



**Australian Government**  
**Department of Agriculture  
and Water Resources**

# **Leadership in Agricultural Industries Fund: open competitive opportunity Grant Guidelines**



Application Opening date: **5 April 2017**

Application Closing date and time: **17 May 2017 at 12 noon Canberra local time**

Commonwealth policy entity: **Department of Agriculture and Water Resources**

Enquiries: Information is available on the department's website:  
**[www.agriculture.gov.au/leadership-ag-fund](http://www.agriculture.gov.au/leadership-ag-fund)**  
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or on **1800 870 733**

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## 1. Leadership in Agricultural Industries Fund: open competitive Grant Opportunity Process



Figure 1: Leadership in Agricultural Industries Fund—grant process flowchart.

## 2. About the grant program

The objective of the \$5 million Leadership in Agricultural Industries Fund (the Fund) is to support initiatives to develop leadership capacity and capability within agricultural industries. This will assist farm leaders to advocate agricultural and rural issues to the Australian community, the government and other stakeholders. The Fund will also work to build skills at the grass roots level, recognising the continuing need for leadership support and mentoring in the agriculture sector. It will deliver grants to industry representative bodies (IRBs) under a set of guidelines that will allow applicants to describe their needs and outline how the grant could address those requirements.

Applicants have one opportunity to apply for funding through an open competitive grant process that may deliver funds over multiple financial years until the program is finalised at the end of the 2019–20 financial year. Applicants may only submit one eligible application. The competitive round is merit-based, therefore submission of an application does not automatically mean that an applicant will be rated suitable and receive funding.

Following the competitive process the Minister for Agriculture and Water Resources (the minister) may, at his discretion, commission additional activities from applicants or from other organisations that support the objectives of the program.

These guidelines contain information for the Fund including:

- the purpose of the grant
- the eligibility and assessment criteria
- how grant applications are monitored and evaluated
- responsibilities and expectations in relation to the grant.

Applicants should read this document before filling out an application. The department will answer questions about the program during the application process, and also provide feedback (if requested) on applications after the funding decisions have been made and notified.

Along with these guidelines, applicants should read the:

- information pack
- application form
- draft example grant agreement
- questions and answers.

Potential applicants are advised to register by email with the department at [leadership.fund@agriculture.gov.au](mailto:leadership.fund@agriculture.gov.au). Updates will be sent by email on the grant opportunity.

The program will be undertaken according to the *Commonwealth Grants Rules and Guidelines* <http://www.finance.gov.au/sites/default/files/commonwealth-grants-rules-and-guidelines-July2014.pdf>

## 2.1 About the Leadership in Agricultural Industries Fund

In addition to managing their own businesses, farm leaders are expected by their communities to champion agricultural issues with rural authenticity into urban communities, join international trade delegations to open new, or retain existing markets, assist the industry on biosecurity threats and run national corporate organisations and agribusiness companies. The Fund has been established to develop leaders and/or enhance capabilities to do this. It also recognises that these activities most frequently are undertaken by the elected leaders of IRBs.

As a result, the Fund will assist build IRBs' capacities to lead the industry through transitional and structural adjustments that strengthen the long term viability of the sector as well as to communicate with farmers on questions regarding government policies, agricultural research, and development levies. The expected outcomes of the program are high-level and are aimed at supporting the work of industry and government in the trade and biosecurity policy areas and enhance policy delivery outcomes.

The Fund is designed to deliver benefits to industry groups, the farmers they represent, and the community. Agricultural leaders will be better able to articulate their points of view, to speak and act on the IRBs' behalf and to strategically assess information to work productively towards meeting the needs of the IRB, government, or to participate in public debates.

In 2014, the Australian Farm Institute completed a research report, 'Opportunities to Improve the Effectiveness of Australian farmers' advocacy groups – A comparative approach'. Among their findings was that leadership is more effective in high performing organisations where the organisation:

- has a sustainable business model
- demonstrates its legitimate claims to be acknowledged as the rightful voice for an IRB on an issue or issues, and is able to address an issue through effective advocacy
- has the capacity to respond to issues (in particular, well-orchestrated social campaigns or biosecurity outbreaks).

The Fund will be responsive to the requirements specified by each applicant organisation, with the projected outcomes and milestones reflecting the particular objectives of each successful applicant. Given the responsibilities of each IRB, these objectives are likely to be linked to trade and biosecurity policy issues, but need not be limited to these fields. When considering the organisation's leadership development needs applicants are encouraged to include an alumni component that embeds the learning and development attained from funded activities into the organisations future activities. The alumni should also be prepared to work beyond their own grant activities to interact with, and support the alumni, leaders and emerging leaders from other IRBs.

