Social R&D


A new way to accelerate progress on tough social challenges.

We'd like to acknowledge the Traditional Custodians of the lands on which this paper was written, and pay respect to their Elders past and present and emerging.

We acknowledge that the colonisation of Australia has come at a deep and ongoing cost to Aboriginal and Torres Strait Islander communities, and that all Australians live on unceded land.

We acknowledge that we must do more to learn from, celebrate and build a social R&D system that is inclusive of Aboriginal and Torres Strait Islander needs, practices and knowledge systems.

In doing so, we will walk together, with compassion, to learn from and build on over 70,000 years of Aboriginal and Torres Strait Islander experience and wisdom. We are committed to collaboration that furthers self-determination and better futures for all.

Contributors

This paper was written by Carolyn Curtis, Chris Vanstone and Melanie Rayment of The Australian Centre for Social Innovation, with Martin Stewart-Weeks of Public Purpose.

We would like to acknowledge a number of people and partners whose support and thinking were integral to this white paper: Geoff Mulgan from University College London, Rod Glover from Monash University, Kristy Muir from Centre for Social Impact, Tom Bentley from the Royal Melbourne Institute of Technology, and Jason Pearman of Employment and Social Development Canada, coauthor of Forging the Missing Link: New Evidence Towards Building Capacity for a Robust Social R&D Ecosystem.

THE AUSTRALIAN CENTRE FOR SOCIAL INNOVATION

We're The Australian Centre of Social Innovation (TACSI), an independent, not-for-profit organisation working across Australia. Our purpose is to partner with communities and organisations to put people at the heart of shaping their lives and society. Together, we tackle big social challenges and build the conditions for social innovation. At the heart of TACSI lies the fundamental belief that people are the experts in their own lives. We believe that the best innovations come from working alongside the people who face the very challenges we're trying to solve.

Introduction

Research and Development (R&D) approaches are common to all high performing industries, including pharmaceuticals, agriculture and technology. R&D ecosystems train and build an R&D workforce, accelerate the development of new knowledge into new solutions, and create the conditions and incentives for R&D to happen. R&D is a well-established way to create value, one that is heavily invested in by governments.

Alongside some brilliant thinkers from universities, government, philanthropy and the not-for-profit sector in Australia and abroad, we've explored what it would take to adopt the best of R&D systems from diverse industries and create a **social R&D system** – one that places people at the heart.

This paper puts forward two connected arguments:

1

The first argument is that if we invest in R&D for social problem solving with the same energy and intent that we invest into commercial and scientific R&D, we'll not only make greater progress on social challenges, but also stand a greater chance of creating a future that reflects what people actually want and need.

2

The second argument explores the need for social R&D systems to be designed in such a way that the public can have a role in setting the agenda, and are deeply involved in shaping the decisions, conducting the experiments, judging the evidence and allocating funding for R&D.

Our ambition

This paper is for anyone interested in exploring viable alternatives to cycles of fail → reform → repeat in social policy reform. Our ambition is to share our initial thinking and connect with people and institutions that see the opportunity in social R&D, so that together, we can refine our thinking, and make social R&D ecosystems a reality in Australia.

This paper does not make specific policy recommendations, put forward a roadmap to establish social R&D as a mainstream approach or provide a detailed business case; those critical elements are to come.

It's early days, and there's further research and analysis that must be undertaken, but we're excited to share with you what this new future of social innovation in Australia could look like.

What is social R&D and why does it matter?

In February 2021, Jane Malysiak became the first Australian to receive a Covid vaccine.

Scientists developed Jane's vaccine, and others like it, in ultra fast time by using the systems already in place for immunologists to discover new knowledge, to learn from other's experiments, to measure efficacy and to achieve safety approvals.

The system in which they work has specialist institutions to conduct research, ways of sharing knowledge between researchers, standardised processes to ensure effectiveness, and incentives to innovate – be that profit, research kudos – or both.

In other words, the pharmaceutical industry is set up to innovate – predictably, systematically and, when necessary, rapidly and at scale.

R&D is already baked into most commercial industries

When NASA was tasked with getting to the moon and back again, it created a phase-gated process to organise all the innovation that was needed, and to systematically identify what didn't work and redirect money to things that did. Today's 'New Space' pioneers – like Elon Musk – follow a similar approach. When you see news footage of yet another SpaceX rocket exploding as it attempts to land, and SpaceX refining its landing system in full public view, that's R&D in action.

Even your breakfast cereal has reaped the rewards of R&D. The eggs you ate this morning were most likely improved in some way by the work of Australia's Egg Development Corporation; your breakfast cereal by the Grains Research Development Corporation; and even the wine you had last night made better by Wine Australia.

Those are just three out of the sixteen current Australian Rural Research and Development Corporations (RDCs)[1], part funded by the government, part by industry. Thanks to this coordinated network, the agricultural industry competes in a global market and actively commissions research, supports the application of new ideas, and provides training to farmers.

While one egg producer competes against another in the supermarket, the Australian Egg Corporation Limited is raising the benchmark for performance across the board. Everyone wins.

The time has come to develop an R&D approach for social challenges, too

The story is very different when it comes to social challenges.

Too often, we seem stuck in endless loops of fail → review → reform → repeat. Problems don't get solved, progress towards "better" remains intermittent (and is often stalled) and, not surprisingly, social inequalities persist and worsen. Yet, at the fringes, innovators are finding new ways to tackle long standing social challenges, and they're succeeding despite the system around them.

Imagine if we built a system that supported them.

Imagine if Australia had a more predictable, reliable and systematic way to identify, develop, implement and scale responses to our most pressing and complex social issues. Research and development (R&D) systems, and the cluster of different organisations, services and capabilities that make them up (sometimes referred to as R&D ecosystems), have proven their value in driving innovation and improvement in high-performing industries.

Imagine if we took the best of contemporary R&D practices that are so common in other industries and sectors, and adapted and supplemented them to enhance our social impact systems.

The time has come for R&D to be embraced for social challenges. Here's why:

1

Investing in social R&D could enhance the productivity and innovation of some of Australia's largest industries, such as health, education and social care.

2

Investing in social R&D could save money through efficiencies, productivity improvements and providing better services for people.

For example, a 15% saving on the $220bn cost of mental ill health is equivalent to the annual national education budget.

