

General communications and key messages

Key points

- We realised in Tranche 1 that Challenge funding alone could not achieve the [Challenge Mission](#). Our [2019-2024 Strategy](#) focuses on the whole 'innovation system' to ensure progress towards strategic goals to be achieved by 2024.
- The scoping and design Stage of Tranche 2 is now complete. Lead-off investments were approved by Mana Rangatira (the Challenge Governance Group) at their meeting in December 2019. More investments will follow in the first half of 2020.
- Our commitment to 'invest for impact' underpinned our work in 2019: particularly identifying investment needs along an innovation pathway (discovery to adoption), in each of seven priority areas (Strategic Outcomes) before deciding where the Challenge should itself invest. 'Investment Prospectuses' are being used to make these decisions.
- A similar process was used to accelerate investment in the [Ngā Rākau Taketake](#) (NRT) surge investment for kauri dieback and myrtle rust. Building on work in 2018 and 2019 by MPI and others, investment needs have been mapped for NRT and this process has identified seven priority outcome areas for investment.
- All research contracts will be done by negotiation with a lead provider, with leads expected to reach out widely to strive for system-wide alignment and collaboration with existing work in order to construct the 'right teams'. Knowledge and expertise will be drawn from Challenge Parties and others.
- There was a lot of hard work put in by a lot of people to get us to this point. This effort has built a strong platform enabling us to be confident our investments will create impact.

What is the purpose of the 'Investment Prospectus'?

- The Investment Prospectus is a document that paints a picture of how we can harness knowledge, science, research, innovation and technology development across and in research organisations, communities, and government agencies. Prospectuses are a very effective tool in social enterprise and in business because they are in a format and language that investors can understand
- Only after we have mapped the overall portfolio of current investment in a given area, brought essential partners on board, and identified critical gaps, can we drive transformative change by leveraging existing investments and choosing to invest in those gaps.
- The intention of each Investment Prospectus is to outline how a large collective of individuals and organisations will work together to create impact, and to weave a 'story' around each one that connects with the hearts and minds of New Zealanders.
- We now have [eight Investment Prospectuses](#). They have been peer-reviewed by our International Science Advisory Panel.

Investment Prospectuses – what happens next?

- The Investment Prospectuses are living documents. Early in 2020, we will place the Prospectuses online for information and feedback, and to help organisations identify where they can contribute to critical areas of research.

- Based on the Investment Prospectuses, we identified research investments that can be kicked off early in 2020 and made recommendations to Mana Rangatira, the Challenge Governance Group. Investing in priority areas now does not mean other work is less worthy or less important. We will make another set of recommendations to the Governance Group in early February 2020.

Investments will be done by negotiation with a lead provider

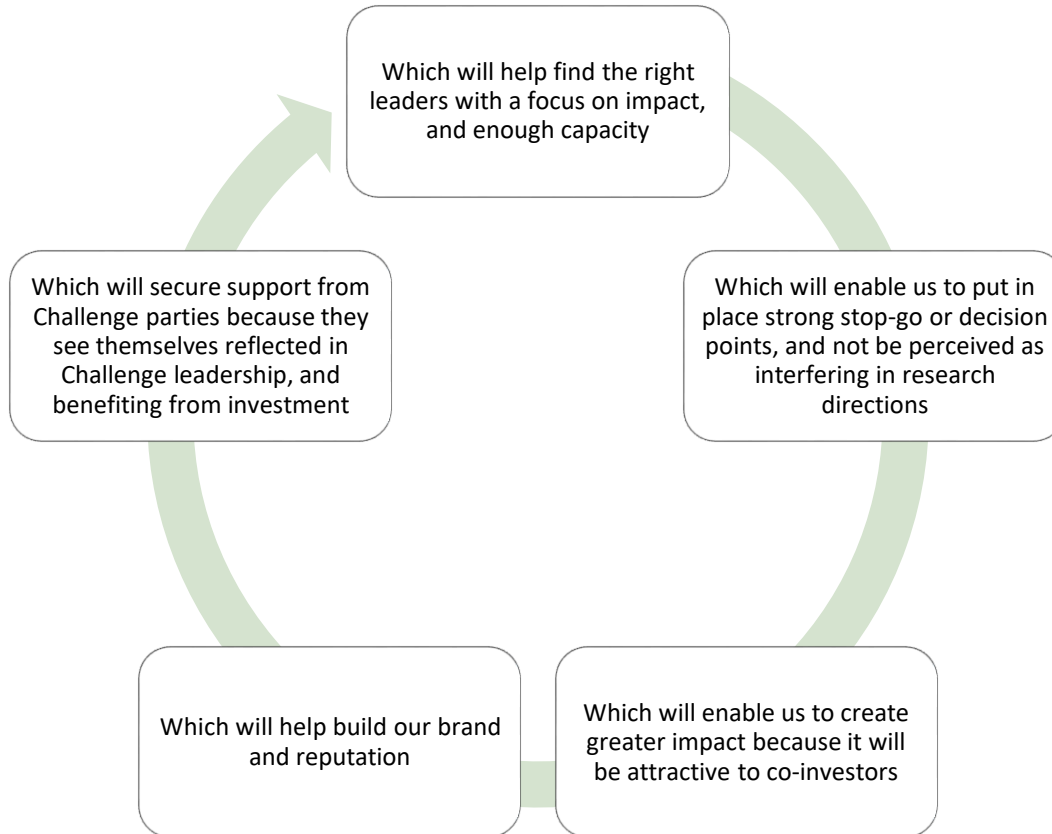
- There are no contestable funding rounds in either the Challenge of Ngā Rakau Taketake.
- Research investments are made ‘by negotiation’, working with a lead provider and (usually) with nominated research leads. The Challenge leadership team and Knowledge Brokers work closely with lead providers and research leads to scope and develop research plans. This is a detailed process and the lead providers will be reaching out across many teams and organisations to build the right team.
- It is very important to us that this process is as inclusive as possible. If you are interested in contributing to one of the seven Strategic Outcomes and you think we’ve overlooked your skills and expertise at any stage, don’t hesitate to get in touch with support@bioheritage.nz.
- We have a [step-by-step timeline for investment decision-making](#), and [criteria](#) to help guide the process of constructing the right teams to create impact, by achieving a set of ambitious goals by 2024.
- We also work closely with our Challenge Parties to identify aligned research.
- The process of constructing the right teams can often take 2-6 months, depending on the size of the contract and the complexity of the team. It takes time and effort to get trust-based relationships built. It is expected that this work will be ongoing for the life of the investment (and hopefully beyond).

