



Australian Government
Department of Innovation
Industry, Science and Research

PROGRAM GUIDELINES

COOPERATIVE RESEARCH CENTRES PROGRAM



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1. INTRODUCTION TO THE COOPERATIVE RESEARCH CENTRES PROGRAM

1.1 Executive Summary

- 1.1.1 The Cooperative Research Centres (CRC) Program was established in 1990 as a demand pull, collaborative, medium to long-term research program. Its objective is to deliver significant economic, environmental and social benefits to Australia by supporting end-user driven research partnerships between publicly funded researchers and end-users to address clearly articulated, major challenges that require medium to long-term collaborative efforts.
- 1.1.2 The Program was reviewed in 2008 as part of the broader Review of the National Innovation System. As a result of the Review, the Minister has agreed to the following key policy and design principles to underpin the Program:
- reinstatement of public good (social and environmental benefits) as a key objective of the CRC Program;
 - purpose of the Program is to support end-user driven research partnerships to address clearly articulated, major challenges that require medium to long-term collaborative efforts;
 - scope of activities to address these major challenges includes:
 - medium to long-term end-user driven collaborative research;
 - an end-user-focused education and training program at least including, but not limited to, a PhD program that complements the research programs and that builds engagement, innovation and/or research and development (R&D) capacity within end-users;
 - global research and education engagement, particularly co-investment arrangements;
 - small or medium enterprise (SME) strategies that build their innovation and/or R&D capacity; and
 - utilisation activities to deploy research outputs and encourage take up by end-users;
 - encourage participation from all industry and community sectors and all research disciplines including humanities, arts and social sciences;
 - a CRC to include at least one Australian higher education institution and one Australian end-user as essential participants;
 - essential participants required to contribute resources to the CRC, while balancing stability of the collaboration and achievement of activities and outputs with flexibility for participants to join and leave the CRC;
 - flexible governance and management arrangements, including for intellectual property (IP), with greater clarity of requirements and placing the onus on applicants to demonstrate the merits of their proposed arrangements, noting that strong governance and management are essential to the success of any CRC;
 - funding for a CRC's activities will be provided for varying periods up to 10 years. Funding will be contingent on satisfactory outcomes of rigorous reviews by an independent panel of experts;
 - in exceptional circumstances, CRCs may be eligible to apply for further funding, that does not exceed a total number of 15 years of funding, after which the CRC would be required to exit the Program ; and
 - eligibility to apply for further funding would be subject to a rigorous review as well as a competitive selection process.
- 1.1.3 Further information about the CRC Program and CRCs can be found on the CRC Program website at www.crc.gov.au.

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1.2 Purpose

- 1.2.1 The CRC Program is a significant component of the national innovation system supporting medium to long-term collaboration between the producers and end-users of research. An end-user in this context refers to either a public or private entity capable of deploying the research outputs to deliver significant economic, environmental and/or social benefits to Australia.
- 1.2.2 The CRC Program provides funding to build critical mass in research ventures between end-users and researchers which tackle clearly-articulated, major challenges for the end-users. CRCs pursue solutions to these challenges that are innovative, of high impact and capable of being effectively deployed by the end-users.
- 1.2.3 The CRC Program seeks to stimulate a broader education and training experience for post-secondary students, particularly research students, to enhance their employment prospects, providing them with the skills needed to utilise research outputs and produce innovative end-user centric solutions.

2. ELIGIBILITY

2.1 Participant Requirements

- 2.1.1 At any one time a CRC must have among its essential participants at least one Australian:
- end-user (either from the private, public or community sector); and
 - higher education institution (or a research institute affiliated with a university).
- 2.1.2 CRCs may secure additional participants or may substitute participants (including essential participants) during the period of their Commonwealth Agreement, subject to the conditions of their Agreement.
- 2.1.3 Participants (including essential participants) are not required to commit for the full funding period. However, flexibility in participant commitment must be balanced against the stability of the collaboration, the provision of matched funding and the ability of the CRC to undertake its activities to achieve the proposed outputs and impacts/benefits.
- 2.1.4 The CRC Committee will provide advice to the Minister on whether any proposed changes in the essential participants would reduce the CRC's capacity to undertake its proposed activities and to achieve the proposed outputs and impact on the continued viability or otherwise of the CRC.
- 2.1.5 Participation in the CRC Program is available to end-users from all industry and community sectors, including from sectors with low or no previous participation in the Program and from SMEs.

2.2 Essential Activities

- 2.2.1 As a minimum, CRCs must undertake all of the following activities:
- medium to long-term end-user driven collaborative research;
 - an end-user-focused education and training program at least including, but not limited to, a PhD program that complements the research programs and that builds engagement, innovation and R&D capacity within end-users;
 - SME strategies that build their innovation and R&D capacity; and
 - utilisation activities to deploy research outputs and encourage take up by end-users.

2.3 Fields of Research

- 2.3.1 The CRC Program is open to all research disciplines, including humanities, arts and social sciences, as well as cross-disciplinary research.

2.4 International Engagement

- 2.4.1 CRCs are encouraged to engage globally. Co-investment with international organisations is particularly encouraged.

3. ROLES & RESPONSIBILITIES

3.1 Role of the Minister

- 3.1.1 The Minister for Innovation, Industry, Science and Research has overall responsibility for the CRC Program and makes decisions including: which CRCs will be funded; the level of funding offered; the conditions of any funding offer; changes to the level of funding and the termination of agreements. The Minister may appoint a Program Delegate and authorise the Program Delegate to carry out certain functions.

3.2 Role of the CRC Committee

- 3.2.1 The role of the CRC Committee is to provide recommendations to the Minister about:
- applications for CRC funding;
 - performance, monitoring and reviews of individual CRCs' activities during their period of operation; and
 - the planning, monitoring and evaluation of the CRC Program.
- 3.2.2 The CRC Committee consists of up to 14 members composed of: an independent Chair and nine other independent members appointed by the Minister for a period of up to five years, and four ex-officio members.
- 3.2.3 In selecting the independent members, the Minister may take into account the need for a broad range of expertise relevant to the needs of the Program in research, education, utilisation, research management, industry and other end-users.
- 3.2.4 Details on the current composition of the CRC Committee, its Terms of Reference and guidelines on code of conduct, conflict of interest and confidentiality can be found on the CRC Program website at www.crc.gov.au.

3.3 Role of the Department of Innovation, Industry, Science and Research

- 3.3.1 The Department of Innovation, Industry, Science and Research (the Department) is responsible for administering the CRC Program and carrying out functions authorised by the Minister.
- 3.3.2 The Department also provides secretariat support to the CRC Committee.
- 3.3.3 The Program Delegate in the Department will carry out such functions as empowered by the Minister, or otherwise duly authorised, in respect of the CRC Program.
- 3.3.4 The Department may second experts for the purpose of supporting the development, delivery, administration, planning or other activity relevant to the CRC Program.

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4. FUNDING

4.1 Funding Available

- 4.1.1 There is no specific limit to funding available for each new CRC under the CRC Program. The total amount of funding available to the Program is limited by Appropriation. The amount of funding provided to applicants in the 2006 selection round ranged between \$21 million and \$38 million over seven years.
- 4.1.2 Commonwealth Agreements are for fixed Australian dollar contributions from the Australian Government during the funding period. The Australian Government will not increase funding for cost increases.

4.2 Other Sources of Funding

- 4.2.1 Other sources of Australian Government funding may be used by CRCs or researchers involved in CRCs (subject to the funding rules of other programs or conditions imposed by funding bodies). Attachment B provides a list of websites which may be useful in providing information about other sources of Australian Government funding.
- 4.2.2 CRC Program funding must not be used for activities previously funded or currently being funded by the Australian Government through any other funding scheme.

