Department of Defence
Strategic Policy Grants Program
Grant Guidelines

Opening date and time: 09:00 am AEST on 14TH October 2019
Closing date and time: 11:30 pm AEST on 30 November 2019
Commonwealth policy entity: Department of Defence
Enquiries: If you have any questions, please contact us at sp.grants@defence.gov.au
Date guidelines released: 11 October 2019
Type of grant opportunity: Open competitive
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1. Strategic Policy Grants Program Process Flowchart

The Program is designed to achieve Australian Government objectives
This grant opportunity is part of the Strategic Policy Grants Program (SPGP), which contributes to Department of Defence strategic outcomes. The Department works with stakeholders to plan and design the Grant Program according to the Commonwealth Grants Rules and Guidelines.

The grant opportunity opens
We publish the grant guidelines on Defence’s website with an invitation to submit applications.

You complete and submit a grant application

We assess all grant applications
We assess your application against the assessment criteria, including an overall consideration of value for money, alongside other applications.

We make grant recommendations
We provide advice to the Minister for Defence on the merits of high-ranking applications.

Grant Decisions are made
The Minister for Defence makes the final decision on grant proposals.

We notify you of the outcome
We advise you of the outcome of your application.

If successful, we negotiate and enter into a grant agreement

Delivery of grant
You undertake the grant activity as set out in your grant agreement. The Strategic Policy Grants Program (SPGP) manages the grant by working with you, monitoring your progress and making payments.

Evaluation of your grant and the overall SPGP
2. About the Strategic Policy Grants Program

2.1 Introduction and purpose of the guidelines

These guidelines set out the funding rules for the Strategic Policy Grants Program (the Program or SPGP) for applicants, including eligibility and the process for assessing and allocating funding to grant applicants. The Department of Defence (Defence) is responsible for administering the Program, according to the requirements of the Commonwealth Grants Rules and Guidelines (CGRGs).

This document sets out:

- the outcomes and priorities of the grant opportunity;
- eligibility and the application process;
- assessment criteria and selection process; and
- responsibilities and expectations in relation to the opportunity.

You must read this document before filling out an application.

2.2 Strategic Policy Grants Program outcomes

The Strategic Policy Grants Program aims to deliver outcomes that support Defence to deliver high-quality policy advice to Government, the Secretary and Chief of the Defence Force to protect and advance Australia’s national and strategic interests. As such, the Program will prioritise funding proposals that support the following outcomes:

- Increase the amount and quality of discourse, debate and research on Australian Defence strategic policy issues of priority interest and strategic relevance in order to generate new insights, concepts, understandings and policy solutions; and,

- Deliver professional development opportunities to the Defence strategic policy workforce with a view to enhancing their subject matter, tradecraft and leadership knowledge, skills and abilities.
2.3 Strategic Policy Interests

All grant proposals should have direct relevance to Department of Defence strategic policy interests and challenges for Australia’s future defence and security needs. These priorities have been identified for 2020, and may be updated in subsequent years. Preference will be given to applications proposing activities that support the topics of priority interest below:

- What is meant by “defending Australia and its national interests” and who gets to decide?
- How does Australia create and sustain national power? How can Defence contribute to the hard, soft and smart aspects of national power? How can Australia use national power (especially the Defence part) to shape our position and role in the world?
- How may economics and economic coercion affect Defence’s mission to defend Australia and its national interests?
- What are Australia’s international and Defence relations options in a multi-polar world and more dynamic Indo-Pacific?
- What opportunities and mechanisms are available to Australia to enhance regional defence and security engagement in the Indian Ocean?
- What are potential future directions in the Australia – US alliance?
- What are the emerging trends in Homeland Security (for example: cyber, unmanned and autonomous systems, critical infrastructure, terrorism, environment / climate change, foreign interference) and what is their impact on Government’s and Defence’s future planning and role?
- What are the opportunities and challenges posed by disruptive and converging technologies to the mission, design, structure and operations of Defence and the Australian Defence Force?
- What are the legal, ethical and moral ramifications of the employment of Lethal Autonomous Weapon Systems and Biotechnological Weapons the militaries in a strategic environment where other potential state or non-state actors are actively employing these systems?
- What is national resilience, and how can it be factored into Government and Defence policy responses?
- What is Australia’s strategic personality, and what does that mean for government and Defence?

