



POLICY DOCUMENT

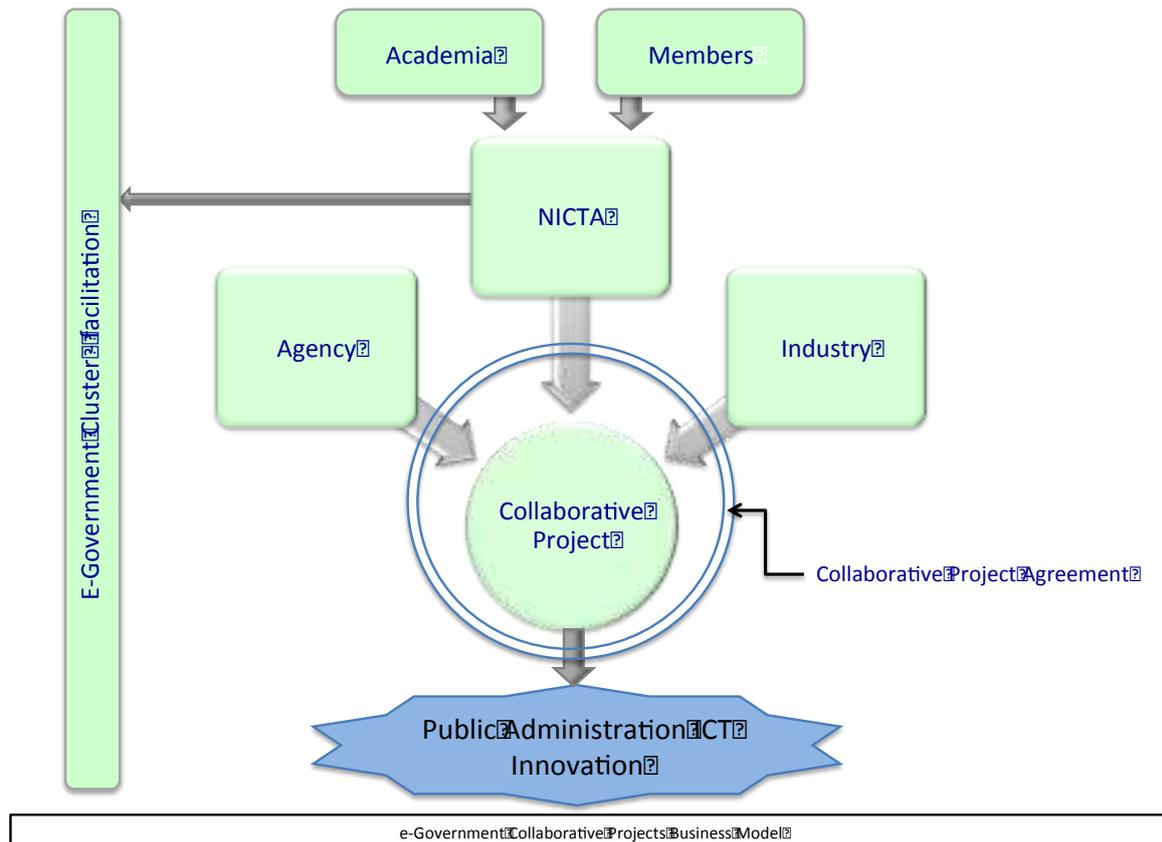
Collaborative Projects Policy

PURPOSE

1. To establish the guidelines for e-Government Cluster sponsored collaborative projects.
2. This paper replaces the previously distributed Policy discussion paper (item 5.1 Feb 2012 Steering Committee meeting) and Policy discussion paper update (item 2.3 Aug 2012 Steering Committee meeting).

COLLABORATIVE PROJECTS

3. One of the principal areas of activity for the e-Government Cluster is the work associated with collaborative projects. Collaborative projects are the mechanism whereby selected members of the e-Government Cluster community-of-interest team up in the pursuit of an innovative ICT outcome.
4. The inter-relationships between the parties; objectives; and proposed agreement are shown below.



5. An Agreement (contract) is required where a party or parties are to be bound to some form of performance measure (e.g. contribution; milestone achievement; etc). The Agreement also covers normal contractual terms and conditions such as liabilities; intellectual property; confidentiality; etc.

TARGET AREAS FOR COLLABORATIVE PROJECTS

6. Collaborative projects principally arise from two areas: addressing the priority theme(s) as determined by the Cluster Steering Committee; and /or from specific requests from members as subsequently endorsed by the Cluster Steering Committee.