4.3 Duration of Funding

- 4.3.1 CRC Program funding is available for varying periods of up to ten years. However, funding of a CRC over the agreed period of the grant is contingent on a decision by the Minister who may act upon a recommendation by the CRC Committee. The CRC Committee may consider:
- progress in achieving agreed milestones, research, education and training, and utilisation outputs, and economic, environmental and/or social benefits;
 - outcomes of rigorous reviews, normally undertaken in the 4th and 8th years, by an independent panel of experts; and
 - a detailed plan and budget covering proposed activities, participants and contributions.
- 4.3.2 In exceptional circumstances, a CRC may apply for an extension of funding that does not exceed a total of 15 funding years. Eligibility to apply for an extension of funding is subject to a decision by the Minister who may act upon a recommendation by the CRC Committee.
- 4.3.3 In considering exceptional circumstances, the CRC Committee may consider as part of its recommendation to the Minister:
- why additional funds are justifiable;
 - evidence of the CRC's success in delivering economic, environmental and/or social benefits to Australia to date;
 - the outcomes of the most recent rigorous review, normally conducted in the 8th year by an independent panel of experts; and
 - the identification of new, or extensions to existing, end-user driven research programs that address issues of significance to Australia and will deliver high levels of economic, environmental and/or social benefits to Australia.

- 4.3.4 Applications for an extension of funding from eligible CRCs, in addition to the requirements in Sections 4.3.2 and 4.3.3, will be subject to a competitive merit based selection process. Extensions are not allowed within the CRC Program beyond a CRC's 15th year of funding, subject to Section 4.4.
- 4.3.5 The CRC Committee will exercise its judgement and will make a recommendation to the Minister as to whether an application from existing CRC participants constitutes an application for an extension of an existing CRC or for a new CRC. The Committee may take note of any research projects that are effectively a continuation of existing projects and the extent of changes in participants.
- 4.3.6 CRC participants from a current or former CRC can be participants in other CRCs, subject to Section 4.3.5.
- 4.3.7 A diagram describing the CRC Program funding model is at Attachment A.

4.4 Transition Arrangements for Existing CRCs to New Funding Model

- 4.4.1 CRCs established prior to 2009 and seeking a 3rd or 4th funding term are eligible to apply for an extension of funding for varying periods of up to five years in a competitive merit based selection process, but will not be eligible to apply for additional funding beyond that period.
- 4.4.2 CRCs established prior to 2009 and seeking a 2nd funding term are eligible to apply for an extension of funding. The total number of years of funding available cannot exceed 15 years, including the original period of funding. CRCs will not be eligible to apply for additional funding beyond this period. Any extension to funding will be based on a competitive merit based selection process.

4.5 Use of CRC Program Funds

- 4.5.1 CRC Program funds are the funds provided by the Australian Government under the Commonwealth Agreement.
- 4.5.2 CRC Program funds are primarily intended to be spent in Australia and may be used for:
- salaries for researchers and support staff, fellowships and student stipends, and direct salary on-costs;
 - the direct support costs of research;
 - indirect support costs of research; and/or
 - capital items, such as equipment, but not to purchase, or pay for the construction of facilities such as buildings, laboratories etc.
- 4.5.3 Where CRC Program funds are to be spent overseas, consistent with Section 2.4, such expenditure must deliver demonstrably high levels of economic, environmental and/or social benefits to Australia. CRC Program funds cannot be spent overseas for the indirect support costs of research.
- 4.5.4 Renovation or extension of buildings using CRC Program funds may be allowed in exceptional circumstances if this is the most appropriate and effective way of supporting a CRC to achieve its objectives. However, the preferred approach is that CRC Program funds be used to pay for the costs of using or occupying existing facilities.

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4.5.5 CRC Program funds must not be used to pay a participant organisation for the indirect support costs of CRC Program funded staff located in the organisation. Such costs should be met by the organisation.

4.5.6 CRC Program funds must not be used to reimburse participants for the costs associated with existing staff or other resources committed by the participants to the CRC as in-kind contributions under the Commonwealth Agreement.

4.6 Supplementary Funding

4.6.1 CRCs may only apply for supplementary funding in exceptional circumstances and only during selection rounds to enable them to undertake:

- new programs that combine research and utilisation activities; and/or
- new utilisation activities.

4.6.2 Supplementary funding applications may add new participants to the CRC including new end-user participants, particularly SMEs, and must be integrated with the CRC's existing research program and/or utilisation activities.

4.6.3 In considering exceptional circumstances, the CRC Committee may consider as part of its recommendation to the Minister:

- why additional funds are justifiable;
- why the CRC cannot utilise existing funds or cease an existing program;
- the opportunity cost to the CRC Program of providing supplementary funding versus funding towards a new CRC; and
- evidence of the CRC's success in delivering economic, environmental and/or social benefits to Australia to date.

4.6.4 If successful, the supplementary funding is added to the CRC's existing Commonwealth Agreement. Such funding cannot extend the term of the Commonwealth Agreement.

4.7 Participant Contributions

4.7.1 All participants in a CRC must contribute resources to the CRC. The total of these resources, including cash and in-kind, tied and untied, must at least match the amount of funding sought from the CRC Program over the funding period.

4.7.2 For the purposes of determining matched funding, the Commonwealth will use a nominal value for in-kind staff (covering salary, direct salary on-costs, direct and indirect support costs of research) as follows:

- | | |
|---|-----------|
| ■ <u>Program Leader</u> /Senior Manager | \$380,000 |
| ■ <u>Key Researcher</u> /Manager/Project/Theme Leader | \$260,000 |
| ■ Researcher/Professional | \$200,000 |
| ■ Other (support staff – technical, administrative etc) | \$160,000 |

- 4.7.3 Access to large capital items provided as non-staff in-kind contributions must be valued proportionally to the usage by the CRC and based on the running costs and depreciation of the capital item.
- 4.7.4 Universities and publicly funded research agencies, such as the CSIRO, are not required to contribute cash resources.
- 4.7.5 Cash and in-kind resources are treated equally for determining the 'matching' contributions against the CRC grant.
- 4.7.6 A successful CRC must ensure that participant contributions as committed in the application are provided, irrespective of the funding level which may be offered under the CRC Program.
- 4.7.7 Determination of the proportion of contributions from participants and subsequently their proportion of return from any income or access to IP is a matter for the CRC participants and, in this respect, they are not bound by the information provided in the application or in the *Commonwealth Agreement*.
- 4.7.8 The Minister may reduce or terminate CRC Program funding for a CRC where the participants seek to reduce their contributions to be provided under the *Commonwealth Agreement*.
- 4.7.9 Australian Government funds awarded or contracted to researchers employed by participants, or to the participants themselves, for specific research projects cannot be counted towards a participant's contributions. Attachment B provides a list of websites which may be useful in providing information about other sources of Australian Government funding.
- 4.7.10 Some Australian Government grant schemes, such as research funds provided by the Department of Agriculture, Fisheries and Forestry, include money collected from an industry levy. Where a participant receives funds under such a grant scheme for a research project (and that project is demonstrably integral to the CRC's overall research program), the participant may count towards their participant contribution the proportion of the grant money received that is equivalent to the proportion that the industry levy contributes to the scheme. For example, if the industry levy represents 60 per cent of the total amount available through the grant scheme, 60 per cent of the funds received by the participant under that scheme may be counted towards the participant's contribution.
- 4.8 Funding Options Beyond the Maximum CRC Grant Period**
- 4.8.1 Once a CRC has completed its maximum funding period within the CRC Program, it must exit the Program. A range of alternate funding options are available to CRCs, including becoming self funding, accessing complementary Government innovation programs such as the ARC Centres of Excellence, or seeking to become a part of another organisation such as the CSIRO or a university.
- 4.8.2 CRCs are able to continue using the CRC name and logo (indicia) beyond the CRC grant period, subject to agreement by the Department.



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5. GOVERNANCE

5.1 Requirements of Governance Model

5.1.1 All CRCs (whether incorporated or unincorporated) must employ a governance model which demonstrates good practice in its design and, after establishment, good practice in its execution. CRCs must demonstrate why their proposed governance arrangements are the most suitable to deliver the proposed results.