3

Social R&D ecosystems could break the ongoing (and expensive) cycles of fail → review → reform → repeat. We don't need to be stuck in that cycle.

4

New R&D institutions could hold the intergenerational responsibility for issues that need long term stewardship, beyond the election cycle and machinery of government changes.

5

Social R&D ecosystems could help us get more value from existing research investments, such as activity within universities.

6

Investing in social R&D could increase the resources available for addressing our toughest social challenges, through innovations that activate the latent wisdom and resources within our communities.

7

R&D could give us social systems more adaptive and responsive to changing needs and conditions.

8

Social R&D ecosystems give us a chance to work together to more systematically imagine the kind of futures for care and support we need and then connect the skills and resources to make it happen.

Social
R&D

We believe that by developing R&D systems focused on tackling our biggest social issues, we can make progress towards something better much faster, bridge the gap between institutions and people, and create systems and supports that are fit for now and the future.

Our current approach to tackling social issues

Let’s look at the state of social R&D in Australia today. On one hand, we have an ongoing cycle of failure, endless reviews, and often little real change or reform to show for it.

But on the other hand, we have a wealth of ground-breaking innovation happening often in disconnected pockets of energy and invention, often very locally.

Our current approach to tackling social challenges

While researching this white paper, and through the work that TACSI and our partners have done, we've had the privilege of working alongside many of these innovators across community, government and philanthropy sectors.

These are people committed to making a meaningful difference to people's lives but, to some degree, they're all struggling. They experience the persistent absence of the right kind of investment and incentives, which are sometimes non existent.

They can't rely, as they could in other industries, on the right mix of support and infrastructure to scale innovations that lead to better outcomes. They work in great uncertainty, constantly vulnerable to the next machinery of government change, changes in government or sometimes the revolving door of short term ministerial and bureaucratic appointments. Many are isolated, and worn down by having to fight against systems in, and beyond, their own organisations to develop things that work better.[2]

In a recent report released by the Centre for Social Impact and the Community Services Industry Alliance: Moving the Conversation Forward; A Decade of Reform Recommendations for the Community Services Sector, Professor Gemma Carey and colleagues confirmed what many of those who work in the community and government sectors feel in their bodies and bones.

Through a careful analysis of 92 Commonwealth reviews and reforms stretching over the last decade, including Royal Commissions and Productivity Commission inquiries, she concluded that Australia is locked into repetitive and ineffective cycles of 'reform' that focus on the same things without ever fixing them.[3]

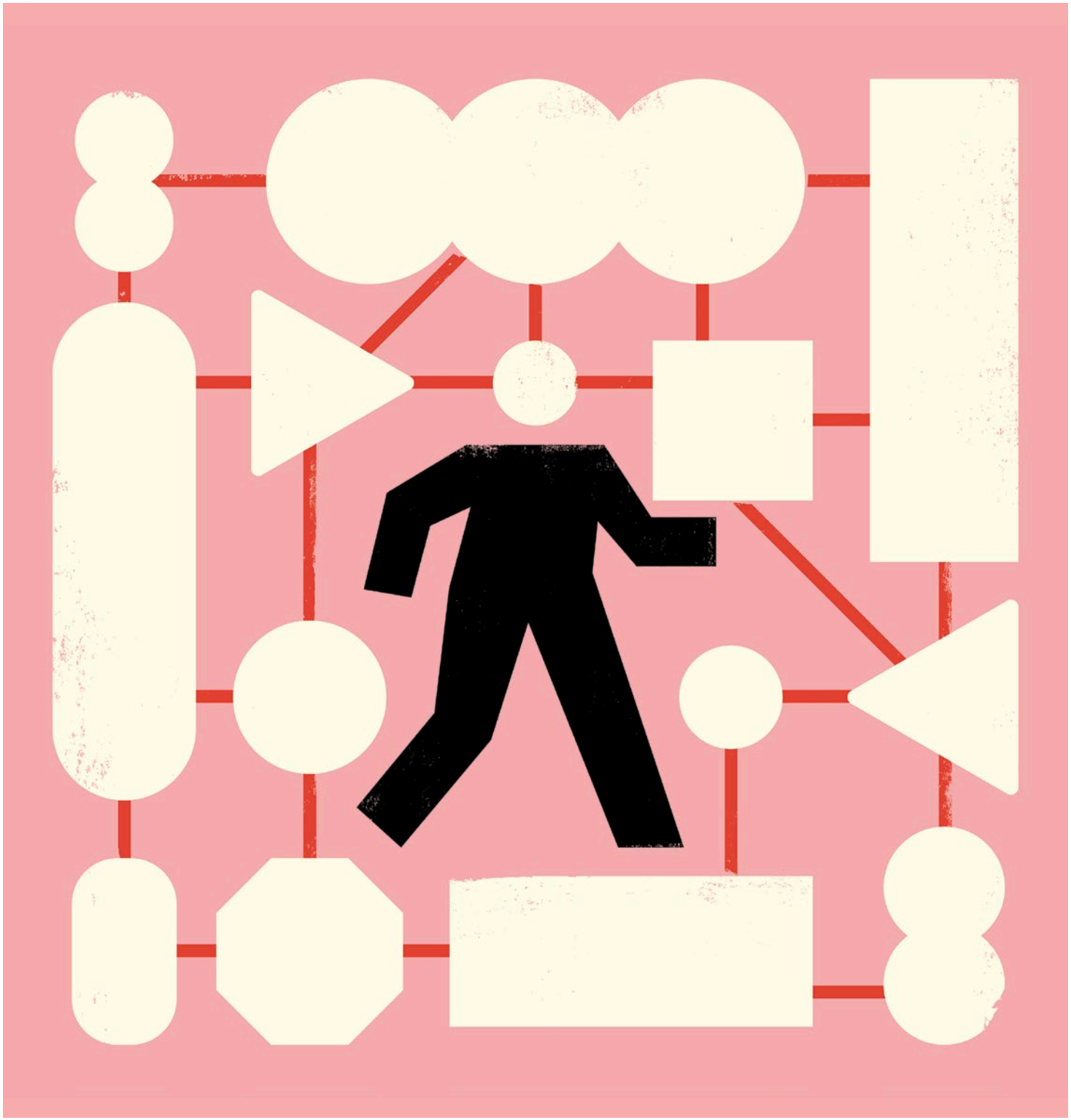
"We all would have guessed it would have been some repetition, but we were shocked at the amount of repetition and lack of movement," Carey said. "It just means that really, all we are doing is window dressing."[4]

Social R&D as it stands lacks coordination, intentionality and resourcing

If we invested more in developing functioning and effective social R&D ecosystems, innovators wouldn't have to work against the system, they would be supported by it.[4]

The structured approach to innovation in, for example, pharmaceuticals and agriculture, is markedly different to the current approach to research and development in tackling social challenges, which lacks coordination, experimentation, intentionality and resourcing. In fact, the difference would be pretty stark no matter which industry you compared it with.

