



DEFENCE INNOVATION PARTNERSHIP

ACTIVATOR FUND GUIDELINES

Understanding and Countering Influence

Opening date:	7:00AM ACST on 25 June 2024
Closing date and time:	5:00PM ACST on 15 August 2024
Administering entity:	Defence Innovation Partnership, Defence SA E:
Enquiries:	enquiries@defenceinnovationpartnership.com
Date guidelines updated:	August 2024
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1. The Activator Fund process



2. About the Defence Innovation Partnership

The Defence Innovation Partnership is a collaborative initiative of the South Australian Government through Defence SA, the Defence Science and Technology Group, The University of Adelaide, Flinders University and University of South Australia.

The Defence Innovation Partnership is hosted and administered by Defence SA.

3. About the Activator Fund

The Activator Fund aims to enable South Australia to create and participate in larger-scale innovation activities that are aligned with the most significant challenges facing Defence. The Activator Fund is linked with the Australian Department of Defence's Innovation, Science and Technology priorities.

The Activator Fund aims to have ongoing impacts on the South Australian innovation ecosystem, particularly to enable more rapid transition of technology developments towards future operational capabilities. It aims to create opportunities for greater follow-on investment from national and international R&D programs, spinoffs into local industry including dual use into non-defence sectors, and uplift of local industry to supply into international defence/space programs.

3.1 About the [Activator Fund](#) Opportunity

Understanding and Countering Influence

Context - This theme aligns with priorities outlined in the 2023 Defence Strategic Review, including the emphasis on a whole-of-government, 'National Defence' approach to building and maintaining good relationships and statecraft in the Indo-Pacific region.

Information Warfare is one of the Defence innovation, science and technology priorities, and in addition, there are numerous references in the National Defence Strategy to the importance of detecting and countering disinformation in the Indo-Pacific region.

More broadly, this theme and associated challenge statements address issues that are of interest to society beyond Defence - for example, the World Economic Forum identifies 'misinformation and disinformation' as the top most severe (ie greatest impact) risk in the next 2 years, and 5th most severe risk in 10 years. On a related note, 'societal polarisation' appears as the 3rd most severe risk in the next 2 years.

Challenge Statements

a. Challenge 1 – Regional Statecraft & Influence

The Pacific is at the centre of some of the most significant geopolitical changes of the 21st century. A site of strategic competition, the region is becoming more contested and apprehensive, playing host to an expansion of so-called 'grey zone' activity in which coercive forms of statecraft are deployed below the threshold of conflict to achieve strategic goals.

Coercive statecraft stands in direct contrast to the type of region in which Australia wants to live: one that is open and inclusive; where sovereignty and the rights of all states are respected; and where the rule of law is upheld. As extra-regional states pursue their ambitions in the 'crowded and complex' geopolitics of the Pacific, regional voices are at risk of being overwhelmed.

We therefore seek to better understand Pacific voices, the tropes and frames, stories and priorities that matter to them and how these impact on their own perspectives regarding regional security and stability, including relationships with other countries. Preference will be given to traditional methods of Melanesian story-telling, such as Tok Stori, as the basis for human data research so as to provide a richer understanding of sentiment and trends, why these matter and the level of salience. Ultimately, we seek a platform for Pacific voices to be amplified so as

to shape and influence Australian statecraft to be more regionally aware and effective across a range of levels and contexts.

b. Challenge 2 – Digital & Open-source Methods

Communication, engagement, behaviour and influence are increasingly happening online, producing a huge amount of data which analysts are able to exploit to better understand sentiments, trends, networks, narratives, risks and other issues of political, strategic or economic significance. As such, Australian officials are becoming more reliant on open-source and online methods for gain a comprehensive understanding of the variety of opinions held by different audiences and how these are shaped over time and in response to specific events.

To date much of the research and development in digital and open-source methods has been conducted for the purposes of product marketing (such as Advertising Technologies (AdTech)) and only partially transferrable to Defence contexts. We therefore seek a prototype analytical tool capable of using open-source information, within an accepted legal and ethical framework, that is able to conduct an array of advanced analytics relevant to online sentiment and behaviour. Preference will be given to proposals that have already developed foundational socio-political and psychological frameworks and are able to translate this prior work into a user-friendly tool for analysts that can be trialled within experimental environments and case studies.