5.1.2 To assist in developing a sound governance model, the following eight good governance principles (each of equal importance) identified by the Australian Stock Exchange (ASX) Corporate Governance Council and adapted to the needs of the CRC Program are highly recommended:

Principle 1: Lay solid foundations for management and oversight

Fundamental to any corporate governance structure is establishing the roles of the board and senior executives;

Principle 2: Structure the CRC Board to add value

There should be a balance of skills, experience and independence on the board appropriate to the nature and extent of CRC operations;

Principle 3: Promote ethical and responsible decision-making

There is a basic need for integrity among those who can influence a CRC's strategy and (financial) performance, together with responsible and ethical decision-making which takes into account not only legal obligations but also the interests of stakeholders;

Principle 4: Safeguard integrity in financial reporting

Meeting the information needs of the CRCs, as well as the CRC Program's stakeholders, is also paramount in terms of accountability and attracting investment and participation from end-users. Presenting a CRC's financial and non-financial position requires processes that safeguard, both internally and externally, the integrity of CRC reporting;

Principle 5: Make timely and balanced disclosure

CRC reporting must provide a timely and balanced picture of all material matters;

Principle 6: Respect the rights of shareholders/participants

The rights of CRC owners, that is shareholders/participants, need to be clearly recognised and upheld;

Principle 7: Recognise and manage risk

Every business decision has an element of uncertainty and carries a risk that can be managed through effective oversight and internal control;

Principle 8: Remunerate fairly and responsibly

Rewards are also needed to attract the skills required to achieve the performance expected by shareholders.

5.1.3 More detail on the eight principles is available from the ASX website at http://www.asx.com.au/about/corporate_governance/revised_corporate_governance_principles_recommendations.htm

- 5.1.4 CRC Boards (whether incorporated or unincorporated) must include:
- a Chairperson who is independent of the participants; and
 - a majority of Board members who are independent of the CRC's research participants.
- 5.1.5 Where a CRC decides to be unincorporated, the relevant CRC Board will have an ongoing obligation to demonstrate that it operates and manages the CRC to the same fiduciary and good governance standards required by law of incorporated bodies.
- 5.1.6 Applicants need to ensure they have fully considered the legal and taxation implications of the structure proposed in their application and that it deals effectively with the ownership and management of IP.

6. APPLICATION AND SELECTION PROCESS

6.1 Applications

- 6.1.1 The Minister may call for applications at any time, however, typically applications open in July each year, with funding for successful applicants to commence in the following July (see Attachment C).
- 6.1.2 The Minister may, at his sole discretion, also call for applications in specific areas. These applications will be assessed following the same process as all other applications.
- 6.1.3 A Probity Advisor will be appointed by the Department for each Selection Round to ensure that all applications are assessed fairly and in accordance with the arrangements set out in these Guidelines, and that conflicts of interest are declared and are addressed in accordance with the CRC Program Code of Conduct, Conflict of Interest and Confidentiality Guidelines.
- 6.1.4 The *CRC Program Selection Round Application Pack* for each selection round should be read in conjunction with these Program Guidelines.
- 6.1.5 The *CRC Program Selection Round Application Pack* includes:
- information on how to complete the application and online registration process;
 - a downloadable Response to Selection Criteria form;
 - a downloadable CV template;
 - a downloadable Participant Declaration; and
 - a downloadable *Impact Tool*.
- 6.1.6 Amendments or clarification to these Guidelines and the *CRC Program Selection Round Application Pack* may be made by the Department at any time before the closing dates for applications and will be published on the CRC Program website at www.crc.gov.au.
- 6.1.7 Before submitting an application, all applicants must ensure they have:
- checked the CRC website to ensure they are using the current version of the *Program Guidelines* and the *Selection Round Application Pack*;
 - examined these Guidelines and all documents referred to in the *CRC Program Selection Round Application Pack*;
 - examined any further information available for the purposes of submitting an application; and
 - satisfied themselves as to the correctness and sufficiency of their application.



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6.2 Compliant applications

6.2.1 An application is compliant if it meets **all** of the following requirements:

- it was received on or before the deadline;
- it was lodged online through [CRC Online](#) at www.crc.gov.au using the correct application forms;
- it adheres to specified page limits;
- it provides all information required in the application forms (applications must be written in plain English);
- it meets all of the eligibility requirements in [Section 2](#);
- it meets the requirements for matched funding in [Section 4.7.1](#);
- it addresses each of the selection criteria in [Section 6](#); and
- it is endorsed by the head of each organisation that is a party to the application, or an [authorised representative](#) who has authority to commit funds and/or resources to the proposed CRC on behalf of the organisation. This endorsement is provided by signing the [Participant Declaration](#).

6.2.2 The [Department's](#) decision about whether an application is compliant is final. If an application is assessed as non-compliant, it may be excluded from any further consideration. The [Department](#), at its discretion, may seek additional information, or allow applicants to remedy minor errors, but will not accept responsibility for any misunderstanding arising from the failure by an applicant to comply with the requirements set out in these [Guidelines](#), or arising from any ambiguity, discrepancy, inconsistency, error or omission contained in an application.

6.3 Selection Criteria

6.3.1 All compliant applications will be assessed on merit by the [CRC Committee](#) against the following selection criteria:

- Criterion 1 – Research
- Criterion 2 – Results
- Criterion 3 – Resources

6.3.2 To be competitive, an application will need to score highly against each selection criterion.

6.3.3 Where an application is submitted from an existing CRC collaboration, the evaluation of the application will include a critical assessment of the achievements of the existing CRC collaboration.

6.4 Information Required

6.4.1 Selection Criterion 1 – Research

The proposal will undertake excellent-quality research that addresses issues of economic, environmental and/or social significance to Australia.

6.4.2 Applicants must provide full details of the proposed research, including the proposed milestones and outputs from each research program (including the complementary education and training program and the SME engagement strategy); and a clear outline of the path to utilisation of the outputs of each research program.

6.4.3 Assessment against this criterion will focus on the excellence and innovativeness of the research and its relevance to the end-users, the track record of key researchers, the adequacy and appropriateness of the IP arrangements, and the appropriateness of the proposed utilisation strategy.

6.4.4 Applicants that are currently involved in a CRC (e.g. are seeking an extension of funding (Sections 4.3.2 to 4.3.5)) must identify any elements of the proposed research program/s or utilisation activities that are a continuation of previous activity and provide justification for their continuation.

6.4.5 Selection Criterion 2 – Results

The outputs from the proposed research, when implemented, will deliver high levels of economic, environmental and/or social benefits to Australia.

6.4.6 Applicants must provide a robust estimate of the expected results, such as new and/or improved goods, services, processes and/or technologies, derived from their research programs, the time frame for the delivery of the impacts and their importance to Australia. The estimate must include a quantitative analysis of the expected return on investment using the Impact Tool.

6.4.7 Assessment against this criterion will focus on the potential to deliver substantial economic, environmental and/or social benefits to Australia that are highly relevant to end-users, the scale (quantity and value) and expected time frame of the expected benefits.

6.4.8 Applicants that are currently involved in a CRC (e.g. are seeking an extension of funding (Sections 4.3.2 to 4.3.5), or supplementary funding (Section 4.6)) must provide information on their achievements in utilising research outputs, and the economic, environmental and/or social benefits derived. Applicants must also justify why additional funding from the CRC Program is required, i.e. why can't the CRC continue to function without additional funding?

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6.4.9 Selection Criterion 3 – Resources

The proposed collaboration will marshal the appropriate participants and other resources necessary to achieve the proposed outputs.

6.4.10 The quality of the leadership team, particularly individual expertise and previous achievements, is an important consideration under this criterion.

6.4.11 Applicants must justify the amount of Commonwealth funding sought in relation to the significance of the expected benefits, the return on investment and the relative levels of participant contributions.

6.4.12 Applicants must provide details of the collaboration, including participants, proposed governance and management structures and its resources, including participant contributions, key personnel and facilities. All Program Leaders and Senior Managers must commit more than 50 per cent of their time and effort to the CRC.