Service providers are not at fault: innovation and an ability to learn have not been designed into the system. There's little to no incentive to innovate, few resources to do it, and few structures to support it.



Imagining a Social R&D Ecosystem

Over the past few years, working alongside a number of partners, we've been trying to get our heads around what a social R&D ecosystem could – and should – look like. There's been great work done to define a **social R&D process** but when it came to designing **R&D ecosystems**, we had to start by looking at existing ecosystems in science and industry, before thinking about how to modify them to address the unique qualities of social challenges.

Social R&D processes

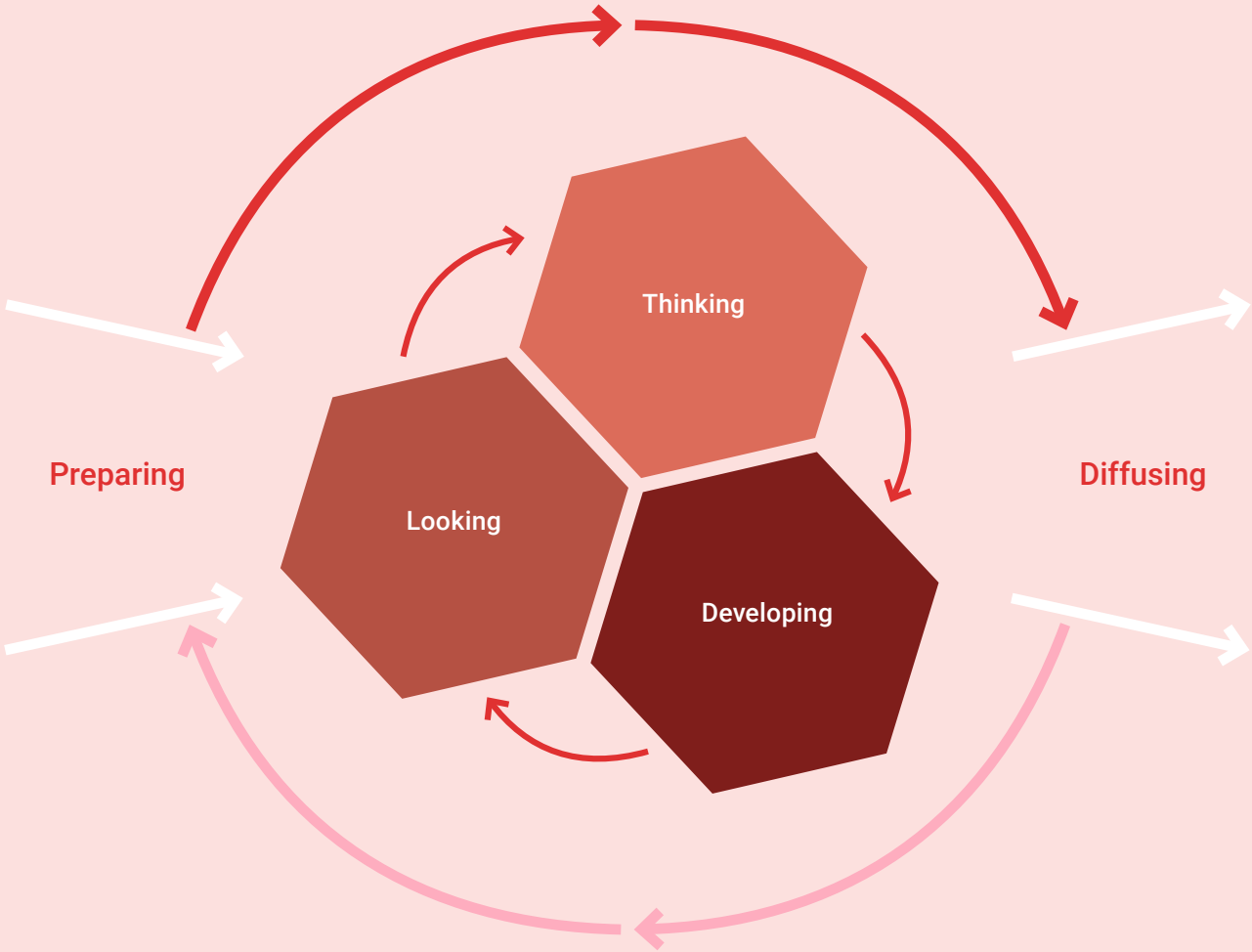
A national coalition of social impact practitioners in Canada have defined an R&D process particularly for addressing social challenges. They describe it as “the process by which ideas are developed, tested and tried, and, if effective, refined and distributed as new practices, services, policies or systems”.

The process can be broken down into five interconnected steps:

1. **Preparing:** Building the mindset in the organisation, the resources, the skills and the permissions.
2. **Looking:** Accessing literature, conducting primary research on a context.
3. **Thinking:** Generating hypothesis and insights, refining observations.
4. **Developing:** Prototyping new solutions, testing and refining.
5. **Diffusing:** Field building, collective intelligence, ethics.