3.2 Expectations and key considerations

- Support and involvement from Australian Department of Defence
- Strong collaborative team delivering a larger-scale project. While there is no minimum grant amount specified, preference will be given to proposals that demonstrate ability to build scale in research and development in South Australia. The preference is to fund one project under each challenge.
- Benefit for South Australia

4. Grant amount and grant period

4.1 Grant amount and co-contributions

Up to \$800,000 will be available for the two challenges of this Activator Fund theme. We expect to fund one project for each challenge (\$400,000 each) Matched funding is required for all proposals, including a mix of cash and in-kind contributions.

Preference will be given to proposals that demonstrate ability to build scale in research and development in South Australia.

4.2 Project period

Projects begin as soon as the Funding Agreement has been signed by all parties. The expected timeframe for projects is 12 - 24 months.

5. Eligibility criteria

5.1 Minimum requirements for collaboration and matched funding

Minimum requirements for collaboration:

- Eligible proposals must have a minimum of one South Australian university Partner Organisation, one South Australia-based industry / translation Partner Organisation and Australian Department of Defence involvement (ideally as a Partner Organisation).

Minimum requirements for matched funding:

- There is a requirement for minimum 1:1 matched (cash and in-kind) funding for the funding amount that is requested from the Activator Fund (\$1 Activator Fund to \$1 provided by participants).
- Work funded by the Activator Fund must be undertaken in South Australia. Contributions from Lead and Partner Organisations may be used to fund work outside of South Australia, but the majority of overall project effort must occur in South Australia.

5.2 Who is eligible to participate?

The Lead Organisation for an Activator Fund proposal is the entity with which the Minister for Defence and Space Industries will enter into a Funding Agreement. The Lead Organisation for an Activator Fund proposal can be:

- a South Australian public university
- a South Australia-based business (with an ABN), either headquartered or with substantial operations in South Australia relevant to the Activator Fund theme.

Partner Organisations for an Activator Fund proposal can be:

- Australian Government agencies, including Department of Defence
- South Australian Government agencies
- Australian universities
- Publicly Funded Research Organisations
- Australian industry – startups, SMEs and large companies
- Australian non-government organisations
- Overseas government, research and industry organisations

6. What the Activator Fund money can be used for

6.1 Eligible activities and expenditure

Eligible activities may include:

- employing and/or providing stipends to research staff to work on the Activator Fund project
- purchasing hardware and software
- costs to access research infrastructure
- travel costs directly related to the Activator Fund project

We may also approve other activities.

If your application is successful, we may ask you to verify project costs that you provided in your application. You may need to provide evidence such as quotes for major costs.

To be eligible, expenditure must be a direct cost of the project.

You must incur the project expenditure between the project start and end date for it to be eligible.

You must not commence your project until you execute a Funding Agreement with the Minister for Defence and Space Industries.

7. Assessment Criteria

The Activator Fund Application Form asks questions that relate to the Assessment Criteria listed below.

It is recommended you become familiar with the Assessment Criteria before completing your application.

7.1 Assessment Criterion 1 – Project Description

1. How clearly articulated is the proposed problem and the proposed solution?
2. Has the proposal clearly identified the purpose, how the project will be undertaken and the desired outcomes? Do these align with the purpose and objectives of the Activator Fund?
3. Is the proposal of an adequate scale for Activator Fund, and is it likely to build scale in research and development activities in South Australia?
4. To what extent is the project novel and innovative?

Score	Rating	Definition
3	Well described and a step change technology	<p>The proposal presents a well thought through and achievable program of work; technical challenges have been addressed.</p> <p>The proposal clearly outlines the purpose and outcomes, which support the purpose and objectives of the Activator Fund.</p> <p>The proposal is of an adequate scale for Activator Fund, and clearly demonstrates significant ability to build scale in R &D activities in South Australia.</p> <p>The proposal clearly describes the limits of current practice and novelty/innovation of the proposed approach.</p>
2	Adequately described and an evolutionary technology	<p>The proposal presents a program of work that is feasible and credible but not clearly articulated; technical challenges have been addressed.</p> <p>The proposal outlines the purpose and objectives, which support the purpose and objectives of the Activator Fund.</p> <p>The proposal is of an adequate scale for Activator Fund, and demonstrates ability to build scale in R &D activities in South Australia.</p> <p>The proposal describes the limits of current practice and novelty/innovation of the proposed approach.</p>
1	Poorly described and an incremental improvement	<p>Proposal may be feasible.</p> <p>The program of work is ambitious given the available budget, timeframe and team, and technical challenges not fully addressed.</p> <p>The proposal is of an adequate scale for Activator Fund, and mentions the possibility of building scale in R &D activities in South Australia.</p> <p>The proposal does not fully support the purpose and objectives of the Activator Fund.</p>
0	Unacceptable detail	<p>Proposal is unlikely to be feasible.</p> <p>The program of work is unlikely to be delivered within the proposed timeframe and/or budget; technical challenges poorly addressed.</p>