6.4.13 In addition to Sections 6.4.10 and 6.4.11, assessment against this criterion will focus on the need for a collaborative effort to address the major challenge(s), the relevance of the participants to the collaboration, and the appropriateness/adequacy of the proposed governance and management structures and resources to undertake the activities to achieve the outputs, and to deliver the proposed benefits.

6.5 Stage 1 Assessment Process

6.5.1 In considering which applicants will be invited to interview in Stage 2, the CRC Committee will evaluate compliant applications against:

- the eligibility requirements (see Section 2);
- participant contributions (see Section 4.7);
- the selection criteria (see Section 6.3), including advice from the ARC and NHMRC on research quality, and advice from any other independent experts;
- Government priorities, including advice from other Government agencies; and
- all other eligible applications.

6.5.2 Applicants will be advised in writing whether they are invited through to Stage 2. All applicants will be provided with written feedback and have the opportunity to discuss the feedback.

6.6 Stage 2 Assessment Process

6.6.1 Stage 2 includes a face-to-face interview. Interviews will be conducted by a panel drawn from the CRC Committee which may also include independent experts. The interview may cover any of the information provided to the Committee, specific issues identified by the Committee and any other matters that become apparent during the interview.

6.6.2 Applicants should be prepared to have key personnel available to attend the interview. The CRC Committee may provide advice to applicants on the individuals they would expect to participate in the interview.

6.6.3 Applicants may be asked to provide further information prior to, during, or following the interview within a specified time.

- 6.6.4 The interview panel will make recommendations to the full CRC Committee on the relative merits of applications, those appropriate for funding and the amount of funding for each. These recommendations will be based on:
- the assessment of the applications;
 - the information provided at interview; and
 - consideration of any further information provided as required.
- 6.6.5 The CRC Committee will advise the Minister of the outcome of its assessment of all applications and will make recommendations on:
- which applications are suitable for funding;
 - the level of funding for each successful applicant; and
 - any conditions which are to apply to any offer of funding.
- 6.6.6 The Minister will make the decision regarding:
- which CRCs will be funded;
 - the level of funding offered to each successful applicant; and
 - the terms and conditions, if any, of any funding offer.
- 6.6.7 The Minister's decision:
- will take account of the requirements of these Program Guidelines;
 - will have regard to the advice of the CRC Committee; and
 - may take into account other relevant matters, including the application and the related documentation.
- 6.6.8 The Minister may make a formal announcement advising which applicants have been successful, and the level of funding offered subject to the Department reaching a funding agreement with them.
- 6.6.9 Successful applicants will be sent a letter of offer setting out details of the funding and any conditions that must be addressed before the offer can be accepted or that will otherwise apply to the funding.
- 6.6.10 Unsuccessful applicants will be advised in writing that they have been unsuccessful. The letter will set out the reasons and will provide an opportunity for further feedback.

7. FUNDING AGREEMENT

7.1 Legal Agreements

- 7.1.1 The CRC collaboration will be supported by two formal agreements:
- the Commonwealth Agreement – an agreement between the CRC company or agent and the Australian Government; and
 - a Participants Agreement – an agreement between the participants and the CRC company or agent.
- 7.1.2 All CRCs must appoint a single party, acceptable to the Australian Government, that has the authority to negotiate and enter into the Commonwealth Agreement on behalf of the CRC.

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7.2 Commonwealth Agreement

7.2.1 The Commonwealth Agreement will include:

- standard terms and conditions for all CRCs; and
- schedules which address each CRC's specific activities and funding.

7.2.2 The schedules will reflect the information provided in the successful funding application and funding offer, and will cover:

- the proposed activities, milestones and outputs for the research program (including the education and training program, and the SME strategy);
- the milestones for the utilisation activities;
- impacts and their expected benefits; and
- the budget, including participant contributions.

7.2.3 The Commonwealth Agreement will refer to the Participants Agreement, but the Commonwealth will not be a party to the Participants Agreement.

7.2.4 The Commonwealth Agreement will address obligations including:

- compliance with relevant national, and where applicable international, research integrity and ethics codes and guidelines;
- reporting;
- confidentiality;
- privacy;
- insurance and indemnity; and
- intellectual property.

7.2.5 The Commonwealth Agreement includes provision for deferral, variation and termination of funding in certain circumstances, including failure by the CRC to comply with the Agreement. The CRC entity may be required to repay CRC Program Funding if it has been expended contrary to the terms of the Commonwealth Agreement.

7.2.6 The Commonwealth Agreement also outlines the process by which the CRC will deal with any conflict of interest which may arise.

7.2.7 A draft Commonwealth Agreement template is available on the CRC Program website www.crc.gov.au.

7.2.8 The Commonwealth reserves the right to amend the standard terms and conditions of the Commonwealth Agreement before finalisation with successful applicants.

7.2.9 The Commonwealth Agreement may be varied, subject to the Minister's or Program Delegate's agreement, during the funding period to reflect changes in the participants, their contributions, the budget or activities of the CRC. This provides scope for CRCs to respond to new opportunities and the dynamics of their research programs.

7.3 Relationship between Program Guidelines and Commonwealth Agreement

7.3.1 In case of any contradictory information contained in these *Program Guidelines*, and/or the *Participants Agreement* and/or the *Commonwealth Agreement*, the *Commonwealth Agreement* takes precedence.

7.4 Participants Agreement

7.4.1 The *Participants Agreement* must cover matters such as:

- the establishment of the CRC entity to govern and manage the CRC;
- payment of participant contributions;
- ownership of IP;
- utilisation of research results including licensing arrangements;
- appointments of key staff; and
- any other matters relevant to an equitable sharing of the costs and benefits of the work of the CRC among participants.

7.4.2 A template *Participants Agreement* is available at the Australian Institute for Commercialisation website www.ausicom.com.au. The template *Participants Agreement* is a resource only and its use is not mandatory. It is the responsibility of all participants to ensure that the terms of the *Participants Agreement* are consistent with, and enable them to carry out their obligations under, the *Commonwealth Agreement*.

7.4.3 CRC participants are to negotiate arrangements and procedures for handling all IP created through the CRC, in a manner which maximises the benefits to Australia, the CRC and the participants. These procedures are to include agreement on determining the allocations of IP, or of the income from IP, between the CRC and its participants, including the allocations upon future wind-up of the CRC. Responsibility for the protection and exploitation of the IP should rest with the participant organisation (end-user, university, publicly funded research agency or the CRC) that has the greatest capacity for this.

7.5 Offer of Funding

7.5.1 The offer of funding (including for extensions of funding or supplementary funding) will remain valid for six months from the date of the letter of offer, and may be withdrawn after this date if the CRC has failed to finalise the *Commonwealth Agreement* (or *Deed of Variation*).

7.5.2 CRCs established prior to 2009 that are successful in seeking an extension of funding must enter into a new Commonwealth Agreement. Where a CRC enters into the new Commonwealth Agreement before the expiry of the existing Commonwealth Agreement, it must terminate the existing Commonwealth Agreement by signing a Termination Agreement prior to the new Commonwealth Agreement coming into effect.

7.5.3 Successful applicants for supplementary funding will be required to vary their existing *Commonwealth Agreement* to commence supplementary activities for the period of the supplementary funding.

7.5.4 CRCs established from 2009 that are successful in seeking further funding following their initial grant will be required to vary their *Commonwealth Agreement*.