A Social R&D Process as defined by Canadian Practitioners

- Source: Pearman, J. (2019). Social R & D Practices and Patterns v1.0



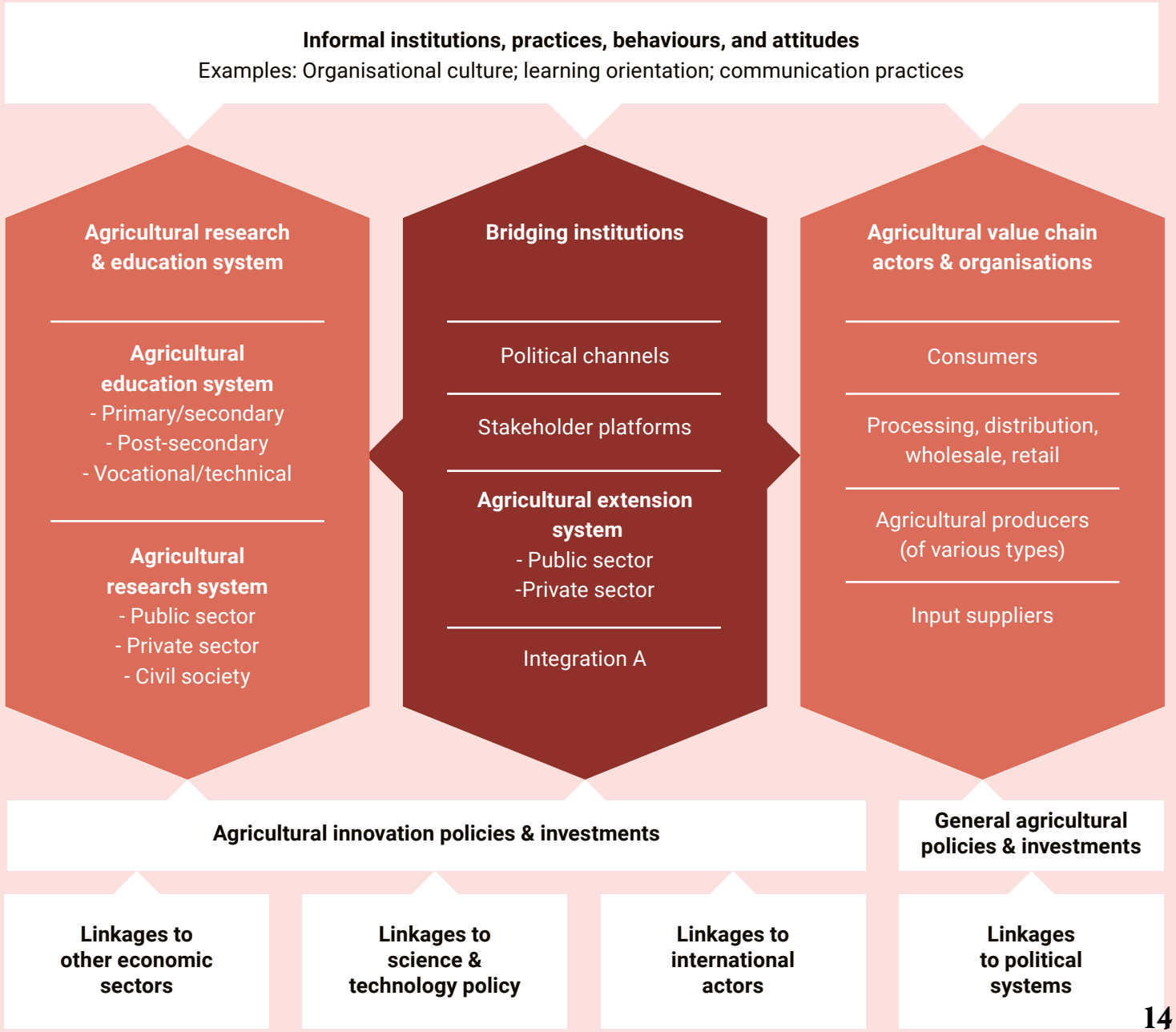
R&D ecosystems

R&D ecosystems are vital to the value and impact of the research and development function. Ecosystems provide funding, build capability, and provide the infrastructure for processes to scale.

This illustration[5] of an R&D ecosystem for agriculture[6] suggests the potential complexity of any R&D ecosystem: the combination of formal and informal elements, the links to politics, the connection between research and industry, and the importance of funding and incentives.

A conceptualisation of the National Agricultural Innovation System in the US

- Spielman and Birner (2008); adapted from Arnold and Bell (2001)