Note: Applications may address more than one priority interest
Strategic Policy Grants Program Funding

2.4 Grant amount

In 2020, up to $2,000,000 million\(^1\) will be available for the Strategic Policy Grants Program grant opportunity, subject to appropriation. There is no minimum or maximum amount that may be applied for, but all applications will be subject to selection criteria, including value for money considerations. Defence reserves the right to consider and approve single activities that are part of a broader application proposal.

*Applications open: 9:00am (AEDT) 14 October 2019.*

*Applications close: 11:30pm (AEDT) 30 November 2019.*

2.5 Multi-Year funding

In 2020, a portion of program funding may be considered for multi-year applications. Defence reserves the right to consider and approve a multi-year application for only a single year. Grant approval is not a guarantee of future funding.

\(^1\) All values in these grant guidelines are "GST exclusive".
3. Eligibility Criteria and Activities

We cannot consider your application if it does not satisfy all the eligibility criteria.

3.1 Who is eligible to apply for a grant?

- Individuals must apply on behalf of the organisation with which they are affiliated, such as a university, not-for-profit organisation, or research institution.
- Joint applications are welcome, contingent upon any consortium having a lead organisation. To be a lead, an applicant must designate the main contact and/or project manager.
- International applicants are eligible, provided they can demonstrate the qualifications, skills and necessary background for the topic and activity proposed.

3.2 What can the grant money be used for?

You must use the grant for activities that advance one or more of the outcomes and fall within the priority interests outlined in Section 2.3.

You can use the grant to pay for costs detailed in your budget and grant agreement, including:

- Research-related fees;
- Flight and accommodation costs, meals and travel allowances, other transport;
- Event venue hire and catering; and
- Advertising and promotion, graphic design and printed material.

You can only spend grant funds on eligible grant activities as defined in the grant details in your grant agreement. Your funding acquittal will report on these details.

3.3 What can’t the grant money be used for?

You cannot use the grant for the following activities:

- purchase of Land;
- wages for permanent staff;
- subsidy of general ongoing administration of an organisation such as electricity, phone, internet or rent, or administrative charges levied by the applicant’s organisation (to include overhead costs);

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2 The Australian Government recognises that some organisations may seek to form consortia in order to apply for a grant under the Program. Consortia are eligible to apply and the relevant conditions applicable to consortia are at 7.6 ‘Grant Applications from Consortia’
- capital expenditure, including the purchase of real-estate and vehicles;
- the covering of retrospective costs;
- costs incurred in the preparation of a grant application or related documentation;
- major construction/capital works;
- completed projects; and
- activities for which other Commonwealth, State, Territory or Local Government bodies have primary responsibility.

We do not generally fund travel and accommodation for attendance at conferences or meetings, unless such activities are considered by the SPGP Secretariat to be of direct relevance to the SPGP outcomes. To be considered, a substantial program should exist in the sidelines or around the event and there should be a strong argument for the need of the proposed enabling activity.
4. Application and Selection Process

4.1 Overview of application process

The SPGP grant opportunity is an open competitive process, and applications are assessed against criteria and each other.

All grant applications must be submitted using the template provided by the SPGP to the Department of Defence SPGP at sp.grants@defence.gov.au by the closing date. Late applications will not be accepted—no exceptions will be granted. Defence will not provide application forms or accept applications for this grant opportunity by fax or mail.

You must read these grant guidelines to ensure your application is complete by addressing all of the eligibility and assessment criteria to be considered for a grant. Giving false or misleading information will exclude your application from further consideration. Please complete each section of the application form and make sure you provide the information requested. You cannot change your application after the closing date and time.

If you find a mistake in your application after it has been submitted, you should contact sp.grants@defence.gov.au straight away. Defence may ask you for more information, as long as it does not change the substance of your application. Defence does not have to accept any additional information, nor requests from applicants to correct applications after the closing time.

We will acknowledge receipt of applications within three working days.