■ CRC PROGRAM GUIDELINES



7.6 Payments

- 7.6.1 The initial payment will be paid on execution of the *Commonwealth Agreement* and the *Participants Agreement*. Finalisation of the *Commonwealth Agreement* is not contingent on finalising the *Participants Agreement*. The Commonwealth may consider, at the request of the CRC, providing an advance of up to \$100,000 against the initial payment, where the *Commonwealth Agreement* has been executed but the *Participants Agreement* has not. Any advance would be contingent on participants matching the amount of advance sought and the provision of evidence of significant progress having been made in finalising the *Participants Agreement*.
- 7.6.2 Successful applications from existing CRCs or for supplementary funding are not eligible for the \$100,000 advance.
- 7.6.3 All other payments will be made quarterly, on the provision of a satisfactory quarterly financial statement to the Department and compliance with reporting requirements.
- 7.6.4 The quarterly financial statements must contain a certificate by the chief executive officer (CEO) or a board member that all funding received was expended for the CRC's activities and in accordance with the Agreement.
- 7.6.5 Continued CRC Program funding through the period of the *Commonwealth Agreement* is subject to:
- satisfactory progress against agreed milestones, research, education and training, and utilisation outputs, and economic, environmental and/or social benefits;
 - ongoing support from essential participants; and
 - ongoing ability to meet the matched contributions from participants, in accordance with the Agreement.
- 7.6.6 CRC Program funding may be deferred, varied or terminated at the Minister's, or Program Delegate's, sole discretion.

7.7 Annual Reporting

- 7.7.1 CRCs must provide an annual report of their activities to the Department. The report must meet the *Annual Reporting Guidelines* which are issued by the Department from time to time and are available from the CRC website www.crc.gov.au.
- 7.7.2 The CRC Committee may, at its discretion and at any time, request information within a specified time frame regarding a CRC's performance. This information will be considered by the CRC Committee in its evaluation of the CRC's ongoing performance.

8. MONITORING AND EVALUATION

8.1 Welcome Visit

- 8.1.1 The welcome visit typically takes place shortly after a new CRC has commenced operations. The primary purpose of the Welcome Visit is to introduce the CRC management team to the Departmental team responsible for managing the CRC's Commonwealth Agreement. It is also an opportunity for the CRC to become familiar with CRC Program management matters, such as CRC online, reporting obligations, formal review processes, and variations to the Commonwealth Agreement.

8.2 First Year Visit

- 8.2.1 A First Year Visit will be undertaken by the Chair of the CRC Committee and representatives of the Department in the first year of a CRC's funding period. The purpose is to gain an overall picture of how a CRC is developing. It is also an opportunity for a CRC to identify any emerging challenges and for the Chair of the CRC Committee to provide feedback on any management and operational issues.

8.3 Third Year Review for Pre-2009 CRCs

- 8.3.1 CRCs established prior to 2009 must ensure that an independent, rigorous, performance review is undertaken after the first three years of operation, including an assessment of the CRC's achievement against milestones, outputs and impacts as specified in their Commonwealth Agreement.
- 8.3.2 The Department will issue guidelines for such reviews from time to time. The latest version of the Third Year Review Guidelines is available from the CRC website www.crc.gov.au.
- 8.3.3 The CRC Committee will assess the reports and may make recommendations to CRCs. CRC Program funding may be reviewed and/or conditions imposed on continued funding, or the Commonwealth Agreement terminated or varied as a result of the review findings at the Minister's sole discretion.
- 8.3.4 The reports of the reviews may be published by the Department at any time.

8.4 Fourth Year Review

- 8.4.1 CRCs established from 2009 are required to undergo a rigorous independent performance review normally during the CRC's fourth year of operation.
- 8.4.2 The Review will include an assessment of the CRC's achievement against agreed milestones, research, education and training, and utilisation outputs, and economic, environmental and/or social benefits as specified in the Commonwealth Agreement.
- 8.4.3 An expert review panel, independent of the particular CRC, will be established by the CRC Committee. The review panel members will be selected on the basis of their relevant expertise and professional standing, and will include at least one CRC Committee member, or a CRC Committee nominated external advisor. The same panel will review all CRCs in the same sector classification, to the extent that it is practical, taking account of any conflicts of interest and other relevant matters.
- 8.4.4 The Department will issue guidelines for such reviews from time to time and these will be available from the CRC website www.crc.gov.au.

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8.4.5 The CRC Committee will assess the review reports and make recommendations to the Minister. CRC Program funding may be reviewed and/or conditions imposed on continued funding, or the Commonwealth Agreement may be terminated or varied as a result of the review findings at the Minister's sole discretion.

8.4.6 The reports of the reviews may be published by the Department at any time.

8.5 Eighth Year Review

8.5.1 CRCs established from 2009 that have been granted funding for up to 10 years are required to undergo a rigorous independent performance review normally during the CRC's eighth year of operation.

8.5.2 The Review will be undertaken in accordance with Sections 8.4.2 to 8.4.6.

8.6 Additional Reviews

8.6.1 Ad hoc reviews may be undertaken or required by the Department from time to time, including in cases where substantial changes to the activities of the CRC are being proposed or the CRC is not meeting milestones as specified in the Commonwealth Agreement.

8.7 Wind-up Arrangements

8.7.1 By no later than the second last year of the Commonwealth Agreement, or in cases where the Minister has decided to terminate funding, CRCs must develop a final strategy, including an evaluation of their achievements, and a comprehensive plan to manage the wind-up or continuation of their activities upon cessation of CRC Program funding.

8.7.2 In cases where funding has been terminated, an appropriate wind-up strategy and time frame will be negotiated with the CRC.

8.7.3 The Department will issue guidelines for wind-up requirements from time to time, to ensure that contractual obligations under the Commonwealth Agreement are fulfilled and that maximum benefits will accrue from the CRC. These Guidelines will be available from the CRC website www.crc.gov.au.

8.8 Evaluation

8.8.1 The *Impact Tool* prepared for the selection process, will be used by CRCs, the CRC Committee and the Department as a framework against which a CRC's performance over its life can be evaluated.

8.8.2 The Commonwealth Agreement, Annual Reports, and formal Reviews will require CRCs to collect and maintain information relevant to assess the achievement of agreed milestones, research, education and training, and utilisation outputs, and economic, environmental and/or social benefits.

8.8.3 The purpose of these evaluations is to maintain rigorous evidence of the benefits delivered to the Australian economy and society more broadly through the CRC Program.

8.8.4 Attachment D illustrates how the information first identified by applicants during the selection process is translated into a Commonwealth Agreement, and used to monitor and assess performance over the life of the CRC.

9. COMMONWEALTH'S OTHER RIGHTS

- 9.1 Nothing in these Guidelines should be construed to give rise to any contractual obligations or rights, express or implied, by the issue of these Guidelines or the submission of an application for a Grant under the CRC Program. No contract will be created until a formal written agreement is executed between a successful applicant and the Commonwealth, represented by the Department.
- 9.2 Notwithstanding any other provision of these Guidelines, the Minister reserves the right, at any time, to:
- alter, amend or vary these Guidelines, and the process outlined in these Guidelines; and
 - act, refrain from acting, or make a decision, that is inconsistent with these Guidelines.
- 9.3 Notwithstanding the approval of any application for a CRC Grant, the provision of a CRC Grant by the Commonwealth, and the amount of any CRC Grant, is subject to available Australian Government funding and changes in Australian Government policy.

10. PRIVACY AND CONFIDENTIALITY

- 10.1 Information provided by applicants to the Department is regulated by the relevant provisions and penalties of the *Public Service Act 1999*, the Public Service Regulations, the *Privacy Act 1988*, the *Crimes Act 1914*, the Criminal Code and general law.
- 10.2 The name of the CRC provided by applicants may be used to publicly advise the title of CRC applications that have been received in a Selection Round and/or that are progressing to Stage 2 of the assessment process.
- 10.3 The information provided in an application for a CRC Grant:
- will be used by the Department to determine eligibility for a CRC Grant, and for the administration and further development of the CRC Program. Any subsequent information provided to the Department, its Advisers or other service providers in the course of the CRC Program may be used for similar purposes;
 - may be disclosed between the Department, its Advisers and other contractors and service providers for the purposes described above;
 - may be disclosed to other Government departments and agencies;
 - may be disclosed as provided in Section 6.6.8;
 - may be disclosed for audit purposes to contractors engaged by the Department and to other Australian Government agencies for audit, reporting and law enforcement purposes;
 - may be disclosed by the Department for other purposes if it obtains the applicant's consent; and
 - may also be disclosed as permitted or required by law, or in response to questions posed by the Minister, Parliament or its committees (for example, if the Department is required to respond to a resolution of the Parliament, or an order of a court).