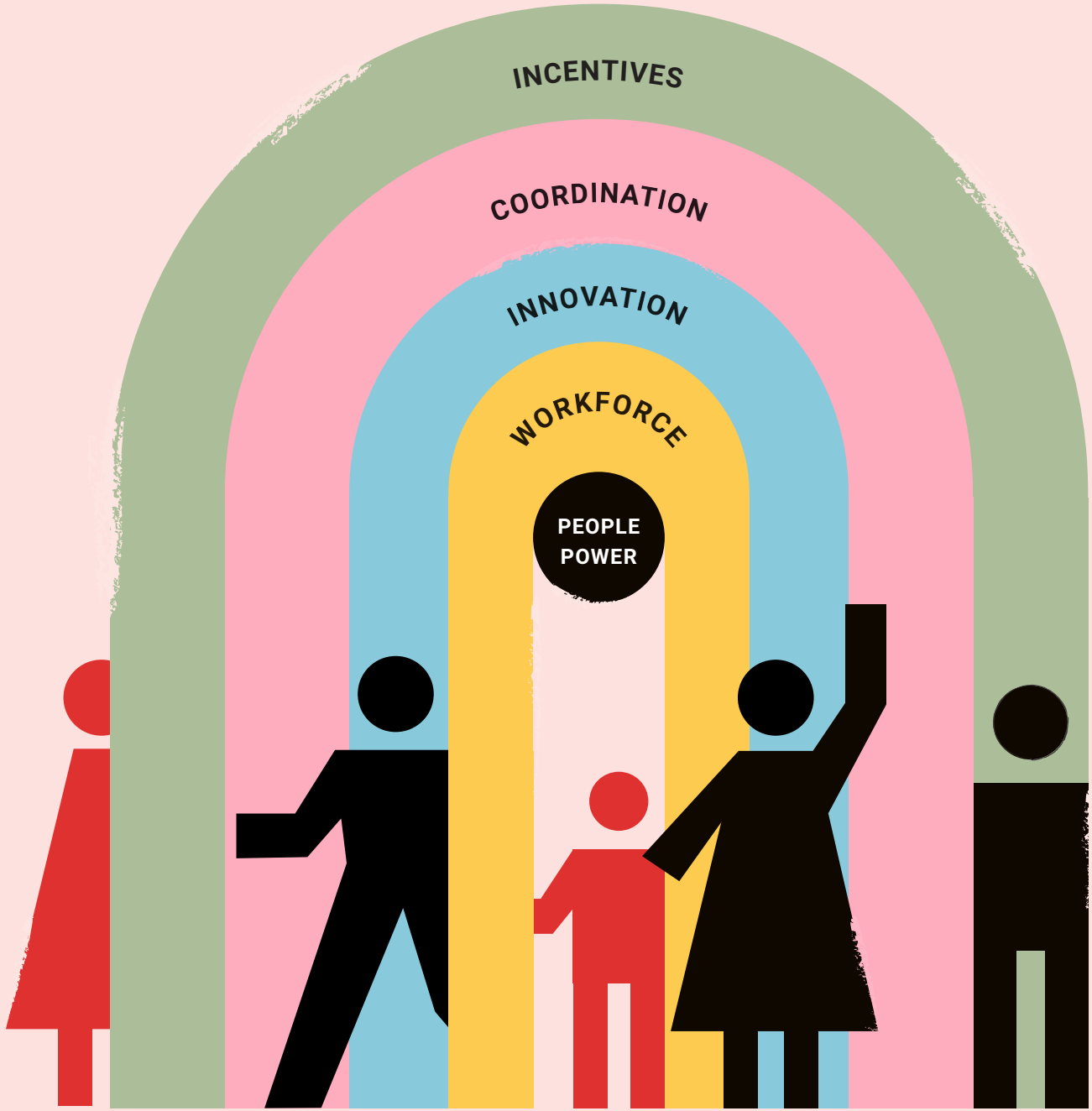


The elements of R&D ecosystems

We analysed the components that recur across existing R&D ecosystems and found four: workforce, innovation, coordination and incentives.

1. **The workforce components** of R&D ecosystems attract people into the workforce, connect them with work and build their capability to do R&D work.
2. **The innovation components** support the innovation journey from ideation to implementation, via testing and trialing.
3. **The coordination components** align the parts of the ecosystem to shared goals, so that the ecosystem is greater than the sum of its parts.
4. **The incentive components** ensure there are good reasons and good rewards for doing R&D

These are the pieces that all effective R&D systems seem to have. They are the pieces that need to be designed and grown at the heart of an effective social R&D system.



Let's look at each of those components in more detail

The workforce elements

To do R&D, you need people to see R&D as a desirable career. Think about how many young people aspire to be a digital games designer. But, how many young people aspire to become educational innovators, or health reformers, or to reinvent prisons and justice systems? Some do, but not enough, and if more did we could start building up the strength and capacity of a robust social R&D ecosystem.

What's more, there's a growing knowledge base around games design; you can study it, and there's a close connection between those courses and the games industry itself.

Investing in social R&D ecosystems would help to popularise social R&D as a career choice, develop social innovation education, and connect education to industry.

If there was a reason to gain and sustain the relevant skills and knowledge, and if there was somewhere people could invest those skills and knowledge as part of a recognised and respected social R&D system, we would see a virtuous cycle emerge linking skills, capability, recognition and impact.

The innovation elements

R&D is nothing without ideas and imagination. But imagination on its own is not enough. R&D ecosystems also need design capabilities to refine ideas, experimentation capabilities to build evidence, and implementation capabilities to disseminate what's created.

R&D ecosystems support the full journey of innovation. Practically, that takes a number of different teams or organisations sharing knowledge of what works and what doesn't. It also takes funding and technical support that's tuned to the specific requirements of early stage, mid-stage and late stage innovation.

Social R&D ecosystems would support us to imagine alternative ways of living, bring them to life, test them and spread them more broadly.

Let's look at each of those components in more detail

The coordination elements

Coordination elements ensure that R&D ecosystems are greater than the sum of their parts. For example, the Australian Egg Corporation Limited coordinates and funds innovation in different parts of the egg production value chain, distributing funds between innovation in production, distribution and marketing.

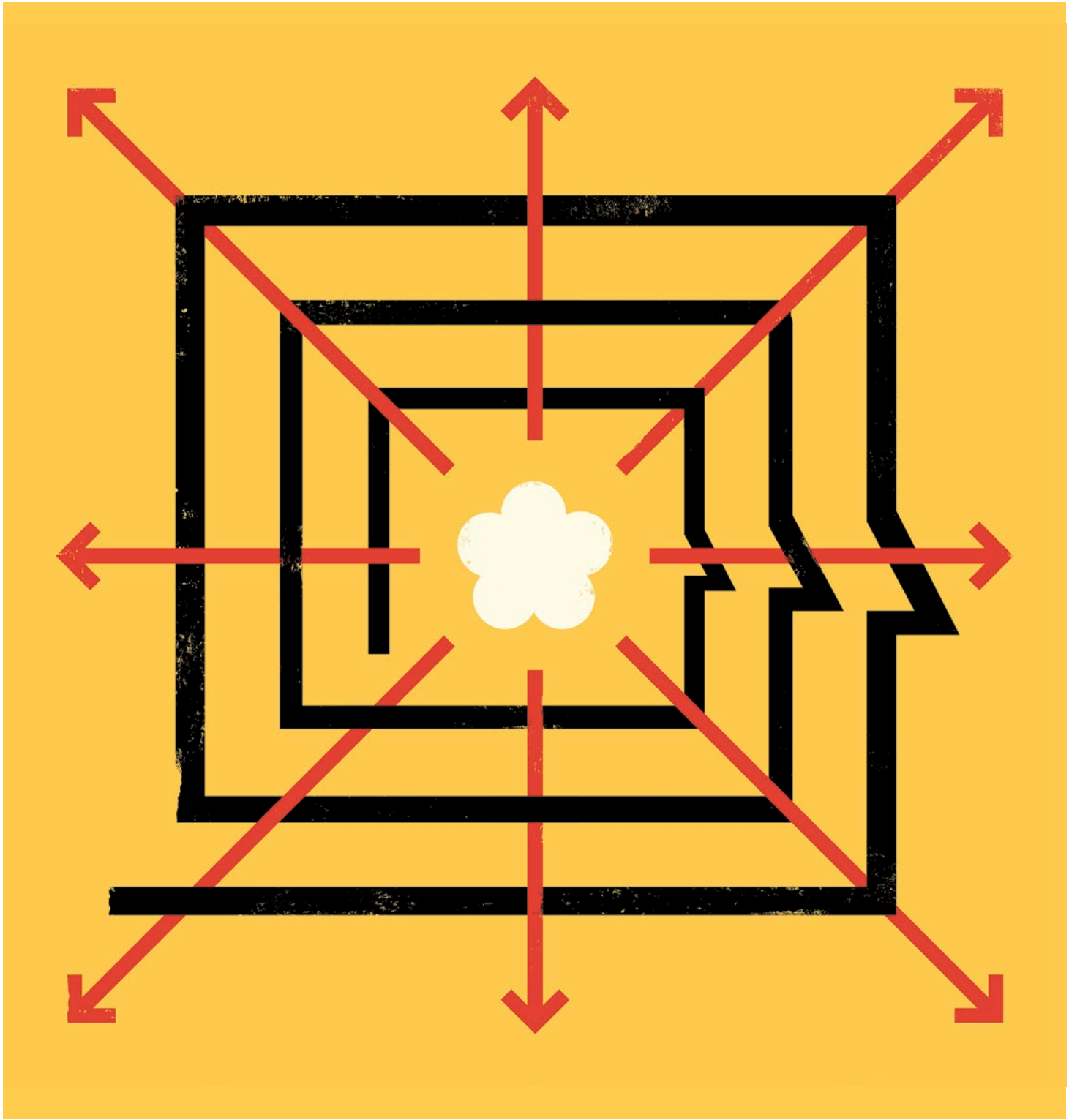
Coordination and collaboration will be particularly important when it comes to the interconnected nature of social challenges. However, the way coordination forms part of a social R&D system, given the nature of the issues and their complex interaction, would be different to other R&D ecosystem coordination and collaboration functions.