4.1.1 Application timeline

Table 1: Expected timing for the 2020 SPGP Round

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Application period</td>
<td>Open: 9:00am AEST 14/10/2019</td>
</tr>
<tr>
<td></td>
<td>Close: 11:30pm AEST 30/11/2019</td>
</tr>
<tr>
<td>Assessment of applications</td>
<td>By early-January 2020</td>
</tr>
<tr>
<td>Approval and notification of outcomes of selection process</td>
<td>By early February 2020</td>
</tr>
<tr>
<td>Negotiations and award of grant agreements</td>
<td>By end February 2020</td>
</tr>
<tr>
<td>Activity commences</td>
<td>By early March 2020</td>
</tr>
<tr>
<td>End date (round finalised by, but Multi Year Grants will continue)</td>
<td>30 June 2020</td>
</tr>
</tbody>
</table>
4.2 Application Details

4.2.1 Applications from consortium

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

If you are submitting a grant on behalf of a consortium, one organisation must be appointed the ‘lead organisation’. Only the lead organisation will enter into a grant agreement with the Commonwealth and will be responsible for the grant. The lead organisation must complete the application form and identify all other members of the proposed consortium, including identification of a Project Manager, in the application. The application will also require additional information about the consortium.

If a lead organisation is proposing other individual, non-consortium, activities, it may submit a single application that comprises all proposed activities.

4.2.2 Questions during the application process

If you have any questions during the application period, please contact sp.grants@defence.gov.au. The Strategic Policy Grants Program will respond to emailed questions within three to five working days.

4.3 Further grant opportunities

The SPGP aims to allocate all grant funding during the annual grants round and is typically over-subscribed with suitable applications each year. If there are not enough suitable applications to meet the program’s outcomes and priority interests, the Department of Defence may consider another grant opportunity round.

4.4 Selection process

The selection of grantees is based on applicants meeting eligibility criteria, an assessment of proposed applicant activities against assessment criteria and a comparative assessment of applications. Your application will be considered on its merits, based on:

- How well it meets the assessment criteria;
- How it compares to other applicants;
- Whether it provides value for money; and
- Whether it will ensure a reasonable spread of projects across the outcomes and priority interests.
5. Assessment Criteria

We will assess the proposed activities in your application against the following assessment criteria set out below, which are in the SPGP grant application template. Applications should respond to all criteria. The assessment criteria are structured to provide the SPGP Selection Committee with objective guidance on how to assess activity/applicant rankings and/or comparative benefits.

All assessment criteria are weighted, and have specific word limits. Responses longer than the designated word limit will not be considered past the point of the word limit. The SPGP scoring system was designed to encourage reliable scoring of applications. SPGP grant application scoring system uses a 9-point scale for an overall impact score and scores for the strength of individual criterion, where 9 is exceptional, 5 is good, and 1 is poor.

Criterion 1 (40 per cent weighting; maximum 500 words)

How does the grant activity demonstrate relevance to the Department of Defence and how does it support a strategic policy priority interest?

Applicants should describe how the activity is directly relevant to Defence interests and challenges to Australia’s future defence and security needs, with reference to the strategic policy priority interests. Preference will be given to those proposals that propose innovative approaches.

Criterion 2 (30 per cent weighting; maximum 500 words)

How will this grant activity improve or increase the Department of Defence strategic policy workforce’s capability to deliver high quality policy advice to Defence and Government leadership through the achievement of SPGP outcomes?

Applicants should describe how the proposed activity contributes to at least one SPGP outcome. For instance, publishing or delivering a report and/or holding an event that supports the Department of Defence strategic policy workforce. How will this grant activity add value against currently available options?

Criterion 3 (10 per cent weighting; maximum 200 words)

How will the activity deliver maximum reach, dissemination of ideas, or engagement opportunities to the Department of Defence, the strategic policy workforce, or the Australian public, as applicable?

Demonstrating impact for a publication or report may be achieved through accessibility or readership; for an event, it may be number of attendees or invitations to Defence, whether the event has public registration, and how the event insights will be carried forward to a wider
audience; or how a professional development opportunity will be available to support Defence’s strategic policy workforce.

**Criterion 4** (10 per cent weighting; maximum 200 words)

What is the capability and capacity of the applicant and/or team to undertake the grant activity?

Applicants should describe the background, skills, capabilities and accomplishments of the applicant or of the project team who will be involved. If relevant, consider identifying whether any members of the project team have published in any peer-reviewed academic sources, or major journals; or achieved significant awards or other recognition in relation to the proposed activity.

**Criterion 5** (10 per cent weighting; maximum 200 words)

How does this activity contribute to advancing Australian national security perspectives abroad?