		<p>The proposal does not adequately support the purpose of the Activator Fund.</p> <p>The proposal is of an inadequate scale for Activator Fund, and/or does not demonstrate the possibility of building scale in R &D activities in South Australia.</p> <p>The proposal does not describe current practice or the novelty/innovation of the proposed approach.</p>
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7.2 Assessment Criterion 2 – Defence Desirability and Potential Dual Use

1. How well does the proposal align with Australian Department of Defence priorities?
2. Is there a clear and direct application to defence?
3. Does the proposal have applications in other sectors?

Score	Rating	Definition
3	High desirability for Defence	<p>Proposal aligns very closely with Australian Department of Defence priorities and there is strong support and involvement from Australian Department of Defence personnel.</p> <p>The proposal has a clear defence application, and a strategy has been described by which further support from Australian Department of Defence could be achieved.</p> <p>Applications to other sectors and how these may be exploited have been identified.</p>
2	Moderate desirability for Defence	<p>Proposal aligns with Australian Department of Defence priorities and there is some support and/or involvement from Australian Department of Defence personnel.</p> <p>The proposal has defence application, however there is limited or no strategy regarding further maturation.</p> <p>Applications to other sectors have been identified.</p>
1	Minimal Desirability for Defence	<p>Proposal has moderate alignment with Australian Department of Defence priorities, but there is no involvement or support from Australian Department of Defence personnel.</p> <p>There is an identified defence application, but the links as to how it might be utilised are unclear.</p> <p>Applications to other sectors are poorly defined.</p>
0	No Defence Desirability	<p>The proposal does not align with Australian Department of Defence priorities.</p>

7.3 Assessment Criterion 3 – Collaboration

1. Does the Project Team have the expertise to undertake the project (including minimum criteria being one South Australian university partner, one South Australian industry partner and an Australian Department of Defence partner)?
2. Does the Project Team have the resources required to undertake the project?

3. Does the Project Team have the minimum matching contributions?
4. Are all Project Team participants providing meaningful contributions?
5. What is the level of Australian Department of Defence participation?

Score	Rating	Definition
3	Exceptional	The proposal clearly articulates that the proposal possesses all the capabilities required and has the capacity to successfully undertake the project in the described timeframe. Includes significant Australian Department of Defence participation.
2	Good	The proposal describes strategies that the proposal will put in place to ensure they have access to the capabilities and capacity to successfully complete the project in the described timeframe. Includes moderate Australian Department of Defence participation.
1	Poor	The proposal does not provide sufficient confidence that the proposed team possesses the capabilities or the capacity to successful undertake the project in the described timeframe. Includes limited Australian Department of Defence participation.
0	Inadequate	Response provided is not of an acceptable nature to be scored. Includes no Australian Department of Defence participation.

7.4 Assessment Criterion 4 – Viability and Feasibility

1. Is the proposal achievable in the timeframe and within budget?
2. How clear and articulated are the deliverables/milestones? Are they feasible within the 24-month duration of the project?
3. Have any project and technical risks been identified and addressed (e.g. access to trial facilities and participants, use of technical methods which have a higher risk of failure)?
4. Do the participants have experience completing innovation projects of a similar scale?
5. Is there a more practical technical approach with better outcomes?

Score	Rating	Definition
3	Exceptional	The proposal has considered all the project and technical risks required to successfully undertake the project in the described timeframe and budget. The technical approach is highly appropriate.

2	Good	The proposal has considered project and technical risks and provided a description on mitigation strategy to undertake the project in the described timeframe and budget. The technical approach is realistic, but there are alternatives which could achieve similar results.
1	Poor	The proposal identifies project and/or technical risks but provides no strategies for mitigation. There are other alternative approaches which may provide improved outcomes.
0	Inadequate	The proposal does not address the project and technical hurdles and there are other alternative approaches which will give superior outcomes.