Applicants are expected to list or describe project requirements (which may be supported by the organisation's strategic leadership plan [or plans in the case of a consortium]) and outline the proposed activities to:

- develop individuals holding elected positions in an IRB to be more effective leaders in a way that not only benefits the IRB, but enhances their life skills, and
- strengthen the capability of the IRB to better support current leaders and by extension, future leaders.

### 3. Grant amount

The Australian Government has announced a total of \$5 million for the program. Total funding to an individual organisation or consortia will not exceed \$500,000 (Goods and Services Tax [GST] exclusive), from the competitive round. It is anticipated that grants from the competitive process will be between \$100,000 and \$500,000 (GST exclusive) depending on the scope and complexity of the grant activities. Applications for lesser amounts will also be considered.

Due to the competitive nature of the grant round, the minister may offer successful applicants a lesser amount than that requested.

Smaller organisations might consider lodging an application as part of a consortium with other similar or aligned organisations. The relevant conditions applicable to consortia are at *section 8.6 'Grant Applications from Consortium'*.

### 4. Grant eligibility criteria

#### 4.1 Who is eligible to apply for a grant?

To be eligible an applicant must:

- be an Australian national agricultural industry organisation that
  - is an incorporated Australian legal entity capable of entering into a legally binding and enforceable deed with the Commonwealth, or
  - is an Aboriginal and/or Torres Strait Islander Corporation registered under the *Corporations (Aboriginal and /or Torres Strait Islander) Act 2006*, or
  - is an industry-owned company which functions as the IRB
  - and is not a Commonwealth statutory body
- be solvent and have an Australian Business Number (ABN)
- be registered for the purposes of GST, and
- have premises that are located in a state, or territory of Australia.

Examples of organisations that are incorporated Australian legal entities capable of entering into a legally binding and enforceable deed with the Commonwealth are:

- a company incorporated under the *Corporations Act 2001* (Cwlth)
- an incorporated association incorporated under the various state and territory association incorporation legislation
- an Indigenous corporation incorporated under the *Corporations (Aboriginal and Torres Strait Islander) Act 2006* (Cwlth)
- a body corporate created under state or territory legislation.

The department will only forward eligible applications to the assessment panel.

#### 4.2 Who is not eligible to apply for a grant?

An applicant is not eligible to apply for a grant from the Fund if they are a/an:

- state or territory government
- local government organisation
- individual
- unincorporated association
- organisation whose members entirely comprise overseas residents
- cooperative research centre
- Commonwealth statutory body, or



- industry-owned company (unless it also functions as the IRB).

### 4.3 What must the applicant do to qualify for a grant?

For an application to be eligible for assessment it must include:

- the applicant organisation's financial statements for the 2014–15 and 2015–16 financial years
- the applicant's financial plan for the 2016–17 financial year, including current proposed income and expenditure and any change in assets
- a project budget for the grant activities, broken into the proposed expenditure for each financial year (e.g. costs for three members to attend xx course in 2017–18 @ \$5,000 per person), and
- if a consortium, a letter of support from each organisation involved.

## 5. Eligible grant activities

### 5.1 What can the grant money be used for?

The grant money is intended to allow an applicant to implement the proposed strategy. Specific items could include (but are not limited to) the:

- purchase of a place or places on a training course
- develop in-house or procure a training provider to deliver collective/ group training
- professional development (coaching, mentoring, public speaking)
- strategic planning activities
- wages and related costs (for a coordinator to administer the grant, a policy officer to build leadership capability)
- travel and accommodation to access funded activities
- professional advice directly related to building leadership capacity and/ or capability
- webinars.

### 5.2 What the grant money cannot be used for

An applicant cannot use the grant for the following:

- capital expenditure (purchase of land, vehicles, information technology [eg. server], construction, maintenance of assets)
- wages or other staff costs not directly associated with the grant activities
- rewards or incentives for members of the IRB
- 'Business as usual' communication activities for the IRB (media buys, web development)
- costs incurred before the grant agreement is signed by all parties
- costs incurred in the preparation of the grant application or related documentation
- general or ongoing administrative costs such as electricity, phone and rent, or
- activities for which other Commonwealth, state, territory or local government bodies have primary responsibility.