Applicants should describe how this may be accomplished, such as international speakers or participation, international events, international media or publication, or examples of the depth of an organisation’s reach in countries with which Australia engages.
6. Assessment of Grant Applications

6.1 Who will assess applications?

The Strategic Policy Grants Committee Secretariat, under the direction of the Assistant Secretary for Strategic Policy (ASSP), will oversee the assessment process against the selection criteria. The ASSP will deliver a Selection Report to the Chair of the Strategic Policy Grants Program Selection Committee, the First Assistant Secretary for Strategic Policy (FASSP). The Selection Report will rank all applicants’ proposed activities according to the selection criteria and a comparative assessment of all applicant activities, and note where the SPGP grant amount will be fully expended.

The SPGP Selection Committee is made up of senior members of the Australian Public Service and Australian Defence Force. They will review the assessment report and endorse proposed activities on their merits.

During the assessment process, we may seek information about you or your application. If the selection process identifies unintentional errors in your application, you may be contacted to correct or explain the information. The Selection Committee will also consider information about you or your application that is available through the normal course of business, as well as any post-activity reports you may have delivered for previously awarded grants.

6.2 Who will approve grants?

The Selection Committee may endorse all or part of an application and its associated proposed activities. The Committee will make a recommendation to the Minister for Defence, who will make the final decision to approve a grant. The Minister for Defence’s decision is final in all matters, including:

- the approval of the grant;
- the grant funding amount to be awarded; and
- the terms and conditions of the grant.

The Minister will not approve funding if she/he reasonably considers that the available program funding across financial years cannot accommodate the funding offer, and/or that the application does not represent value for money.

There is no appeal mechanism for decisions to approve or not approve a grant.
7. Notification of Application Outcomes

You will be advised of the outcome of your application in writing via email, following a decision by the delegate. If successful, you will also be advised about which proposed activities were supported, and any specific modifications or conditions attached to approval of a grant.

If you are unsuccessful, we will notify you via email. You may submit a new application for the same project (or a similar project) in any future grant opportunity rounds. You should include new or more information to address any weaknesses that may have prevented your previous application from being successful.

7.1 Feedback on your application

If you are unsuccessful, you may ask for feedback from Department of Defence SPGP Secretariat within 30 days of being advised of the outcome. The Department will give written (including via email) or verbal feedback within 30 days of any such request.
8. Successful Grant Applications

8.1 The grant agreement

If you are successful, you must enter into a legally binding grant agreement with the Commonwealth represented by the Department of Defence. Standard terms and conditions for the grant agreement will apply and will only be changed in exceptional circumstances. A schedule may 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.

You will be required to:

- Confirm your project outline within two weeks of accepting a grant offer;
- Provide a final report, including financial acquittal, within 60 days of project completion; and
- For multi-year grants, complete interim reports once a year as detailed in the grant agreement, such as demonstrating how you have met key performance indicators and outputs detailed in your application.

The Department of Defence will negotiate agreements with successful applicants. If there are unreasonable delays on the part of grantees in finalising a grant agreement, the grant offer may be withdrawn.

Where a grantee fails to meet the obligations of the grant agreement, the Department of Defence may withhold or suspend the funding to the grantee; and/or require the grantee to repay all or part of the grant. No compensation is payable by the Department for termination in these circumstances.

You should not make financial commitments, related to the grant, until a grant agreement has been executed.

Approval of a grant is not a commitment by the Department of Defence to provide any future funding.

8.2 How the grant will be paid

The grant agreement will state the maximum grant amount to be paid. Defence will not exceed the maximum grant amount under any circumstances. Any additional expenditure incurred beyond the amount agreed in the grant agreement will be the sole responsibility of the grantee to pay.

We will make an initial payment shortly after the execution of the grant agreement and on receipt of a valid invoice, and additional payments will be part of agreed milestones in the grant arrangement. For multi-year grants, we will make subsequent payments, detailed in the
grant agreement, progressively based on your interim reports, including acquittals, agreed milestones, and receipt of a valid invoice.

A percentage of the total grant funding is set aside for the final payment. We will pay this when you submit a satisfactory final report. We may need to adjust your progress payments to ensure that a minimum retention amount of grant funding is retained for final payment.

8.3 Grant agreement variations

We recognise that unexpected events may affect the progress of a project. In these circumstances, you can request a project variation, including:

- changing project milestones
- extending the timeframe for completing the project but within a reasonable period of time; and
- changing the allocations across budget items.

The program does not allow for an increase to the agreed amount of grant funds.

Proposed changes to the grant agreement must be put in writing before the grant agreement end date to the SPGP Secretariat at sp.grants@defence.gov.au. We will not consider changes after the grant agreement end date.

