Next steps include:

- Preparation and pursuit of a discrete fundraising strategy
- Creation of print and digital assets to support the strategy.

Professor Christl Donnelly, Academic Champion for Policy Engagement (2022-24) with Professor Helen Margetts, Oxford Inside Out (2023) © Plastic Goldfish

OUR STEERING GROUP

The OPEN Steering Group advises on strategy, planning, allocation of funding, and evaluation. The group is chaired by the Academic Champion for Policy Engagement, includes representatives of academic divisions and colleges, and meets once a term.

Professor Leon Feinstein
Director, Rees Centre,
Department of Education

Jacqueline Broadhead (Chair)
Co-Director, Centre on Migration, Policy and Society, School of Anthropology and Museum Ethnography

Baroness Royall of Blaisdon
Principal, Somerville College

Professor Marian Knight
Director, National Perinatal Epidemiology Unit, Oxford Population Health

Professor Alexander Betts
Local and Global Engagement Officer, Vice-Chancellor and Registrar's Office

Dr Isang Awah
Head of Advocacy, Global Parenting Initiative, Department of Social Policy and Intervention

Dr Pek Kei (Becky) Im
Wellcome Career Development Fellow, Oxford Population Health

Dr Alice Norton
Lead of PSI Policy and Practice Research Group, Centre for Tropical Medicine and Global Health, Nuffield Department of Medicine

Professor Dame E.J. Milner-Gulland
Director, Interdisciplinary Centre for Conservation Science, Department of Biology

GOVERNANCE

The Policy Engagement Team will lead implementation of this strategy, in collaboration with communications, research and impact support teams in departments and divisions, and the Development Office, Human Resources, Public Affairs Directorate, Research Services, and other units in University Administration and Services.

The OPEN Steering Group, which includes representatives from all four academic divisions, as well as colleges, will advise on and support implementation. This strategy has been approved by the University's Research and Innovation Committee.

HOW TO GET INVOLVED

To explore current opportunities to get involved, check out our web pages, follow us on social media, or get in touch with the Policy Engagement Team using the contact details below.

Our team works with the University's divisions, departments and other units to

- Broker connections and engagement between research and policy professionals

- Connect OPEN members with each other and with opportunities for engagement

- Develop and deliver learning and development programmes and resources

- Offer advice and guidance, including on different ways of engaging

- Share lessons learned and showcase engagement.

We also manage the OPEN Seed Fund and Fellowships, and the Public Policy Challenge Fund.

We welcome enquiries from individuals and organisations who share our values and are interested in supporting our mission.

www.ox.ac.uk/open | @oxpolicyengaged | researchandpublicpolicy@admin.ox.ac.uk

OPEN is part of a wider ecosystem at the University that supports engagement between research professionals and those in the public and private sectors, as well as in civil society. Find out more at www.ox.ac.uk/research/engage-with-us.

Policy Engagement Team © Fisher Studios

OPEN has supported engagement involving research and policy professionals from the following organisations:

From the University: Blavatnik School of Government | Department for Continuing Education | Department of Biology | Department of Computer Science | Department of Economics | Department of Education | Department of Engineering Science | Department of International Development | Department of Paediatrics | Department of Physics | Department of Politics and International Relations Department of Primary Care Health Sciences | Department of Psychiatry | Department of Social Policy and Intervention Department of Sociology | Department of Zoology | Faculty of Asian and Middle Eastern Studies | Faculty of Classics | Faculty of Law Faculty of Philosophy | Faculty of Theology and Religion Humanities Divisional Office | Gardens, Libraries and Museums Museum of Natural History | Nuffield Department of Clinical Medicine | Nuffield Department of Clinical Neurosciences | Nuffield Department of Population Health | Oxford Internet Institute | Oxford Department of International Development | Oxford School of Global and Area Studies | Radcliffe Department of Medicine | School of Anthropology and Museum Ethnography | School of Geography and the Environment

From the UK: Alzheimer's Research UK | Armagh City, Banbridge and Craigavon Borough Council | Association for School and College Leaders | Brighton and Hove City Council | Cabinet Office Chatham House | China Research Group | Churches Conservation Trust | Community Health Services Directorate, NHS England Crown Prosecution Service | Department for Business and Trade Department for Business, Energy and Industrial Strategy Department for Education | Department for Energy Security and Net Zero | Department for Environment, Food and Rural Affairs Department for International Trade | Department for Levelling Up, Housing and Communities | Department for Science, Innovation and Technology | Department for Transport | Department for Work and Pensions | Department of Business and Trade | Department of Health and Social Care | Different Strokes | Environment Agency Foreign, Commonwealth and Development Office | Good Food Oxfordshire | Government Office for Science | Health Education England Genomics Education Programme | HM Revenue and Customs | HM Treasury | Home Office | Institute of Art and Law

International Chamber of Commerce United Kingdom | Labour Foreign Policy Group | Marine Management Organisation | Mental Elf Microgeneration Certification Scheme | Ministry of Defence Ministry of Justice | National Institute for Health and Care Excellence | National Institute of Economic and Social Research National Savings and Investments | Natural England | NatureScot NHS Horizons | NHSx | Nuffield Council on Bioethics | Nuffield Trust Office for Rail and Road | Office for Students | Ofgem | Oxford City Council | Oxfordshire County Council | Parliamentary Office of Science and Technology | Public Accounts Committee | Scottish Government | Thames Valley Priorities Committee | The British Transplantation Society | The Death Penalty Project | The Office of Health Improvement and Disparities, Department of Health and Social Care Trees for Life | UK Health Security Agency | Voice 21

From around the world: British Embassy, Tel Aviv | Centre for Bhutan and Gross National Happiness Studies, Royal Government of Bhutan Department for Environment and Sustainable Development for Fernando de Noronha, Brazil | European Society of Intensive Care Medicine | Federal Ministry of Health (Nigeria) | Greek Council for Refugees | Health Committee of the Federal Chamber of Deputies (Mexico) | Heinrich Boll Foundation | Indian Ocean Commission Institute for Health Sciences (Brazil) | International Forum for Environment, Sustainability and Technology (iForest) | International Union for Conservation of Nature | Istanbul Investment Agency, Istanbul Metropolitan Municipality | Kenya Climate Innovation Center | Malaria CSO Platform | Marine and Fisheries Agency (Dinas Kelautan dan Perikanan), Aceh Jaya Regency, Indonesia | Mexican Chamber of Deputies | Ministry of Health (Seychelles) | National Assessment and Examinations Center, Ministry of Education, Science and Youth (Georgia)
National Democratic Institute (USA) | Private Office of the President (Republic of South Africa) | Tunisian Centre for Research, Studies, Documentation and Information on Women | UN Environment Programme World Conservation Monitoring Centre | United Nations Educational, Scientific and Cultural Organization | United Nations Children's Fund | United Nations Academic Impact | USAID Resilient Waters | World Bank World Health Organization | World Wildlife Fund-Pakistan | Zimbabwe Parks and Wildlife Management Authority

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