The project cannot be funded if it receives full funding for the same activities from another government source (including Australian, state, territory or local government). An applicant could still qualify for funding of additional activities / outcomes the Fund will enable.

### 5.3 Eligible and ineligible expenditure for grantee contributions

Grantee contributions to the project can only be allocated to items that are assessed as eligible expenditure (see *section 5.1* for some examples). Funds allocated to ineligible items will not be considered as part of the co-contribution. Project expenditure can only be incurred after the grant agreement is finalised and before the project end date.

## 6. The grant selection process

The *Public Governance, Performance and Accountability Act 2013* and the Commonwealth Grants Rules and Guidelines require all commitments of public resources to be efficient, effective, economical and ethical. This means assessing the merits of the application relative to the grant guidelines and the prime consideration of achieving value with relevant money. To meet these requirements all applications will be assessed by an assessment panel against the eligibility criteria. Only eligible applications will move to the next stage.

Eligible applications will be assessed against the criteria set out below. The application will be considered on its merits, based on:

- how well it meets the criteria
- whether it provides value for money, and
- how it compares to other applications in meeting the program's objectives.

## 7. The assessment process

When compiling the application, the amount of detail and any supporting evidence should be relative to the project size, complexity and grant amount requested.

Applications will be assessed on their own merit by each of three assessors. Before the assessment panel meets the assessment panel chair will prepare a preliminary ranking of applications based on the individual assessment result provided by members. The preliminary ranking will incorporate:

- a preliminary list of applications which are ranked in order of relative merit, based on the weighted scores awarded against the assessment criteria
- justifications for the scores awarded against the assessment criteria by each assessor
- identification of any significant variances in panel members' scores or comments or need for further clarification/expert advice
- an outline of any risks identified against particular applications and any mitigation measures to alleviate those risks
- assessment of value for money
- identification of areas where recommended applications could be improved by negotiation or by joining into coordinated, collaborative projects.

The assessment panel will discuss and determine a final score for each application. Applications will then be ranked by the panel based on their combined assessment.

### 7.1 Program criteria for the applicant to address

Applicants must address each of the five program criteria in the application. Not all program criteria are given equal weighting and the maximum score an application can receive is 100 points.

#### ***Criterion 1: The leadership needs of the organisation outlined as one or more goals – 20 per cent***

The Fund aims to build IRBs' capacities to lead the industry through transitional and structural adjustments that strengthen the long term viability of the sector as well as improve communications with their industry members, the Australian community, the government and other stakeholders. These communications are could be on questions regarding government policies, agricultural research, and development levies. The response to this criterion should demonstrate how the proposed activities will develop and support agricultural industry leaders to better articulate their industry's points of view, to speak and act on behalf of the IRBs' and assess information strategically to work productively towards meeting the needs of the IRB, government, or to participate in public debates.

The response to this criterion should be high-level and demonstrate how the outcomes of the proposed activities will support the work of industry and government in the trade and biosecurity policy areas and will enhance policy delivery outcomes.

To address this criterion, applicants should:

- provide a statement of their needs and a vision of success
- describe impediments to achieving the identified goal/s, and
- give details of any progress already made towards achieving the identified goal/s.

### ***Criterion 2: A detailed description of each goal the applicant seeks to achieve – 25 per cent***

This criterion is designed to assess how the applicant proposes to address their leadership development needs identified in Criterion 1.

To address this criterion, applicants should provide:

- a list of actions for each goal (articulating any new impediments, their causes and actions to resolve them)
- expected outcomes for each goal
- a timeline covering the 2016–17 to 2019–20 financial years, and
- an estimate of the financial and non-financial resources required for each goal (any co-contributions should be clearly identified (including how in-kind contributions were valued)).

The articulation of impediments to achieving each goal will allow applicants to identify what they see as key risks in achieving their desired outcome/s. The proposed actions to resolve these impediments will be a guide to the strategic capacity of the organisation to mitigate these risks.

Applicants should include the costs for each item as a separate line in their project budget for the grant activities. The project budget must be provided as an attachment.

### ***Criterion 3: How the project outcomes will be monitored and measured – 25 per cent***

This criterion is designed to collect information about how the applicant's project will be monitored and measured. The needs of the applicants are expected to be diverse. The assessment panel will also be making an assessment on how well the indicators (and combination/s thereof) are likely to track the progress of each goal.

As a result, applicants are expected to describe how the organisation will:

- define and monitor progress
- monitor and manage risk and
- assign tasks to appropriate individuals to complete the project outcome.