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10.4 There will be public announcements of successful applicants for Grants. Public announcements will include broad details of an application, for example, the identity of the successful applicant, the value of the assistance and/or grant and a brief description of the purpose of the assistance and/or grant.

10.5 Applicants concerned about confidentiality should contact the Department's Privacy Officer:

Privacy Officer
Corporate Strategy Branch
Department of Innovation, Industry, Science and Research
10 Binara Street, Canberra City ACT 2601
GPO Box 9839, Canberra ACT 2601

11. FREEDOM OF INFORMATION

11.1 All documents created or held by the Department with regard to the CRC Program are subject to the Freedom of Information Act 1982. Unless a document falls under an exemption provision, it will be made available to the general public if requested under the Freedom of Information Act 1982.

11.2 All Freedom of Information (FOI) requests are to be referred to the FOI Coordinator, in the Department. Decisions regarding requests for access will be made by an authorised officer in accordance with the requirements of the Freedom of Information Act 1982.

12. KEY CONTACT

12.1 Contact the CRC Program

12.1.1 CRC Program contact details

Telephone	(02) 6213-7177
Email	crc.program@innovation.gov.au
Post	Cooperative Research Centres Program Department of Innovation, Industry, Science and Research Industry House 10 Binara Street CANBERRA ACT 2601 AUSTRALIA GPO Box 9839 CANBERRA ACT 2601 AUSTRALIA

12.2 Contact the CRC Online Helpdesk

12.2.1 System helpdesk contact details

Hours of operation:	9 am - 5 pm AEST Monday - Friday
Telephone	(02) 6213-7177
Fax	(02) 6213-6414
Email	crc.program@innovation.gov.au

13. USEFUL RESOURCES

13.1 CRC Program Website

- 13.1.1 The Department maintains both a public and a private website.
- 13.1.2 The public website makes available information to anyone wanting to learn more about the Program. The site is a repository for 'all things CRC' related, such as historical and up-to-date information, past Program reviews and evaluations, Program best practices, guidelines and templates for various elements of Program administration, pertinent CRC news, marketing collateral and event information.
- 13.1.3 The private CRC Program website, CRC Online, is the online application and contract management system used by CRC applicants, CRCs and the Department to manage the CRC application process and grants.
- 13.1.3 Access to CRC Online is granted through an online registration process.

13.2 CRC Program eNewsletter "Success Through Innovation"

- 13.2.1 The Department produces a quarterly electronic newsletter which covers stories of CRC innovation as well as providing the latest information on the Program, including a foreword from the Minister. The eNewsletter distribution list can be subscribed to through the CRC website or the eNewsletter can be downloaded.

13.3 CRC Association (CRCA)

- 13.3.1 The CRC Association (CRCA) was established in 1994. It is the independent advocate for the CRC Program and the representative voice of its members. Only research centres that are funded through the CRC Program are eligible to become members of the CRCA. Membership is voluntary. The current membership comprises 100per cent of CRCs.
- 13.3.2 The CRCA is independent of the Australian Government and is a key source of information regarding the operations of CRCs. The Association also acts as a clearing house of information and a coordination point for contacting CRCs.
- 13.3.3 The CRCA has produced a number of documents to assist new collaborations as well as existing CRCs on various aspects of operating a CRC which are available on the Association's website www.crca.asn.au.

13.4 CRC Association Annual Conference

- 13.4.1 A key event of the CRC Association is its Annual Conference, usually held in May in a different city around Australia.
- 13.4.2 The Conference provides an opportunity to showcase the achievements of CRCs to a wide audience and to allow CRCs to share their experiences in business, communication and education activities. In addition, the opportunity is taken to showcase the achievements of CRC post-graduate students, particularly their ability to communicate their work to a non-specialist audience.
- 13.4.3 In recognition of the importance of the uptake and use of CRC research, the Association has instigated the Awards for Excellence in Innovation which are presented at a gala dinner during the Conference. The CRC Program also presents the CRC Program STAR Award for SME engagement and the CSIRO presents the Early Career Scientists Awards.
- 13.4.4 For details of past and future CRC Association Annual Conferences visit the CRCA website at www.crca.asn.au.

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14. GLOSSARY OF TERMS

This glossary is intended as a guide only. It is not intended to be in substitution for the defined terms in the *Commonwealth Agreement*.

Activities	The Research, Utilisation, Education, SME and other programs undertaken by the CRC.
Annual Report	A report the CRC must prepare and provide to the Commonwealth about its activities, income and expenditure at the end of each <u>financial year</u> , including milestones, outputs and impacts.
APA, APA(I), Fellowships & Student Stipends	Fellowships and student stipends are fixed periodical payments made to students and researchers awarded a scholarship or grant. Australian Postgraduate Awards (APA) are scholarships for research students offered by participating providers such as universities for prescribed stipend rates. Australian Postgraduate Awards (Industry) (APA(I)) are available through ARC to support postgraduate training.
ARC	Australian Research Council.
Authorised Representative	An appropriate person at a participant organisation, who has the authority to: commit funds to the proposed CRC; and enter into any necessary agreements, including to establish an <u>incorporated entity</u> , and the <u>Participants Agreement</u> , on behalf of the participant organisation.
Capital Item	An asset of a durable nature such as equipment.
Cash Contributions	Money, which is not a loan, that is immediately available to the CRC for use for the Activities. See also " <u>Tied Cash Contributions</u> " and " <u>Untied Cash Contributions</u> ".
CEO	The person appointed as the Chief Executive Officer of the CRC (whether known as Chief Executive Officer or another title such as director or manager).
Commonwealth Agreement	The funding agreement between the CRC entity and the Australian Government.
CRC Board or Governing Board	The board of directors of a CRC.
CRC Indicia	"CRC", "Cooperative Research Centre" and/or the CRC Program logo.

CRC Online	The CRC Program's online application and contract management system at www.crc.gov.au .
CRC Program funds	Funds provided by the Australian Government for the CRC Program as a whole; and/or financial assistance provided to a CRC for expenditure on Program activities under a <u>Commonwealth Agreement</u> .
Deed of Variation	A legal instrument between the Commonwealth and the CRC to amend or vary the <u>Commonwealth Agreement</u> to provide for changes as agreed by the Commonwealth.
Direct salary on-costs	The additional costs above the annual salary including payroll tax, workers compensation, leave loading, long service leave and superannuation.
Direct Support Costs of Research	Direct support costs of research are those that are specifically related to an individual research activity and do not include indirect costs of research.
End-user	A person, organisation, industry or community capable of deploying the research outputs of a CRC to deliver economic, environmental and/or social benefits to Australia.
Essential Participants	Those persons or bodies who provide essential support (including essential cash or in-kind contributions) for the Activities of the CRC.
Financial Year	A period of 12 months ending on 30 June each year, or where the context necessitates a part of such period.
Guideline/s	CRC Program Guidelines issued by the Commonwealth from time to time, and as amended by the Commonwealth from time to time.
Higher education institution/provider	An organisation listed as a Table A or Table B provider in the Higher Education Support Act 2003.
Incorporated entity	A separate legal entity created through registration under the Corporations Act 2001 or another relevant State or Territory law that provides for the creation of legal entities.
Independent experts	Experts appointed by the Department or the CRC Committee to assist with specific aspects of assessing funding applications and performance reviews.