7.5 Assessment Criterion 5 - Budget

1. Does the budget represent value for money (are the costs to achieve the milestones / deliverables reasonable, or overheads acceptable)?
2. Does the budget for the base project fall within the required dollar range? Does the project include costed stretch milestones if additional funding becomes available?
3. Is the budget costed appropriately (has the applicant allocated enough resources to successfully undertake the project)?

Score	Rating	Definition
3	Exceptional work plan and costing	The proposal has clearly defined and realistic milestones and deliverables. The costing for the research is considered sufficient and provides outstanding value for money
2	Acceptable work plan and costing	The proposal has adequately defined milestones and deliverables. The costing for the research is sufficient and provides reasonable value for money.
1	Poor work plan and costing	The proposal has poorly defined milestones and deliverables, with risks on its achievability. The costing for the research is potentially insufficient/ inadequate and provides limited value for money.
0	Unacceptable	Response provided is not of an acceptable nature to be scored.

7.6 Assessment Criterion 6 - Realisation pathway / commercial opportunity / scalability and impact

1. Has the commercial opportunity and impact been clearly articulated?
2. Is there capacity / intention for the collaboration to continue into the future?
3. Has a detailed realisation pathway been described? Are there strong links to Defence and/or into another sector to enable the realisation pathway?
4. To what extent has the strategy for scalability been defined?

5. Does the proposal have the potential to provide economic benefit back to the state and has this been clearly articulated?

Score	Rating	Definition
3	Outstanding opportunity	A clear commercial opportunity (including benefits and ROI) has been described along with an achievable market penetration (commercialisation) strategy and how scalability will be realised.
2	Good opportunity	The proposal describes a commercial opportunity and market penetration (commercialisation) strategy but lacks detail. Scalability is addressed but the strategy also lacks detail.
1	Moderate opportunity	The commercial opportunity and commercialisation strategy are unclear (minimal detail provided), as are the benefits and ROI. Scalability has not been addressed in any detail.
0	Poor Opportunity	No detail has been provided on the commercial opportunity or how the technology will achieve scalability or market penetration.

8. How to apply

You can submit an application any time between 7am on 25 June 2024 to 3pm on 15 August 2024. Late applications will not be accepted.

Before applying for the Activator Fund it is recommended you read and understand these guidelines, and the sample draft South Australian Government Funding Agreement published on the [Defence Innovation Partnership](#) website.

To apply, you must complete and submit your application through the SmartyGrants online portal, including all requested information as attachments/uploads, eg Participant Declarations, Letters of Support.

You can view and print a copy of your submitted application on the portal for your own records.

If you need further guidance around the application process, or if you have any issues with the portal, contact us at enquiries@defenceinnovationpartnership.com.

9. The Activator Fund selection process

9.1 Assessment process

The Defence Innovation Partnership will first assess applications against the Eligibility Criteria. If eligible, applications will proceed to the assessment stage.

Applications will be assessed against the Assessment Criteria, with consideration of:

- how well the application meets the criteria
- how the application compares to other applications

The Assessment Committee will include representatives from the Australian Department of Defence (including subject matter experts) and the South Australian Government. The Assessment Committee may also seek additional advice from independent technical experts.

The Assessment Committee will assess applications against the assessment criteria and compare it to other eligible applications before recommending which projects to fund.

If the selection process identifies unintentional errors in your application, we may contact you to correct or clarify the errors, but you cannot make any material alteration or addition.

Any conflicts of interest for the Assessment Committee will be declared and managed during the assessment process, which might include members of the Assessment Committee abstaining from assessing some proposals.

9.2 Approvals process

The Assessment Committee will present funding recommendations to the Defence Innovation Partnership Advisory Board for endorsement. If recommendations are endorsed, the Chief Executive of Defence SA will approve the grant(s).

10. Notification of application outcomes

We will advise you of the outcome of your application in writing.

If you are successful, you will be advised about the next steps to execute the Funding Agreement(s).

If you are unsuccessful, you will receive the outcome in writing, and we will give you an opportunity to discuss the outcome with us.

11. Successful Activator Fund applications

11.1 Funding Agreement

You must enter into a legally binding Funding Agreement with the South Australian Government.