### ***Criterion 4: How the grant will make a difference – 20 per cent***

This criterion is designed for the applicant to demonstrate value for money for the Commonwealth. Applicants are expected to describe what a successful outcome for this project will look like, including the changes that will occur as a direct result. Applicants are directed to look beyond the immediate and obvious benefits and also include a discussion of the expected indirect benefits.

When addressing this criterion applicants should:

- specify how a grant would assist the organisation and its leaders to educate and gather consensus to better advocate agricultural and rural issues that could address:
  - management of biosecurity threats
  - opening of new markets for agricultural trade

- development of research and development priorities to strengthen industry and lift farm gate returns, and / or
- strengthen the industry through necessary structural adjustment
- consider if the project will increase what the organisation can do
- describe the expected direct benefit/s
- describe the expected indirect benefit/s, and
- define how it will improve the ability of the organisation or industry to represent and pursue initiatives in the public interest.

The assessment panel will also consider if an alumni component that embeds the learning and development attained from the proposed funded activities is included in the organisation's future activities.

***Criterion 5: Co-contribution to the funds sought – 10 per cent***

The Fund is designed to enable new activities to occur or to complement activities that may already be planned and/ or are underway by the organisation. Co-contribution funding is only eligible if it is directly attributable to new project activities or support of these activities.

Applications that demonstrate co-contributions to eligible activities will receive up to 10 per cent towards their assessment.

Co-contributions to the total value of the funding sought will be evaluated using the following scale:

- |    |                                 |
|----|---------------------------------|
| 0  | no contribution                 |
| 2  | up to and including 10 per cent |
| 4  | between 11 and 20 per cent      |
| 6  | between 21 and 30 per cent      |
| 8  | between 31 and 40 per cent      |
| 10 | 41 per cent or over.            |

**7.2 Considerations for the assessment panel**

The objective of the Fund is to support initiatives that develop leadership capacity and capability within agricultural industries. Projects are expected to develop the skills of farm leaders and agricultural IRB's so they are better able to communicate and advocate agricultural and rural issues to their industry members, the Australian community, the government and other stakeholders. The expected outcome from funded activities is that the agricultural sector as represented by IRB's is better able to present and articulate a united response to both industry and government on trade and biosecurity issues, which will improve policy delivery outcomes.

The assessment panel will assess all applications against the program's objective and expected outcome.

The assessment panel will judge each application based on the following merit elements:

- How will the goals contribute to the objective of the program (which is to support initiatives to develop leadership capacity and capability within agricultural industries)?
- How do the proposed grant activities address the goal/s identified by the applicant?
- What is the capability and capacity of the applicant to undertake the activities?
- Does the application represent value for money for the Commonwealth?

A preliminary ranking of applications will be collated based on assessment provided by each assessment panel member. Applications will then be considered by the assessment panel.

In the qualitative assessment of each application, the assessment panel will comment in respect of all the program criteria. Criteria may be grouped for this purpose (i.e. a comment may be made in relation to more than one criterion). The assessment panel will also identify any other risks associated with each application and any mitigation measures to alleviate those risks.

Applications will be scored and ranked by the assessment panel based on the overall assessment against the merit elements and program criteria after taking into consideration the risk assessment and other checks carried out by the assessment panel.

## 8. The grant application process

### 8.1 Overview of application process

The applicant should read these grant guidelines, the application form, the information pack, and the draft grant agreement before preparing and submitting an application. You are responsible for ensuring that your application is complete and accurate. Giving false or misleading information will exclude your application from further consideration.

The online form limits your responses to the program criteria to 6000 characters per criterion (including spaces) – this is approximately 850 words. When compiling the application, the amount of detail and any supporting evidence should be relative to the project size, complexity and grant amount requested. You may submit supporting information if you consider it essential to your application. Please see *section 8.5* for guidance.

Please keep a copy of the application and any supporting papers.

After the application is completed and submitted on-line, applicants will receive a computer generated receipt with a submission reference number to confirm their application has been received.

### 8.2 Application process timing

Submit the application to the department via the GrantConnect website by [www.grants.gov.au/](http://www.grants.gov.au/). Late applications will only be considered where approval has been given in writing prior to the closing date.

The expected start date for the grant activities is from July 2017 (depending on how quickly the deed can be negotiated) and the expected end date of the program is 30 June 2020. Grantees should complete all activities and spend the grant by the end date.