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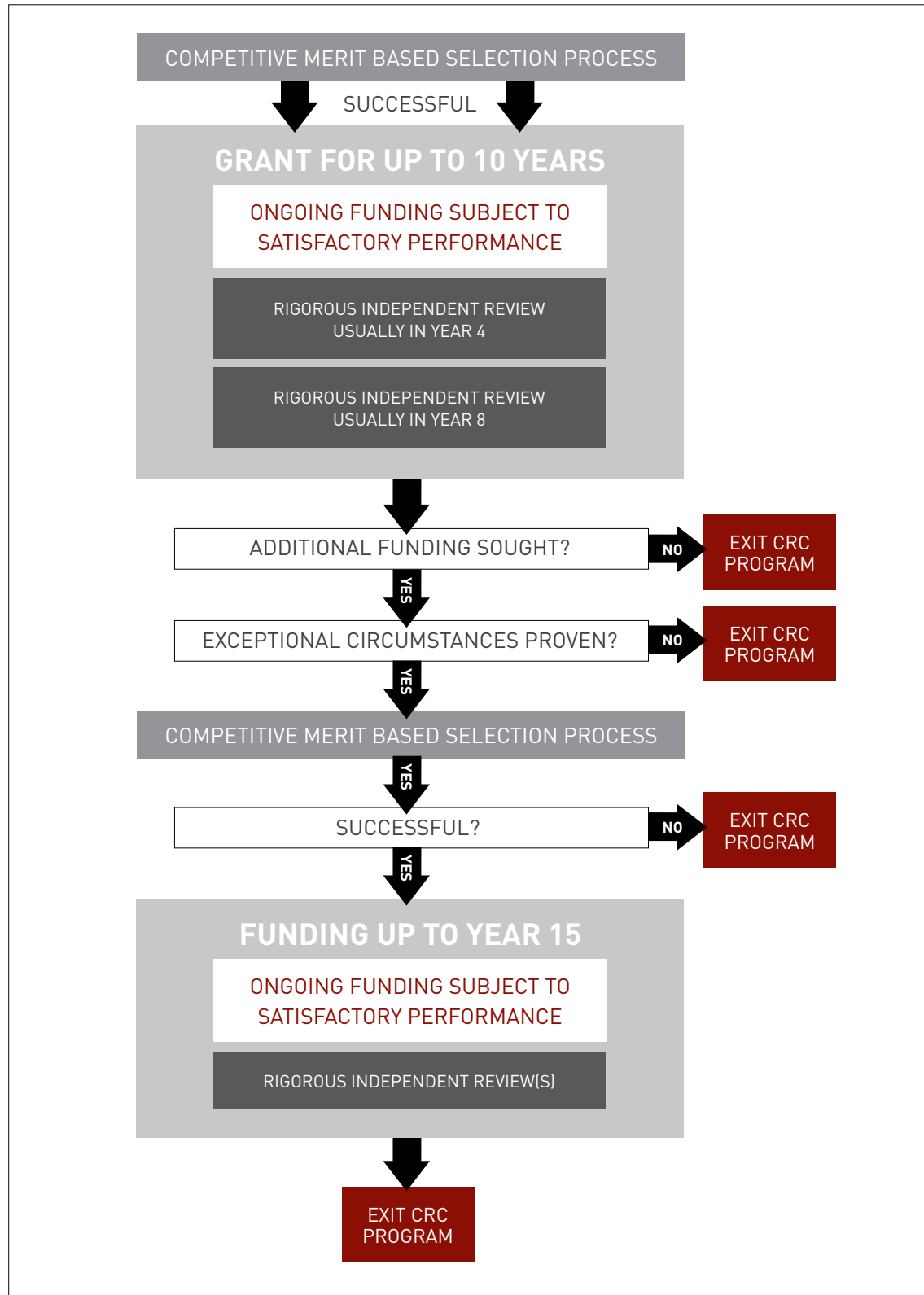
Indirect Support Costs of Research	Indirect support costs of research are costs which do not directly support an individual research activity including institutional overheads and administrative charges, infrastructure and facilities such as physical space and all the services associated with it, furniture and consumables that are not specific to the research activity.
In-kind contributions	Non-cash resources contributed by a participant to conduct the activities of the CRC. May be staff or non-staff resources.
Intellectual Property (IP).	Includes all copyright (including rights in relation to phonograms and broadcasts), and all rights in relation to inventions (including patents), plant varieties, registered and unregistered trade marks, registered designs, confidential information (including trade secrets and know-how) and circuit layouts and all other rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields.
Key Researcher	Person pivotal to the research activities of a CRC. Also called a "Project Leader", "Theme Leader" or "Manager".
Milestones	Milestones are the activities, targets or performance indicators to be achieved in a given time frame, which define a CRC's critical path in delivering the proposed outputs.
NHMRC	The National Health and Medical Research Council.
'New' CRC	An application for CRC Program funding from a new collaboration that does not build on the work of a previous CRC.
Outputs	The end products of a CRC's activities and includes publications, patents, prototypes and student completions.
Other Firm Cash	Money provided by a person other than a participant, which is immediately available for use by the CRC and may include donations and grants from other funding programs, but does not include anticipated future earnings.
Participant	A person, body or organisation who has agreed to support the CRC's activities and provide contributions to the CRC. See also " Essential Participant ".
Participants Agreement	The agreement between the participants.

Participant Contributions	The Cash Contributions, personnel, facilities and services to be provided by a participant to the CRC for the <u>Activities</u> from its own resources.
Post-Secondary Student	Includes undergraduate and postgraduate students as well as vocational education and training students.
Program leaders	Research or other staff with responsibility for management of one of the CRC's key areas. Also called "Senior Manager".
Public sector organisation(s)	Organisations other than higher education providers funded by the Australian Government or State and Territory governments (eg CSIRO, research institutes or agencies).
Research Participant	A Participant whose principal activity is undertaking and providing research in or to the CRC, or any employee or agent of an organisation whose principal activity is undertaking and providing research in or to the CRC.
Sector Classification	The CRC Program classifies end use activity according to the primary Australian and New Zealand Standard Industrial Classification (ANZSIC) divisions. See the ABS website for details (http://www.abs.gov.au/AUSSTATS/abs@.nsf/Latestproducts/AF04F89CEE4E54D6CA25711F00146D76?opendocument).
Small or Medium Enterprise (SME)	Firms or businesses which employ up to 200 staff.
Tied contributions (Cash or In-kind)	Contributions which are subject to conditions imposed by the participant (e.g. that it must be applied to a specific CRC activity).
Untied contributions (Cash or In-kind)	Contributions which can be used at the discretion of the CRC.
Utilisation	Technology transfer and take-up and use of research outputs by end-users. Commercial utilisation includes the manufacture, sale, hire or other exploitation of a product or process, or the provision of a service, incorporating CRC IP, or licensing of any third party to do any of those things, or otherwise licensing or assigning the CRC IP.