We will manage the South Australian Government Funding Agreement, which includes issuing and executing the Funding Agreement (execute means both you and the South Australian Government have accepted the agreement). You must not start Activator Fund project activities until a Funding Agreement is executed. We are not responsible for any expenditure incurred prior to the Funding Agreement being executed and cannot make any payments until a Funding Agreement is executed.

The approval of your Activator Fund project may have specific conditions determined by the assessment process which will be identified in the offer of the Funding Agreement.

The South Australian Government may recover funds if there is a breach of the Funding Agreement.

11.2 Intellectual Property

Ownership of intellectual property developed using the funds will be retained by the successful applicants. Project Teams are encouraged to discuss background and foreground IP arrangements early in the proposal development process.

Defence SA makes no claim on ownership of background or foreground IP from Activator Fund projects funded under this theme.

Where there is an Australian Department of Defence contribution to a project, applicants may be required to grant a licence to the Commonwealth to use project intellectual property for Commonwealth purposes.

11.3 How we pay the grant

The Funding Agreement will include:

- the term of the Funding Agreement

- the total amount of funding for the Activator Fund project
- details of how instalments will be paid
- all reporting requirements.

Payment of the grant will be linked to Key Milestones identified in the application process.

We will make payments according to the agreed schedule set out in the Funding Agreement. Payments are subject to satisfactory progress of the project.

12. Announcement of grants

Outcomes of the Activator Fund will be embargoed and must not be shared publicly or announced until the Defence Innovation Partnership notifies that the embargo has been lifted, or the South Australian Government makes a public announcement.

The Defence Innovation Partnership and Defence SA will liaise with the Lead Organisation of successful proposals, and other relevant parties as necessary, to finalise media releases, articles and posts about Activator Fund outcomes.

A non-sensitive description of successful projects will be published on the Defence Innovation Partnership website, through social media and other media channels, including details such as:

- name of the Lead Organisation and Partner Organisations
- title of the project
- brief description of the project and its aims
- amount of Activator Fund funding awarded, and total value of project.

13. How we monitor your grant activity

13.1 Reporting

The Lead Organisation must provide the Defence Innovation Partnership (Defence SA) with:

- the Reports specified in the Schedule; and
- appropriate and regular information, records and any other reports requested by the Defence Innovation Partnership (Defence SA) from time to time, including information about:
 - the application of the grant funds by the Lead Organisation (with appropriate evidence in support)
 - the progress of and material changes to the nature and scope of the Project
 - any significant changes to the nature and/or scope of the activities conducted by the Lead Organisation with respect to the Project
 - any other funding or financial assistance promised or received for the Project from sources other than the Defence Innovation Partnership (Defence SA)
 - the performance of the Lead Organisation's undertakings and obligations under the Funding Agreement
 - the Lead Organisation's management of the grant funds, including but not limited to the economic and efficient use of resources to achieve the Purpose; and
 - any other matters relevant to the Project, as reasonably required by the Defence Innovation Partnership (Defence SA).

The Lead Organisation must, upon reasonable notice permit any officer authorised by Defence Innovation Partnership (Defence SA):

- to have access to all accounting records, equipment, documents, and information in relation to the Project and the grant funds, if required; and
- to discuss matters pertaining to the Project and the grant funds with employees of the Lead Organisation engaged in the conduct of the Project or the management of the grant funds.

13.1.1 Milestone reporting

Milestone reports are to be provided within two weeks of either of the following events:

- o A project milestone as detailed within the Funding Agreement is achieved; or
- o It is realised that a project milestone as detailed within the Funding Agreement cannot be met

A template for milestone reporting will be provided to the Lead Organisation and will include (at least) the following information:

- o Project name
- o Lead participant details
- o Title of milestone
- o Statement of key activities and/or outcomes achieved
- o In the case where a project milestone cannot be met, include details of the reason why the milestone cannot be met and details of proposed changes to scope, schedule or budget
- o Indication of any additional risks identified
- o Confirm scope and schedule for the next phase of the project

The Lead Organisation must give notification of any milestone reporting delays as soon as they become aware of them.