What we are looking for in constructing research teams

We are looking for those that uphold our values and are passionate about working under our guiding principles. We will also look for skills to do the job, willingness to share, and enthusiasm for working with people from different sectors and backgrounds. We are aiming to accelerate rapidly now, with major delivery due by 2024, so capacity will be a major factor in consideration.

What we are looking for in selecting research leaders

- Our aim is to empower a culture of flexibility in our leaders and teams, and for teams to proactively work with the Challenge to let us know if an avenue of research is not working. Our leaders need to encourage a culture of honesty if things are not working, and to have the courage to actively shut research down and move on rather than wasting money.
- We will talk individually with potential leaders about the scope of leader roles and the authority and expectations that go with them. We expect leaders to have autonomy, but to be supported by and work collaboratively with the Challenge.
- One of the biggest gaps we have identified continues to be the need to reach out across the science sector. It is important that we are transparent about this going forward, so we will have expectations of leaders around that.
- Our philosophy in choosing research leads is summarised in this cycle:



2024 Goals and KPIs

- [The Challenge Strategy](#) centres around three impact areas (Whakamana/Empower; Tiaki/Protect; Whakahou/Restore). Nested under these three impact areas are [seven Strategic Outcomes \(SOs\)](#). Both the impacts and SOs are ambitious: to be achieved beyond the current life of the National Science Challenges. That meant that we needed to focus on something that would be delivered by 2024.
- In 2019, teams representative of a wide range of expertise across Aotearoa were guided through a design process to focus on 2024 Goals – if the Goals are achieved, they will set up a pathway to successfully creating impact and long-term benefit for Aotearoa.
- Critical steps, constructed by the research teams, guide us along a pathway or roadmap to 2024 under each SO.
- Critical steps and 2024 Goals are aligned into an [Outcome Framework](#) (a Theory of Change) for both the Challenge and NRT.

Intellectual property

- Because all our investments are done by negotiation, the Challenge has worked hard on a range of measures to protect your IP. As a starting point, all 18 Challenge Parties have signed a [Collaboration Agreement](#), which has specific clauses around IP. Please read this, because if you are a researcher in one of the Challenge Parties, these clauses apply to you.

- The Challenge also has an [IP Management Plan](#) template for use during negotiation of the contract.
- There will be circumstances where different kinds of agreements need to be put in place, depending on the situation. These include one-off hui or wānanga where information or knowledge is being shared at a high level, right through to detailed and ongoing sharing of knowledge or data in a collaborative programme where a deep level of trust is required.
- In addition to the Challenge Collaboration Agreement, options for protection of IP under a range of scenarios include but are not limited to:
 - Cultural safety agreements
 - Mana whenua agreements
 - Mana enhancement agreements
 - Non-disclosure agreements
- Feel free to speak to the Challenge leadership team about a specific situation – we have used all of the above options and are happy to help co-design something that is fit-for-purpose for your particular situation if needed. We are always happy to learn new ways of doing things!
- A final reminder, though: ultimately one of our goals is to ensure that the NZ science system is more inclusive, diverse and collaborative; and that people are more open to sharing their IP in a safer environment. Whilst we promote 'good behaviour' in this space, at the same time we do expect that you will need to find your own path to trusting the processes and systems we have established to help achieve this goal.