PRINCIPLES



7. Collaborative projects seek to engage the capabilities of Cluster members aimed at new or significantly improved solutions for public administration and/or services to citizens.
8. Collaborative projects must contain an element of innovation. Innovation can be demonstrated by the creation of something entirely new or by bringing together existing technologies to deliver something unique.
9. All participants must be Cluster members unless otherwise agreed by the Cluster Steering Committee. All Commonwealth and ACT government agencies are members by default.
10. All participants are required to contribute to the project in cash and/or in-kind. The level of contribution will be at least proportional to the agreed anticipated benefit the participant is expected to receive.
11. A Collaborative Project Agreement (refer above) will be implemented in all cases unless deemed not necessary by the Cluster Steering Committee. NICTA, representing the e-Government Cluster will contract as the principal partner, unless deemed otherwise by the Cluster Steering Committee.
12. Collaborative projects are strictly managed and governed. A review of the project outcomes is conducted post completion and/or wind-up (whichever applies).

COLLABORATIVE PROJECT REGISTRATION & SELECTION

13. Potential Collaborative projects are registered with the Cluster using the Collaborative Project Registration Form (attachment 'A').
14. Registrations of interest will be accepted from any bona fide person or organisation. It is expected that normally they will come from members, agencies, academia, NICTA staff, Steering Committee members, and /or members of the Cluster Management team.
15. A summary of each Registrations of Interest will be published on the Cluster web-site and in the Cluster Newsletter.
16. The Steering Committee will determine which Registration of Interest(s) will be established as a Cluster collaborative project(s). This decision will be based on the following selection criteria: alignment with Cluster mission; degree of innovation; degree of impact on public administration and services; commercial potential; Australian industry impact; likely project cost and duration; required partners' contributions; jurisdictional impact.
17. Regarding 'jurisdictional impact': based on the current funding support for the Cluster, this criteria is weighted in favour of projects involving either ACT or Federal Government agencies in Canberra. However the Cluster embraces all spheres of government and is open to undertaking collaborative projects in any jurisdiction.

COLLABORATIVE PROJECT AGREEMENT

18. As per 5. above, and unless deemed unnecessary by the Steering Committee, all Collaborative Projects will be subject to an Agreement, the template for which is at attachment 'B'.



PARTICIPANT SELECTION

19. The Cluster Steering Committee will select Participants – both government and industry; based on an assessment of the respective Collaborative Project registration of interest.
20. For an agency to be involved it needs to fit either the category of prime ‘customer’ (ie the a major user of the likely solution) and/or prime ‘advisor’ (ie the principal policy agency for the collaborative project subject).
21. Industry participants need to have registered an interest and have an acknowledged capability in the collaborative project subject. Beyond that the Steering Committee will select industry participants based on the advice of the agencies involved and the industry participant’s track record.

PARTICIPANT OBLIGATIONS

22. All participants are required to contribute materially to the project – refer above.
23. Participants are required to sign any Agreement with is created for the project and adhere by its terms and conditions.
24. Participants are required to contribute to the on-going management of the project and the final outcomes review.
25. Wherever appropriate, Participants are required to give due recognition to the other parties involved in the project.

INTELLECTUAL PROPERTY

26. The ownership of industry participant intellectual property and background intellectual property is not altered or transferred should it be used in a collaborative project.
27. The general rule is that the parties involved in accordance with their respective level of contribution will own any new intellectual property, which results from a collaborative project.
28. Irrespective, the decision regarding ownership of intellectual property will be made by the Cluster Steering Committee on a case-by-case basis.

COLLABORATIVE PROJECT MANAGEMENT & GOVERNANCE

29. A Project Control Board will be established for every Collaborative Project. The Board will comprise the senior representatives of each of the participants. The Board provides overall governance of the collaborative project.
30. Every Collaborative Project has an assigned project manager. The Project Manager will follow an industry best-practice management methodology ensuring appropriate scheduling, risk identification and mitigation, control and reporting occur.
31. The Project Manager provides day-to-day reporting to the Project Control Board. The Project Manager also provides collaborative project updates to the Cluster Steering Committee. Such reports will be in writing and may also be in person as determined by the Cluster Steering



Committee. The regularity of the reporting is in accord with the project milestones and as nominated by the Steering Committee.

POST-COLLABORATIVE PROJECT REVIEW

32. Every Collaborative Project is subject to a review at its completion or termination.
33. The reviews are conducted by the Cluster Manager and report outcomes against the selection criteria (refer 20. above).
34. The Review is provided to each participant in the Project; and the Project Manager. Their comments are appended to the Review, which is presented to the Steering Committee.
35. A version of the Review which is suitable for public digest and endorsed by the Steering Committee (– ensuring protection of IP; other commercial interests; and reputation) is published on he Cluster web-site

(M. Phillips)
Cluster Manager
November 2012