13.1.2 Completion reporting

At the end of the project period, you must submit a project completion report. The report is to be provided within one month of completing the project. The Lead Organisation must:

- o Submit a Completion Report; and
- o Support the preparation of a short case study and presentation to highlight the project methodology, outcomes, and potential benefits for key stakeholders

A template for the Completion Report will be provided to the Lead Organisation and will contain (at least) the following information:

- o Project name
- o Lead Participant details
- o Title of milestone
- o Statement of outcomes
- o Details of benefits or opportunities identified, either potential or realised, including opportunities for additional collaboration, further development, or alternate funding
- o Details of any recommendations resulting from the project
- o Signed copy of the Income and Expenditure Statement as per the Agreement

13.2 Audit

The Defence Innovation Partnership (Defence SA) may direct the Lead Organisation to arrange for the financial accounts relating to the grant funds to be audited at the Lead Organisation's expense. The Defence Innovation Partnership (Defence SA) may specify the minimum qualifications to be held by a person appointed to conduct the audit.

13.3 Funding Agreement variations

We recognise that unexpected events may affect project progress. In these circumstances, you can request a variation to your Funding Agreement, including:

- changing project milestones
- extending the timeframe for completing the project but within the maximum grant period
- changing project activities.

The program does not allow for:

- an increase of grant funds.

If you want to propose changes to the Funding Agreement, you must put them in writing before the project milestone end date. You can submit a variation request to enquiries@defenceinnovationpartnership.com.

You should not assume that a variation request will be successful. We will consider your request based on factors such as:

- how it affects the project outcome
- consistency with the Activator Fund objectives, guidelines and any relevant policies of the South Australian Government
- changes to the timing of grant payments
- availability of program funds

13.4 Grant acknowledgement

The Lead Organisation must not make or permit a public announcement or media release to be made about any aspect of the Funding Agreement without first obtaining the Defence Innovation Partnership (Defence SA)'s consent, which may not be unreasonably withheld, and which will not be required if the public announcement is required by law.

14. Security and export controls

14.1 Security

Eligible activities under this grant may have national security implications. Project Teams should consider implications of the proposed project and identify and manage any risks, particularly relating to export controls, foreign interference and technology transfer.

If the outcome of the Activator Fund activity has the potential to be classified, or if classified inputs or discussions are needed to complete the work, then all team members undertaking the Activator Fund activity must be willing to undergo a security assessment if requested and, at a minimum, obtain a Baseline security clearance; noting that some projects may require higher level clearances, depending on the scope. Unless involved in unclassified aspects of a potential project, personnel involved must hold (or be able to obtain) an appropriate security clearance commensurate with the nature of the proposed project.

Citizenship status may impact ability to obtain appropriate security clearances. Potential overseas collaborators may need to get their clearances recognised if they plan to work on parts of the projects above unclassified level.

Proof of citizenship or permanent residency status may be requested.

Residents in Australia on a Temporary Work Visa may be approved for participation in the project in exceptional circumstances.

Project Team members and the Lead Organisation should undertake appropriate due diligence, proportionate to the risk and subject to available information, on all partners and personnel participating in the project. This should take into account any potential intellectual property, security, ethical, legal and reputational risks, and, where necessary, you should be prepared to demonstrate how you will manage and mitigate any identified risks.

The successful project(s) will be required to complete a Research & Innovation Security Assessment (RISA). DSTG will facilitate the security assessment process in consultation with DSTG technical expert and will engage with Project Team members where necessary, including the Defence members or sponsors. The RISA provides a clear understanding of the security requirements associated with a R&I project, including release limitations and who can undertake the R&I collaboration and any requirements for DISP accreditation.

14.2 Export Controls

Lead Organisation and Project Teams undertaking Activator Fund projects which involve collaboration with foreign entities should be familiar with Australia's export controls requirements. It is your responsibility to consider the implications of the relevant legislation on the proposed project before submitting your application, and to comply with any applicable requirements if it is successful.

15. Contact details

All enquiries about the Activator Fund, including requests for assistance in the proposal development/co-design phase, should be sent to enquiries@defenceinnovationpartnership.com with '**Activator Fund – INFLUENCE1 – DSTG contact**' or '**Activator Fund – INFLUENCE2 – funding question**' in the Subject line. Enquiries will be responded to within one business day.

Key contacts for Activator Fund are:

- Co-design / consultation activity: Bez Mohammadi, Pathways Manager, Defence Innovation Partnership and Dr Susannah Whitney, Defence Science and Technology Group
- DIP Activator process / grant administration: Merrill Kirk, Program Operations Manager, Defence Innovation Partnership