### 8.3 Timeframes

Table 1: Expected timings for this grant opportunity

Activity	Expected timing
Application period	5 April to 17 May 2017
Assessment of applications	May–June 2017
Approval of outcomes of selection process	June 2017
Negotiations and award of grant agreements	June–July 2017
Notification to unsuccessful applicants	July 2017
Activity commences	July 2017
End date	30 June 2020

## 8.4 Completing the grant application

An applicant must submit the completed grant application which will be available at GrantConnect ([www.grants.gov.au](http://www.grants.gov.au)). The application is an interactive form that is submitted electronically. The form includes help information. If there are any technical difficulties please contact the department by email to [leadership.fund@agriculture.gov.au](mailto:leadership.fund@agriculture.gov.au) or call 1800 870 733.

An applicant cannot change an application after the closing date and time. If you find a mistake in the application after it has been submitted, please contact [leadership.fund@agriculture.gov.au](mailto:leadership.fund@agriculture.gov.au) straight away. The department may ask for clarification of the error/s, as long as it does not change the substance of the application. Similarly, if the department discovers unintentional errors in the application, you may be contacted to correct or explain the information.

## 8.5 Attachments to the application

The following documents must be included with the application:

- the applicant organisation's financial statements for the 2014–15 and 2015–16 financial years
- the applicant organisation's 2016–17 financial plan with itemised activities, including income and expenditure and any change in assets
- an itemised project budget for the proposed grants activities by financial year
- if a consortium, a letter of support from each organisation involved.

There will be instructions in the application to help you. There is a combined limit of 15MB for attachments, and no single attachment can exceed 2MB.

Supporting information should be directly relevant to your application, and be appropriate to the size, complexity and grant amount requested for your project. The application will ask you if you wish to provide additional documents in support of your application. If you have additional information, such as your leadership plan, select 'Yes' and the department will contact you after we receive your application. We will ask you to email your documents to us to be attached to your application before the assessment process begins.

## 8.6 Applications from a consortium

Some organisations may apply as a consortium to deliver grant activities. A consortium is two or more entities who are working together to combine their capabilities when developing and delivering a grant activity.

If you are submitting a grant application on behalf of a consortium, the organisation who submits the application (the applicant) will be considered the 'lead organisation'. Only the lead organisation will enter into a grant agreement with the Commonwealth and will be responsible for performing the grantee's obligations under the grant.

The lead organisation must complete the application form and identify all other members of the proposed consortium in the application. The application must include a letter of support from each organisation involved in the grant.

Each letter of support should include:

- the name and ABN of the member organisation
- an overview of how the organisation will work with the consortium to complete the grant activity/ies
- confirmation of any cash or in-kind co-contributions, including how in-kind contributions were valued, and
- details of a nominated management-level contact officer.

## 8.7 Questions during the application process

If you have any questions during the application period, please contact the department on 1800 870 733 or by email to [leadership.fund@agriculture.gov.au](mailto:leadership.fund@agriculture.gov.au). The department will respond to questions within three working days. Information is available on the department's website at [www.agriculture.gov.au/leadership-ag-fund](http://www.agriculture.gov.au/leadership-ag-fund).

## 8.8 Further grant opportunities

If there are not enough suitable applications to meet the program's objectives, we will advise the minister of other suitable activities that will meet the policy objectives. Any grants will be awarded through a select, non-competitive process. Depending on the funds available, potential grantees and the suitable activities, this may be a multi-step process.

# 9. Assessment of grant applications

## 9.1 Assessing applications

All applications are assessed by the department against the eligibility criteria (in *section 4*). Only eligible applications will be assessed by the assessment panel.

An assessment panel comprising three members will assess each application on its merit. The assessment panel will comprise members from the department and may comprise a non-government member with industry expertise. The assessment panel may be assisted by technical, financial, legal and other experts as required. The experts are not members of the panel. Their function, if requested, will be to analyse applications and prepare factual reports for the assessment panel's consideration.

The assessment panel will generally work by consensus, but if a unanimous decision cannot be reached, a majority decision will be recorded.

## 9.2 Approving grants

The assessment panel will make recommendations to the minister, who will then make the final decision whether to approve a grant.

The minister's decision is final in all matters, including the approval of the grant and the grant funding amount to be awarded. The minister must not approve funding if he reasonably considers the program funding available across financial years will not accommodate the funding offer, and/or the application does not represent value for money.

There is no appeal mechanism for decisions to approve or not approve a grant.

## 9.3 Notification of application outcomes

Applicants will be advised of the outcomes of the application in writing, following a decision by the minister. If the application is successful, you will also be advised about any specific conditions attached to the grant.