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ATTACHMENT A THE CRC PROGRAM FUNDING MODEL



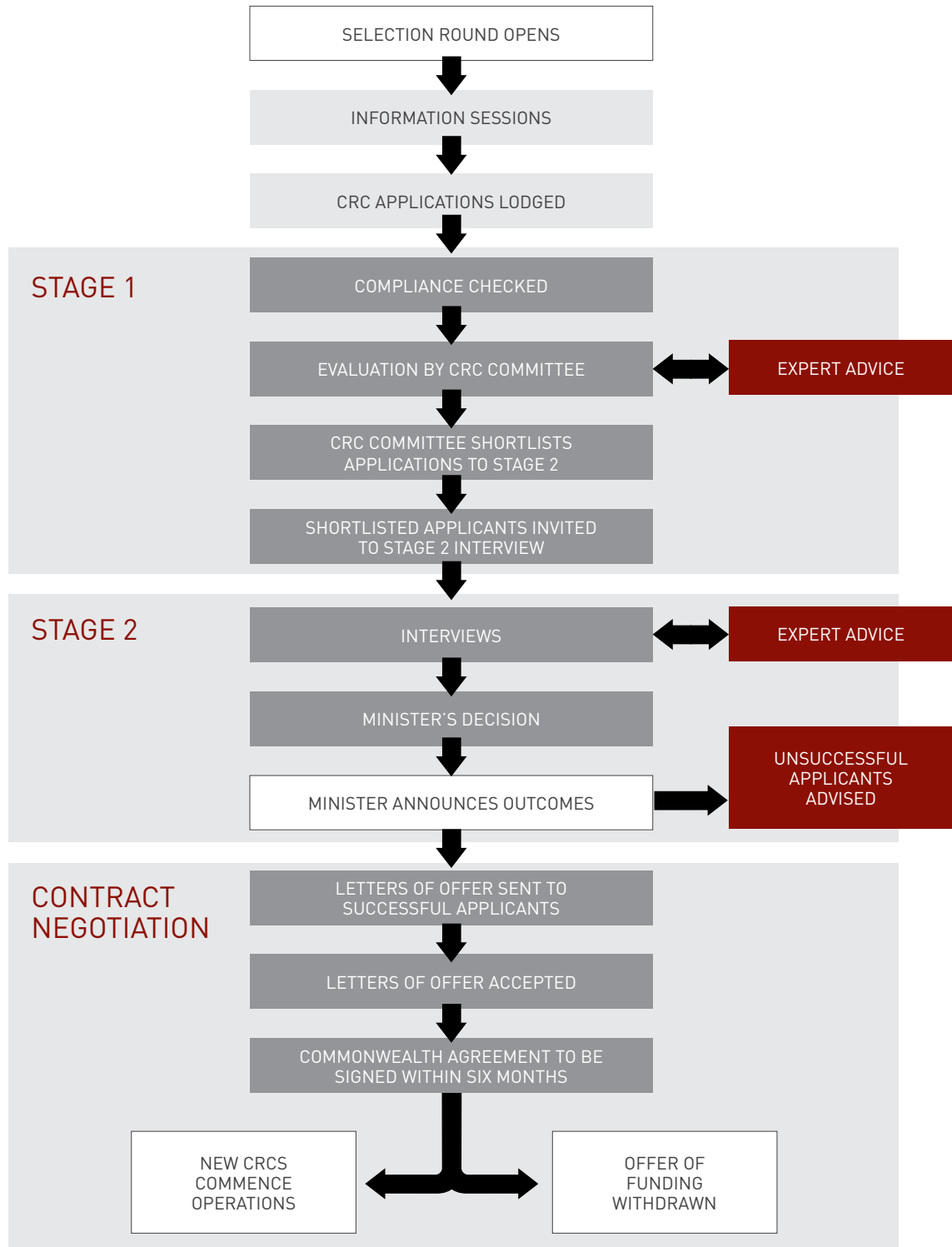
ATTACHMENT B AUSTRALIAN GOVERNMENT FUNDING PROGRAMS OF INTEREST TO CRCS

- Australian Research Council (ARC) – www.arc.gov.au
- National Health & Medical Research Council (NHMRC) – www.nhmrc.gov.au
- Department of the Environment, Water, Heritage and the Arts (DEWHA) – www.environment.gov.au
- Department of Agriculture, Fisheries and Forestry (DAFF) – www.daff.gov.au
- Department of Innovation, Industry, Science & Research (Innovation) – www.innovation.gov.au
- AusIndustry – www.ausindustry.gov.au
- Commonwealth Scientific and Industrial Research Organisation (CSIRO) – www.csiro.gov.au
- Business Entry Point – www.business.gov.au
- GrantsLINK – www.grantslink.gov.au
- Australian Competitive Grants Register – http://www.innovation.gov.au/ScienceAndResearch/programs_funding/Pages/AustralianCompetitiveGrantsRegister.aspx

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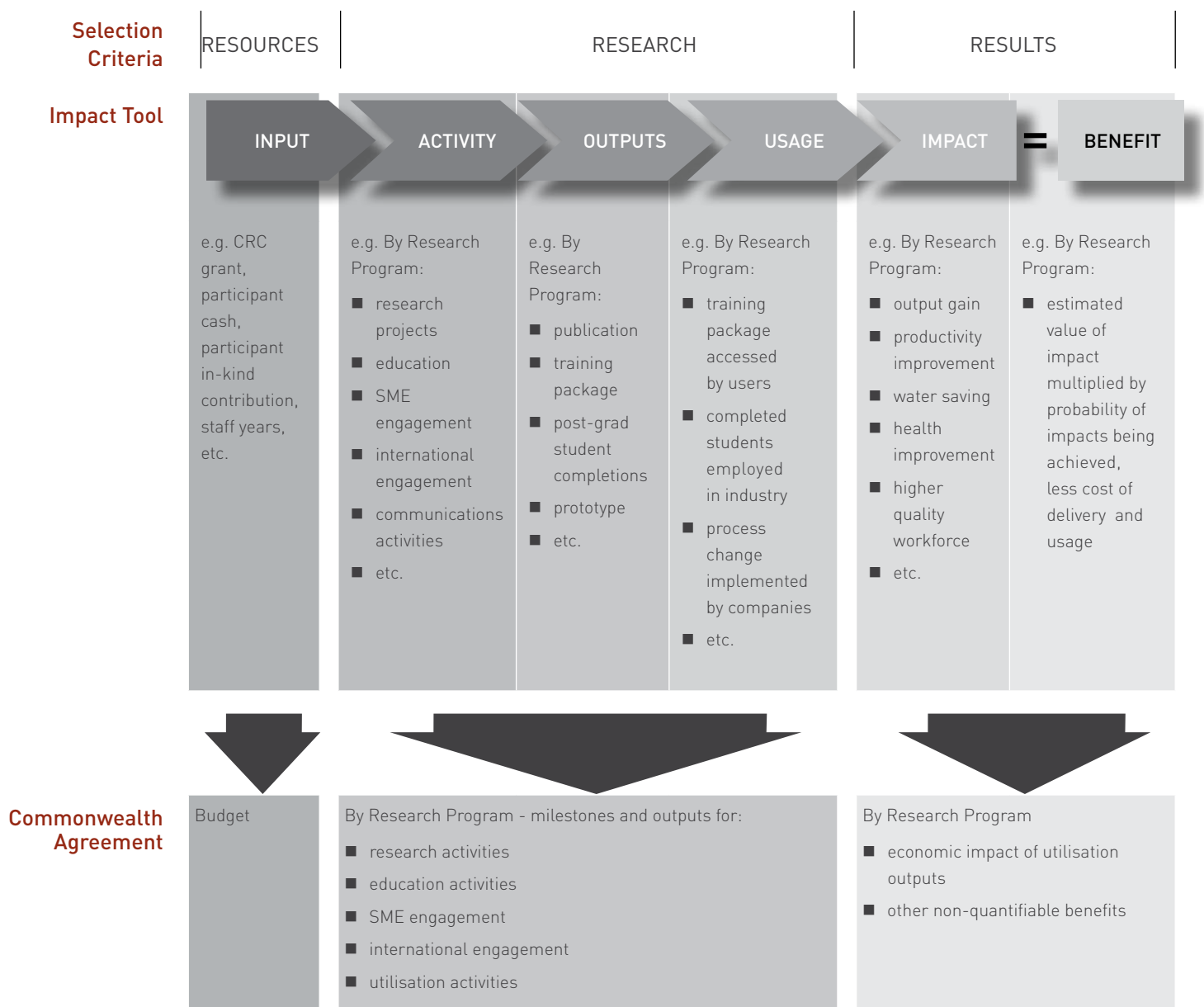


ATTACHMENT C DECISION PROCESS FOR NEW CENTRES



ATTACHMENT D PERFORMANCE ASSESSMENT “LINE OF SIGHT”

Obtaining Performance Assessment Measures



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Using Performance Assessment Measures

Stage of CRC Life cycle	Resources	Research			Results	
	Inputs	Activity (research & education activities)	Outputs (research & education outputs)	Usage (research & education uptake)	Impact	Benefit
1 st Year Visit	✓	✓	✓	✗	✗	✗
Annual Report (incl. data return)	✓	✓	✓	✓	✗	✗
Reviews	✓	✓	✓	✓	✓	✓
Final Annual Report/ Exit Report	✓	✓	✓	✓	✓	✓

Note: While progress against resource and activity commitments will initially be the focus of performance monitoring, over time more emphasis will be placed on progress against outputs, usage and impact commitments as well.