The incentive elements

In effective R&D ecosystems, you see a recurring set of incentives that contribute to the motivation for R&D work. One of these is paying customers; people have to want to buy or fund solutions that are better. That's the basis of R&D in true consumer markets. Think of the public's willingness to regularly upgrade their cars and smartphones.

Social R&D ecosystems will also need to create the commissioning and funding environment that ensures that money flows to more effective approaches. This would require a fundamental restructuring of our social systems around outcomes.

> "We need design to refine ideas, experimentation to build evidence, and implementation to disseminate what's created."



Adapting R&D for social challenges

There are many things that social R&D can learn from agriculture, pharmaceuticals and other industries, but we cannot wholly transpose the approach from one sector to another.

Here's six reasons why:

1

By and large, commercial and scientific R&D processes are not designed for the kind of complex problems that we deal with in the social space, where, for example, you often can't say if something is solved or not.

2

Commercial R&D systems have a great history of creating futures people don't want to be part of. Think, for example, how social media, the product of intensive R&D, has had unintended effects on democracy[7] and mental health outcomes in young people.[8]

3

Commercial R&D is very good at meeting the needs of paying customers. But social systems need to meet the needs of the public, especially groups experiencing marginalisation, and they are unlikely to be direct paying customers.

4

Commercial and scientific R&D don't have the protocols for the kind of ethical experimentation with people and communities that social R&D will need to thrive.

5

Commercial and scientific R&D approaches rarely recognise Indigenous knowledge. Any R&D system, and especially a social R&D system, should actively counter the risk to reinforce white dominant culture over Aborignal and Torres Strait Islander peoples.

6

Commercial and scientific R&D relies on the acceptance of evidence, yet populist approaches to politics often put ideology (and popularity) ahead of evidence when it comes to tackling social challenges.

In a social R&D system, we will need to think carefully about how to coordinate innovation on intertwined issues, how to ensure ethical experimentation and how to put the views of the beneficiaries – people often marginalised by current systems – at the centre of decision making. Social R&D systems will also need to mesh with systems of social policy development.

But these are considerations, not barriers to action.

It’s entirely possible to adapt R&D to work effectively in social challenges

Social R&D will need to embrace some modified practices, operate to a different set of principles and, most critically, structure power differently to how it’s structured in commercial and scientific R&D systems.

Social R&D will need to serve all of society, especially those marginalised from commercial R&D, scientific R&D and social policy development. One way of doing this could be exploring how social R&D systems need to be designed so that the public can have a role in setting the agenda, and are deeply involved in shaping the decisions, conducting the experiments, judging the evidence and allocating funding for R&D.

Social R&D needs to have people-power at the centre, and distributed throughout. It sounds like a radical proposition, but it’s doable, and could be done based on methods and processes already in use by Australian governments and not-for-profit organisations today.

Putting people at the centre

Practically, it would mean communities and people – especially those experiencing marginalisation – being involved in decision making, alongside professionals, at many different levels.

- If community members and professionals worked together to determine and articulate preferred futures, through a deliberative process, we could be confident that R&D processes were creating a future that was representative of public interest.
- If R&D funding was allocated by shared professional and public boards, we could be confident that researchers and innovators were accountable to the public.
- If R&D processes involved the intended beneficiaries, we could be confident we were developing solutions that worked for the people they’re intended to support, and not just paying customers.

Putting people at the centre

The practical mechanisms for doing this, while not mainstream, will be familiar to many governments. They are both participatory and deliberative.

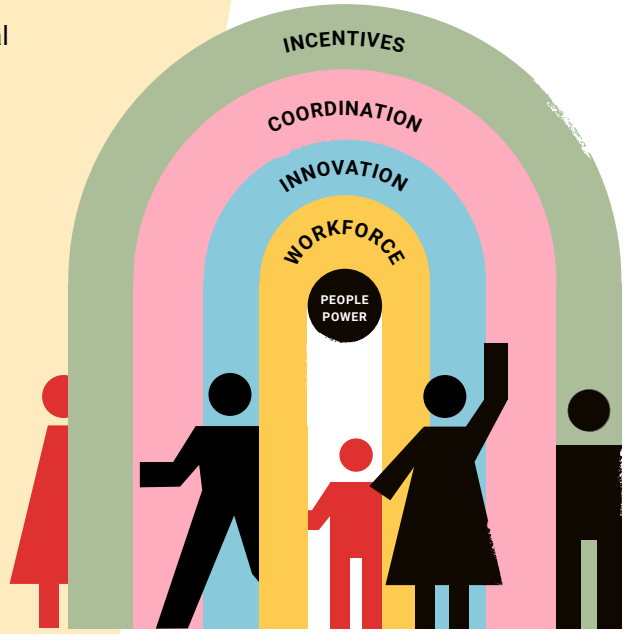
- Participatory processes are processes in which community members sit alongside professionals to make decisions, with particular attention to redistributing the inherent power imbalance between the two groups. Commonwealth, state and territory governments in Australia have all engaged in participatory design processes. Examples overseas include the Scottish Approach to Service Design,[9] which sets standards for embedding community member participation in designing all public services from day one.
- Deliberative processes bring together 'mini-publics' – who are representatives of the broader community – to make considered judgements on contentious issues, informed by evidence and experts. They seek to get beyond 'gut reaction' public opinion by getting people to engage with the facts and debate with others who have different views. Examples of deliberative processes in Australia include South Australia's experiments with Citizen Juries on issues including The Nuclear Fuel Cycle,[10] the City of Melbourne's $5bn participatory budgeting process[11] and the Indigenous-led dialogues that shaped the development of the Uluru Statement from the Heart. Examples overseas include France's Citizens Convention for Climate[12], which set the nation's climate change policies, and Ireland's Citzen's Assembelies which contributed to the legalisation of abortion and same sex marraige.[13]

