

Identifying and solving governance challenges in:

**Cross-sectoral,
Multi-organisation,
Inter-disciplinary**

Research and Development (R&D)

* Drawing on my 15 year experience as a CEO in
Australia's 'Cooperative Research Centre' (CRC) Program

ECONOMIC
SECTOR

Water

Energy

Food

BUSINESS
SECTOR

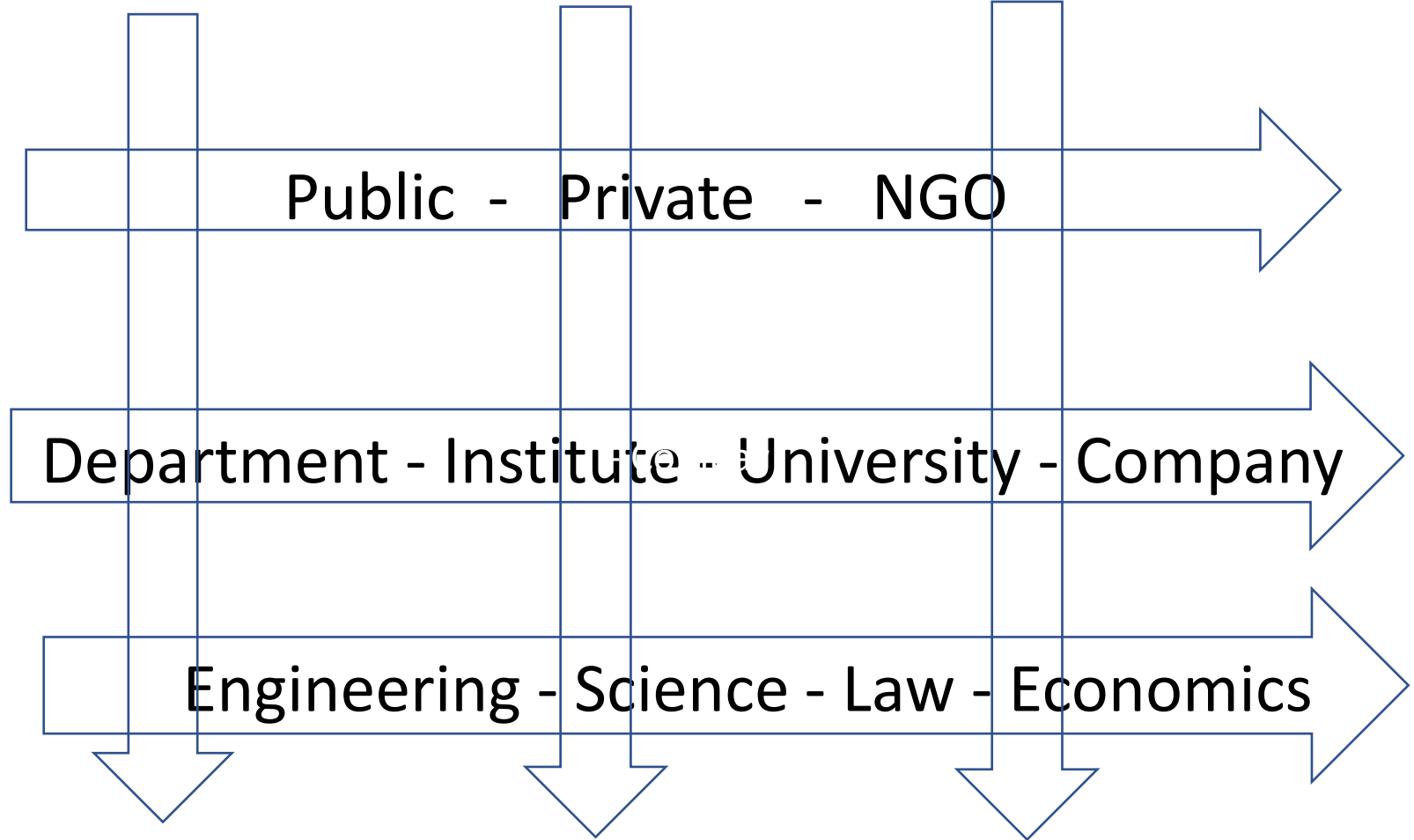
Public - Private - NGO

ORGANISATION

Department - Institute - University - Company

DISCIPLINE

Engineering - Science - Law - Economics



Strategic Objectives:

- Bringing all actors together to **jointly solve** complex R&D problems
- To ensure R&D **addresses actual needs** in policy, management or on-ground application
- Open **sharing and adoption** of knowledge and technologies

"Create and operate the most effective partnership or 'meta'-organisational 'entity' "

*traditional collaborative R&D mechanisms are usually sub-optimal in this regard, and hence provide an 'inadequate' return on investment for funders, often govt.

'Structural' vs 'Behavioural'

Challenges and Solutions

to meet these strategic objectives

some of the 'Structural' challenges to solve:

- **Legal:** MoU, Contractual, Unincorporated Joint Venture (JV), Incorporated JV (NFP or FP)
- **Control & Oversight:** Steering Committee, Partners Committee, Board (representative or independent members??)
- **Financial:** who pays, who benefits? Not simply about funding sources and allocation.
- **Management:** the "herding cats" problem !!
- **Personnel:** getting the people you want (researchers, managers)
- **Intellectual property:** rules for owning and sharing IP
- **Adoption Pathways:** how knowledge/IP is packaged and used
- **Business Plan:** much more than a research program proposal

some of the 'Behavioural' challenges to overcome:

- **Motivation & Mistrust:** eg. public v. private, govt. v, researcher
- **Committment:** eg. home organisation v. collaborative partnership
- **Competition:** eg. Uni A v. Uni B., Prof. X v. Prof. Y
- **Culture:** eg. Public v. Private, Govt. v. NGO, Engineer v. Scientist
- **Ownership:** eg. "My research v. Our research"
- **Recognition & Reward:** Difficult in large, multi-partner teams
- **Personal values:** eg. Advocacy v. Advisory researcher roles
- **Interest:** Balancing Self-interest with Collective interest

In Conclusion:

Australia's 'Cooperative Research Centre' (CRC) Program was designed to address many of these 'Governance' problems, and to ensure that R&D met the needs of government and industry, not simply the needs of researchers (although you probably won't find all this written down anywhere!!)

Has it been successful?

Yes, in many cases but sometimes not, especially when some of the more 'tricky' issues raised here were not adequately addressed in advance, or managed throughout the CRC's life