

DEPARTMENT OF CONSERVATION AND LAND MANAGEMENT
CORPORATE EXECUTIVE
ADMINISTRATIVE INSTRUCTION NO. 52

**OPERATIONAL GUIDELINES FOR THE MANAGEMENT OF
GOVERNMENT AND OTHER GRANTS.**

INTRODUCTION

Please read these guidelines in conjunction with the Department's Policy Statement No. 46, EXTERNAL FUNDS.

These guidelines provide information, direction and clarification to staff, and provide a framework by which grants can be sought in an effective, efficient and coordinated manner.

1. DEFINITION

Grants are funds and/or non-financial assistance received from other government agencies, statutory authorities and non-government organisations, including independent trusts, and are usually for specific purposes.

2. GENERAL INFORMATION

(i) Grants come in two forms

Tied grants are funds provided for a specific purpose or strategy. Most grants are tied grants. Some are more specific than others. For example, some funds are provided for research into a single plant genus or family; others may have a wider application, for example, for any project relating to research or management into wetlands.

Untied grants are funds provided for no specific project, but have some degree of control attached to them. Untied grants usually have general funding criteria or broad objectives. For example, they may be for conservation projects.

- (ii) To apply for some grants a fixed format or proforma needs to be filled in. The completion of this application is a relatively simple process. Other grants specify no fixed format and provide no Guidelines on how to structure a submission. (see Appendix 1 for a suggested format).

3. APPLYING FOR GRANTS

- (i) The first step in applying for a grant is to know what is available, when applications are called and when they close. The External Funding database provides information on funding sources for various purposes.

The Grants Manual which is available through Regional Offices and Branches provides information and application forms of the major grant programs.

Knowing when grants are available allows time for adequate preparation and planning. In some cases information and application forms for annual grant programs will be circulated by the CALM coordinator for that program.

- (ii) Knowing and understanding the eligibility and selection criteria used by the funding agency are essential in compiling a strong application. Ensure that CALM is eligible to receive the grant before preparing an application; some granting agencies specifically exclude applications from Government organisations.

Before preparing a proposal contact the CALM officer responsible for coordinating the grant to discuss the relative merits of the proposal, and ensure it meets the funding criteria. The coordinator will want to know how the proposal relates to departmental and regional priorities and objectives. The ability of the Department, region and district to provide the necessary resources to implement the project will also be questioned.

- (iii) Understanding the motives of the agency providing the grant will also assist to address key points in the grant application. Many Commonwealth Grant programs address current issues or themes.
- (iv) The application should directly address the funding agency's criteria. Application should be concise, yet comprehensive. Appendices and supporting documents are often not necessary.

Submit applications to meet deadlines. Programs attracting multiple applications will have an additional internal deadline, to allow the Department time to assess and prioritise applications.

- (v) Quantify CALM's contribution to the project. Administrative Instruction No 50 will assist in calculating costs. Agencies are more likely to fund projects that clearly demonstrate the recipient's commitment. The Department's contribution should be calculated for both monetary and/or kind.
- (vi) Personal contact with the CALM coordinator for the grant will assist in putting the proposal into perspective, clarify points relating to criteria, and provide advice on structuring the grant proposal.

Personal contact with the granting agency's coordinator is also possible, although this can often be achieved through the Department's coordinator.
- (vii) Determine the impact that a particular project will have on other staff, branches, and field units when developing a project. Communicate these impacts to affected staff.
- (viii) imagination and opportunism often help to clinch grants. Some grants programs only vaguely relate to CALM activities or responsibilities and therefore require innovative approaches.

4. **ASSESSING AND RANKING APPLICATIONS**

- (i) A fair and equitable process will be applied when a grant program attracts more than one applications from within CALM. For this purpose the following criteria will be used:-

The relationship of the application to

- (a) CALM objectives as they relate to the corporate plan, the research plan, management plans and the resource strategies, etc;
- (b) the funding criteria of the external agency;
- (c) the priorities placed on various themes by the funding agency;
- (d) the amount of funds being sought;
- (e) the availability of funds from other sources that may be more suitable;
- (f) the total funds available for a particular program;
- (g) the mix of various grant amounts to present a balanced submission;

- (h) the urgency of the program requiring funding.

Criteria for prioritising grant applications within the Department will be developed for each major grant program.

- (ii) Programs attracting multiple applications will require a departmental review committee, which will assess applications for funding, and prioritise them according to CALM's criteria.

The composition of the committee should reflect the range of resource programs embodied in the grant applications.

- (iii) CALM's grant coordinator will provide feedback to applicants including:

- standard of application,
- number of applications,
- successful applications (if known yet),
- CALM's priority ranking,
- whether an individual application has been submitted to the funding agency or not, and the reasons for the decision.

- (iv) All Departmental funding submissions will be forwarded to the granting agency under the Executive Director's signature.

5. RETAINING GRANTS

- (i) Once grants are provided they are almost never revoked. However a granting agency's decision to fund future applications from CALM could depend on the success of a project and the attitude of the recipient.
- (ii) To maintain the support of a funding agency, project coordinators must understand and respond to all of the conditions stipulated in the contract of agreement.

Most grants require regular reporting on the spending of the funds and progress made with the project. Refer to Administrative Instruction No 50 for further details on requirements relating to managing and accounting for grants.

- (iii) Communication is essential in maintaining internal (CALM) and funding agency support. Communication should be addressed at the following levels:

- (a) With the funding agency coordinator. This can include telephone, written correspondence and face-to-face contact.

inspect the project.
- (b) Keep CALM's coordinator aware of the progress of the program, its financial situation and any problems that may lead to the Department not being able to fulfil the contract or conditions. Regular updates of the program will allow CALM's coordinator to lobby effectively, or plan and negotiate alternative arrangements with the funding agency.
- (iv) Quality work, with quantifiable results that achieve the original objectives, can enhance the Department's and the project officer's chances of obtaining future grants.
- (v) Recognise and acknowledge the funding agency at every opportunity. Funding agencies look for recognition and support for their funding programs to support their policies.

Recognition can include:-

Official launches
Media releases
Media launches
Signs and plaques
Pamphlet acknowledgment
References in correspondence and
Articles in CALM NEWS and LANDSCOPE.

Syd Shea
EXECUTIVE DIRECTOR

11 November 1992