While the ideas of participation and deliberation are familiar in Australia, they are not yet common practice.

It's likely that systems of policy, public decision making and service design and delivery will move towards embracing participation and deliberation over time – especially as they become more comfortable with sharing power – and there are promising signs that this is happening.

The Royal Commission into Aged Care and Safety, and the Royal Commission into Victoria's Mental Health System both recommend participatory research and design activities as part of reform, and that community members are represented in deliberative processes.

The R&D ecosystems



What would a social R&D system look like?

Combining the four elements derived from existing R&D systems (incentives, coordination, Innovation and workforce) and putting people power at the centre (and distributed throughout), provides a model for a social R&D ecosystem worthy of facing our toughest social challenges.

To get a grip on the practical strategies that could make up a social R&D ecosystem, we identified a set of patterns based on examples of what already exists.

We invite you to explore them for yourself in our Social R&D Ecosystem Pattern Pack.

What could the future of Social R&D look like?

Let’s imagine what social R&D systems would look like when applied to particular contexts.

Imagine if... R&D was built into the education system

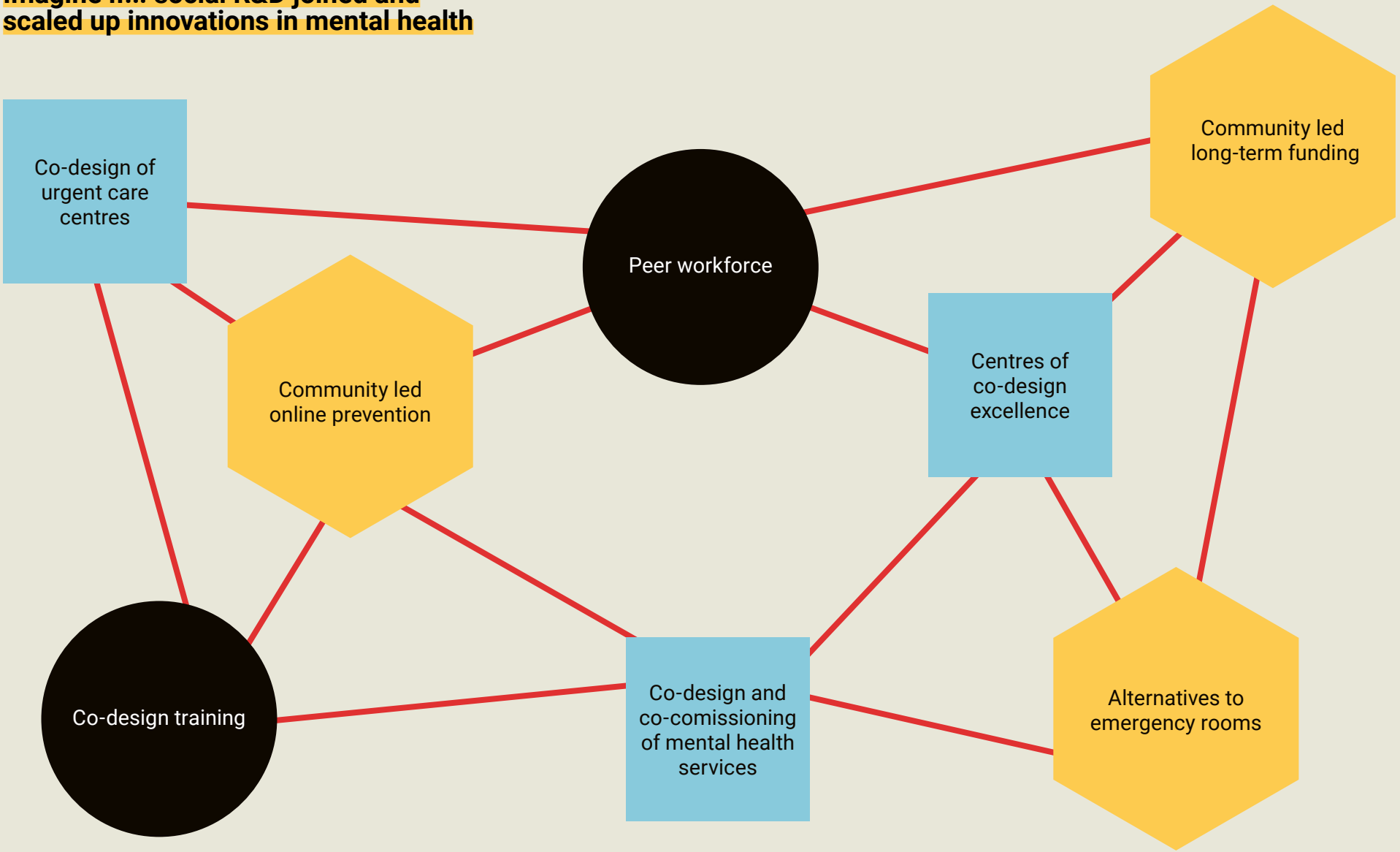
Imagine if... R&D was built into the education system

In November 2019, the Victorian Government commissioned the Skills for Victoria Independent Review, a comprehensive investigation into Victoria's post-secondary education and training system. The aim of the review was to create radical change in the state's vocational education system, and make sure it can adapt, grow and remain relevant in Victoria's fast-moving economy.