If the application is unsuccessful, the department will notify you in writing and give you an opportunity to discuss the outcome.

## 9.4 Feedback on your application

Whether the application is successful or unsuccessful, you may ask us for feedback within 30 days of being advised of the outcome. The department may contact a nominated person for a discussion and/or will give written feedback within 30 days of feedback being requested.

## 10. Successful grant applications

### 10.1 The grant agreement

If the application is successful, the organisation (now known as 'the grantee') must enter into a legally binding grant agreement with the Commonwealth represented by the Department of Agriculture and Water Resources for the multi-year term. We will use the [Commonwealth Grant Agreement](#) terms and conditions for the grant agreement. A schedule will be used to outline the specific grant requirements. Any additional conditions attached to the grant will be identified in the grant offer or during the grant agreement negotiations.

If there are unreasonable delays in finalising a grant agreement, the grant offer may be withdrawn and the grant may be awarded to a different applicant. Financial commitments should not be made until a grant agreement has been executed by the Commonwealth. Please also note that grant agreements cannot be finalised until legislative authority is in place.

Where a grantee fails to meet the obligations of the grant agreement, the department may request all or some funds to be reimbursed, even those paid in previous financial years under the grant.

### 10.2 How the grant will be paid

The grant agreement will state the:

- maximum grant amount to be paid
- payment for activities covered by the grant
- amounts to be paid following the achievement of milestones.

The maximum grant amount will not be exceeded under any circumstances. If extra expenditure is incurred, even on eligible activities, the organisation must cover those costs.

The department will make an initial payment on execution of the grant agreement. Subsequent payments will be made based on the progress reports and your eligible expenditure.

The grantee will be required to provide:

- bank account details used by the organisation with an Australian authorised deposit-taking institution
- an annual budget for the grant activities
- an annual report outlining grant activities undertaken, by whom and the progress against milestones
- an acquittal of funds each financial year via an audited financial statement
- a final report for the project comprising:
  - key outcomes
  - program statistics
  - next steps for the alumni
- an audited financial statement accounting for the full expenditure of the grant.

### 10.3 Grant agreement variations

The department recognises that unexpected events may affect the progress of a project. In these circumstances, the grantee can request a project variation, including:

- changing project milestones
- extending the timeframe for completion of milestones (within the program end date).

If the grantee wants to propose changes to the grant agreement, you must put them in writing before the grant agreement end date. Contact [leadership.fund@agriculture.gov.au](mailto:leadership.fund@agriculture.gov.au) for further information. The department will not consider changes after the grant agreement end date.



You should not assume that a variation request will be successful. The department will consider the request based on factors such as:

- how it affects the project outcome
- consistency with scope of the application
- changes to the timing of grant payments
- availability of program funds.

The minister may, at his discretion decide to commission additional activities from an applicant that support the objectives of the program. Negotiations for these activities will occur between the department and the applicant. The additional activities and funding will be included in a variation to the original grant agreement.

## **11. Announcement of grants**

All grants will be listed on the GrantConnect website 14 business days after the date of effect as required by Section 5.3 of the Commonwealth Grants Rules and Guidelines.

## **12. Delivery of grant activities**

### **12.1 The grantee's responsibilities**

The grantee must submit reports in line with the timeframes in the grant agreement. The grantee will also be responsible for:

- meeting the terms and conditions of the grant agreement and managing the activity efficiently and effectively
- complying with record keeping, reporting and acquittal requirements as set out in the grant agreement
- participating in a grant program evaluation as specified in the grant agreement.

### **12.2 The Department of Agriculture and Water Resources' responsibilities**

We will:

- meet the terms and conditions set out in the grant agreement
- provide timely administration of the grant
- evaluate the grantee's performance.

We will monitor the progress of the project by assessing reports you submit and may conduct site visits to confirm details of your reports if necessary. Occasionally we may need to re-examine invoices, seek further information or request an independent audit of invoices and payments.

### **12.3 Grant payments and GST**

Payments will be made as set out in the grant agreement. Payments will be GST Inclusive (where applicable).

Grantees should consider speaking to a tax advisor about the effect of receiving a grant before entering into a grant agreement. You can also visit the Australian Taxation Office website at [www.ato.gov.au/Business](http://www.ato.gov.au/Business) for more information.

### **12.4 Evaluation**

The department will evaluate the program to measure how well the outcomes and objectives have been achieved. The grant agreement requires the grantee to provide information to help with this evaluation.

## 12.5 Acknowledgement

The Australian Government logo should be used on all materials related to grants under the program. Whenever the logo is used the publication should also acknowledge the Commonwealth as follows:

The Leadership in Agricultural Industries Fund – an Australian Government initiative.

Grantees should check with the department before using the acknowledgement.

## 13. Probity

The Australian Government will make sure that the program process is fair, according to the published guidelines, incorporates appropriate safeguards against fraud, unlawful activities and other inappropriate conduct and is consistent with the Commonwealth Grants Rules and Guidelines.

**Note:** These guidelines may be changed from time-to-time by the department. When this happens the revised guidelines will be published on the GrantConnect at [www.grants.gov.au](http://www.grants.gov.au).

### 13.1 Complaints process

The department will investigate any complaints about the program. All complaints must be lodged in writing at [leadership.fund@agriculture.gov.au](mailto:leadership.fund@agriculture.gov.au).

If you do not agree with the way the department has handled your complaint, you may complain to the Commonwealth Ombudsman. The Ombudsman will not usually look into a complaint unless the matter has first been raised directly with the department.

The Commonwealth Ombudsman can be contacted on:

Phone (Toll free): 1300 362 072

Email: [ombudsman@ombudsman.gov.au](mailto:ombudsman@ombudsman.gov.au)

Website: [www.ombudsman.gov.au](http://www.ombudsman.gov.au)

### 13.2 Conflict of interest

Any conflicts of interest could affect the performance of the grant. There may be a conflict of interest, or perceived conflict of interest, if the department's staff, any member of a committee or advisor and/or you or any of your personnel:

- has a professional, commercial or personal relationship with a party who is able to influence the application selection process, such as an Australian Government officer
- has a relationship with, or an interest in, an organisation, which is likely to interfere with or restrict the applicants from carrying out the proposed activities fairly and independently, or
- has a relationship with, or interest in, an organisation from which they will receive personal gain because the organisation receives funding under the program.

You will be asked to declare, as part of your application, any perceived or existing conflicts of interests or that, to the best of your knowledge, there is no conflict of interest.

If you later identify that there is an actual, apparent, or potential conflict of interest or that one might arise in relation to a grant application, you must inform us in writing immediately. Committee members and other officials including the decision maker must also declare any conflicts of interest.

The chair of the Assessment Committee will be made aware of any conflicts of interest and will handle them as set out in Australian Government policies and procedures. Conflicts of interest for Australian Government staff will be handled as set out in the Australian Public Service Code of Conduct (Section 13(7)) of the *Public Service Act 1999*.

### 13.3 Privacy: confidentiality and protection of personal information

We treat your personal information according to the *Privacy Act 1988*. This includes letting you know:

- what personal information we collect
- why we collect your personal information
- who we give your personal information to.

Personal information means information or an opinion about an identified individual, or an individual who is reasonably identifiable. The department collects your personal information (as defined by the *Privacy Act 1988*) in relation to this application for the purposes of determining your eligibility for the grant and related purposes

The department may disclose your personal information to Australian Government agencies, persons or organisations where necessary for the above purposes, provided the disclosure is consistent with relevant laws, in particular the Privacy Act. Your personal information will be used and stored in accordance with the Australian Privacy Principles.

Your personal information can only be disclosed to someone else if you are given reasonable notice of the disclosure; where disclosure is authorised or required by law or is reasonably necessary for the enforcement of the criminal law; if it will prevent or lessen a serious and imminent threat to a person's life or health; or if you have consented to the disclosure.

The Australian Government may also use and disclose information about grant applicants and grant recipients under the program in any other Australian Government business or function. This includes giving information to the Australian Taxation Office for compliance purposes.

We may reveal confidential information to:

- the committee and other Commonwealth employees and contractors to help us manage the program effectively
- our employees and contractors so we can research, assess, monitor and analyse our programs and activities
- employees and contractors of other Commonwealth agencies for any purposes, including government administration, research or service delivery
- other Commonwealth, state, territory or local government agencies in program reports and consultations
- the Auditor-General, Ombudsman or Privacy Commissioner
- the responsible minister or assistant minister
- a House or a Committee of the Australian Parliament.

We may share the information you give us with other Commonwealth agencies for any purposes including government administration, research or service delivery and according to Australian laws, including the:

- *Crimes Act 1914*
- *Criminal Code Act 1995*
- *Privacy Act 1988*
- *Public Governance, Performance and Accountability Act 2013*
- *Public Service Act 1999*
- *Public Service Regulations 1999*

The grant agreement will include categories of confidential information collected, created or held under the grant agreement.