The review is notable because it illustrates a practical way of building in innovation and equity at the point of reform through a number of social R&D mechanisms, including:

- A new central body called FutureSkills Victoria, designed to foster a culture of collaboration and ongoing learning across the network enabled by a 'FutureSkills Innovation Fund'.
- The creation of a number of 'FutureSkills labs' to spur innovation in teaching and learning in industries that will be the future of economic growth in Victoria, including digital, care and the clean economy.
- Co-designing practices with students from diverse backgrounds so that all learners can experience being in positions of power and influence, and ensuring that learners, including young people, are part of the FutureSkills Victoria board.
- Increased accountability of the system to learners through an online platform that enables students to compare – and make an informed choice – between providers.
- A focus on self-determination of curriculum by local Aboriginal groups and increasing the cultural competency across the system
- A commitment to creating culturally safe and welcoming learning environments for Koori learners across the board.

Imagine if... social R&D joined and scaled up innovations in mental health



Imagine if… social R&D joined and scaled up innovations in mental health

The mental health sector is full of passionate innovators and amazing innovations, particularly at a grassroots level. But these innovations are not connected in the way they could be, and if they were, we believe we could make a real dent in the $220bn cost associated with mental ill health.

- The Australian Centre for Social Innovation is currently working with Primary Health Networks, who are sharing power with people with lived experience to design and commission services.
- The Fay Fuller Foundation is supporting communities to lead their own innovation and reclaim mental health in their town through the Our Town initiative.
- Young people in the South Sudanese Australian Community in Melbourne have developed 12 innovations to address mental health, racism and sucicide in their community.
- The Victorian government is innovating in lived-experience-run services, community collectives to shape local mental health supports, and creating centres of excellence in codesign to name just a few.

And these are just the innovations we happen to know about – imagine if these were joined up and scaled up.

Imagine if… social R&D created a new future for ageing and dying in Australia?

In its February 2021 final report, the Royal Commission into Aged Care Quality and Safety found substandard care and neglect at a number of levels: in the provision of care, in the government's funding of care and stewardship of the industry; and in how society views and discriminates against older people. But it doesn't have to be this way.

Our approach to aged care can only be fit for the future if we have a national conversation about what that future should look like, and take intentional steps to get there.

Without pursuing future-focused reforms alongside current system improvement, we'll anchor ourselves in the past, rather than pull ourselves into the future. Only through future-focused research and development do we ever stand a chance of genuinely meeting the needs and aspirations of the baby boomer generation, and the generations that follow.

How do we know good social R&D when we see it?

Here are some hunches about the qualities of a good social R&D ecosystem:

1. Accelerates the development of a future that's been articulated through public involvement
2. Puts community members, particularly people experiencing marginalisation, at the centre of decisions big and small
3. Cultivates imagination, experimentation, rigorous use of data and evidence, and generosity
4. Builds R&D talent and capability
5. Embraces diverse knowledge bases, stakeholders and worldviews
6. Generates interest and cultural esteem for social purpose innovation
7. Furthers Indigenous self-determination, innovation and knowledge systems
8. Leads to better social, economic and planetary outcomes

These qualities could serve as a set of design principles for a future system, or you could use them today to audit the current (defacto) R&D ecosystems you're part of.

Your role in the future of social R&D

Furthering the conversation with us

This paper is a starting point in our thinking about social R&D. Through sharing this thinking, we hope to connect people and institutions that also see this opportunity and want to make it happen. There are still important questions to be answered, including:

- What might R&D ecosystems look like in particular fields, such as aged care or mental health, and how could we get them started?
- What can be learned from work to build social R&D ecosystems overseas, such as those in existence in Canada and the Basque Country?
- What form of people-powered institution (or network) could provide long-term governance over R&D ecosystems for our greatest social challenges?
- Where are the opportunities to build in R&D at the point of reform?
- Who are the political and social sector leaders that support this work?
- What role could philanthropy play in developing social R&D ecosystems?[14]

If you'd like to contribute, join the conversation or have questions, we'd love to hear from you.

Reach out to Chris Vanstone, TACSI Chief Innovation Officer (chris.vanstone@tacsi.org.au) or Carolyn Curtis, TACSI CEO (carolyn.curtis@tacsi.org.au) to learn more.

Furthering the conversation with your colleagues

You could also contribute to social R&D by discussing the idea of social R&D with your colleagues. Here are some suggestions:

- Start a conversation about social R&D in your organisation, with your PEAK body, or in any partnerships or collaborations you're part of. You can use the pattern cards, or this paper as a talking point.
- Map the R&D ecosystem that you're already part of with your colleagues and partners.
- Reflect on the role you play in the (de facto) R&D ecosystem(s) that you're part of. How could you make that role stronger and how could you make the ecosystem itself stronger?
- Assess the R&D ecosystem in your field by answering the questions in section 6: "How do we know good social R&D when we see it?"
- Think about how current markets and policy hamper research and development practices, and identify how this could be addressed to remove barriers.
- Through conversations with your sector, build a picture of the strengths, weaknesses and opportunities for development, and the most appropriate language to use to describe R&D ecosystems in your area of focus.
- Think about the political and economic rationale for enhancing R&D ecosystems in your policy area.
- Use major reforms or investments as an opportunity to further R&D into the system, and build the capability of the system to reform itself.

A huge thank you to our funding partners, who have made this white paper possible

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Endnotes

1. Department of Agriculture, Water and the Environment. 2021. Research and development corporations and companies. [online] Available at: <https://www.agriculture.gov.au/ag-farm-food/innovation/research_and_development_corporations_and_companies> [Accessed 13 March 2021].

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14. We believe that philanthropy has a special role to play in advancing social R&D systems. Free of the constraints of government and not-for-profits, philanthropy – where constitutions allow, can focus on the long-term goals and enabling stewardship of problems and solutions that government struggles to do in four year cycles. Sir Geoff Mulgan has written about the importance of philanthropy in Social R&D for Alliance: Mulgan, G., 2021. Fixing the plumbing: from shared data to shared imagination - Alliance magazine. [online] Alliance magazine. Available at: <https://www.alliancemagazine.org/blog/fixing-the-plumbing-from-shared-data-to-shared-imagination/> [Accessed 13 March 2021].

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Social R&D

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