### 13.4 Freedom of information

All documents in the possession of the Australian Government, including those about the program, are subject to the *Freedom of Information Act 1982* (FOI Act). The purpose of the FOI Act is to give members of the public rights of access to information held by the Australian Government and its entities. Under the FOI Act, members of the public can seek access to documents held by the Australian Government. This right of access is limited only by the exceptions and exemptions necessary to protect essential public interests and private and business affairs of persons in respect of whom the information relates.

All FOI requests must be in writing.

By mail: Freedom of Information Coordinator  
 Australian Government Department of Agriculture and Water Resources  
 GPO Box 858  
 CANBERRA ACT 2601

By email: A Freedom of Information request form lodged at [leadership.fund@agriculture.gov.au](mailto:leadership.fund@agriculture.gov.au)

### 14. Glossary

Term	Definition
Alumni Component	In the context of this Fund this term is a characteristic that IRBs needs to demonstrate by identifying how the training (or activity) that benefits an individual is applied to the benefit of the IRB and the community. It is a basis for organisational improvement and change.
Applicant	The applicant for the Fund refers to the organisation/ IRB and not the individual who is completing the on line application.
Assessment criteria	The specified principles or standards against which applications will be judged. These criteria are also used to assess the merits of proposals and, in the case of a competitive granting activity, to determine applicant rankings. (as defined in the CGRGs).
Cooperative Research Centre	The Cooperative Research Centres program is a competitive, merit-based grant program that supports industry-led and outcome-focused collaborative research partnerships between industry, researchers and the community.
Date of effect	This will depend on the particular grant. It can be the date in which a grant agreement is signed or a specified starting date. Where there is no grant agreement, entities must publish information on individual grants as soon as practicable.
Decision maker	The person who makes a decision to award a grant.
Elected leaders	An elected leader is an office bearer in an organisation who does not draw a wage or salary from the organisation (although some payment may be made in recognition of their contribution).
Eligibility criteria	The principles, standards or rules that a grant applicant must meet to qualify for consideration of a grant. Eligibility criteria may apply in addition to assessment criteria.
Future leader	Is a member of the organisation who is not yet an elected leader but who would benefit from leadership development.
Grant activity	Is the project /tasks /services that the Grantee is required to undertake with the grant money. It is described in the Grant Agreement.

## Leadership in Agricultural Industries Fund: Grant Program Guidelines

Term	Definition
Grant agreement	Grant agreement means the contract template used by Australian Government entities to set out the mutual obligations relating to the provision of the grant. The Australian Government is standardising and streamlining grant agreements between the Commonwealth and grant recipients to allow grant recipients to engage more easily and efficiently with the Commonwealth.
Grant opportunity	A notice published on GrantConnect advertising the availability of Commonwealth grants.
Grant program	May be advertised within the 'Forecast Opportunity' (FO) section of GrantConnect to provide a consolidated view of associated grant opportunities and provide strategic context for specific grant opportunities.
Grantee	An organisation that has been awarded a grant.
Industry Representative Body	A peak industry body or a body performing a similar industry advocacy or agri-political role with similar objectives. In the context of the Fund an IRB may represent a single or multiple farmer groups.
Legitimacy	Legitimacy of a membership-based advocacy organisation is derived from the relationship between the organisation and its members. The legitimacy and effectiveness of advocacy groups is linked to the quality of information it provides in support of its advocacy activities.
Life Skills	Life skills are abilities for adaptive and positive behaviour that enable humans to deal effectively with the demands and challenges of everyday life (World Health Organization).
National Agricultural Industry Body	Is an organisation whose mission is to represent a national (not state or local) group of farmers and to participate on their behalf, in the formulation and implementation of rural development policies and programs. This is achieved through consultation, information and training and the provision of support and services.
Overseas resident	A person whose usual place of abode is overseas and who is not: <ul style="list-style-type: none"> <li>▪ an Australian citizen</li> <li>▪ a holder of a permanent visa for Australia</li> <li>▪ a holder of a Special Category Visa, or</li> <li>▪ a holder of a protected Special Category Visa.</li> </ul>
PBS program	Described within the entity's Portfolio Budget Statement, PBS programs each link to a single outcome and provide transparency for funding decisions.
Rural Research and Development Corporations (RDCs)	A co-investment between the Australian Government and primary producers in research and development for industry and community benefits. More information can be found here.