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 program policy objectives and any relevant policies of the department; and
- changes to the timing of grant payments.

8.4 Announcement of grants

If successful, details of your grant, including your organisation name and the amount grant award, will be listed on GrantConnect website 14 days after the date of effect as required by Section 5.3 of the CGRGs.
9. Delivery of Grant Activities

9.1 Your responsibilities

You must submit any requested activity updates and a post activity report(s) in line with the timeframes in the grant agreement. The elements of the post-activity report will be specified in the grant agreement. We will expect you to be able to report on:

- progress against agreed project milestones;
- contributions of participants directly related to the project;
- eligible expenditure of grant funds;
- results against key performance indicators and the project specific outputs detailed in your grant agreement.

You 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, if specified in the grant agreement.

9.2 Department of Defence’s responsibilities

The Department of Defence will:

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

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

Funding under the SPGP does not imply that the Department of Defence endorses the views of recipients involved in any funding activity.

9.3 Grant payments and GST

Payments will be made as set out in the grant agreement.

The tax implications of receiving a grant are the responsibility of grantee.
You should consider speaking to a tax advisor about the effect of receiving a grant before you enter into a Commonwealth grant agreement. You can also visit the Australian Taxation Office website at www.ato.gov.au for more information.

9.4 Evaluation

The Department of Defence will evaluate the Strategic Policy Grants Program 2019 activities to measure how well the outcomes and priority interest have been achieved. Your grant agreement requires you to provide reporting of information to help with this evaluation.

9.5 Acknowledgement

If your grant agreement specifies a request for acknowledgement, your publications related to grants under the Program must acknowledge the Commonwealth as follows (unless otherwise determined):

‘This activity received grant funding from the Australian Department of Defence.’

10. Probity

The Department of Defence will ensure 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 CGRGs.

Note: These guidelines may be changed from time-to-time by the Department of Defence to ensure their ongoing compliance with Commonwealth regulations regarding grants and to meet the changing needs of the Department. When this happens the revised guidelines will be published on GrantConnect.

10.1 Complaints process

All complaints about a grant process must be lodged in writing with the SPGP Secretariat, which may be sent via email to sp.grants@defence.gov.au.

Any questions you have about grant decisions for the Program should be sent to sp.grants@defence.gov.au.

If you do not agree with the way the Department of Defence 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 of Defence.

The Commonwealth Ombudsman can be contacted on:

Phone (Toll free): 1300 362 072
Email: ombudsman@ombudsman.gov.au
Website: www.ombudsman.gov.au
10.2 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 Department of Defence staff, any member of the SPGP Selection Committee 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 an organisation, relationship with, or 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 the Department of Defence in writing immediately via email at sp.grants@defence.gov.au. Committee members and other officials including the decision maker must also declare any conflicts of interest.

The chair of the Selection 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. Our conflict of interest policy is available on the Department of Defence website (defence.gov.au).

10.3 Privacy: confidentiality and protection of personal information

We treat your personal information according to the 13 Australian Privacy Principles and the Privacy Act 1988. This includes letting you know:

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

You are required, as part of your application, to declare your ability to comply with the Privacy Act 1988, including the Australian Privacy Principles and impose the same privacy obligations on any subcontractors you engage to assist with the activity. You must ask for the Australian Government’s consent in writing before disclosing confidential information.
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;
- employees and contractors of our department 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 Parliamentary Secretary; and
- 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:

- Public Service Act 1999
- Public Service Regulations 1999
- Public Governance, Performance and Accountability Act
- Privacy Act 1988
- Crimes Act 1914

The grant agreement will include any specific requirements about special categories of information collected, created or held under the grant agreement, such as business confidential or commercially sensitive.

10.4 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 Freedom of Information requests must be referred to the Freedom of Information Coordinator in writing.

By mail: The Director, Freedom of Information
Enterprise Reform Branch
Department of Defence
CP1-6-012
PO Box 7911
CANBERRA BC ACT 2610

By email: foi@defence.gov.au

By phone (02) 6266 2200
11. Glossary

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>assessment criteria</td>
<td>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)</td>
</tr>
<tr>
<td>commencement date</td>
<td>The expected start date for the grant activity.</td>
</tr>
<tr>
<td>completion date</td>
<td>The expected date that the grant activity must be completed and the grant spent by.</td>
</tr>
<tr>
<td>date of effect</td>
<td>The date in which a grant agreement is signed or a specified starting date.</td>
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<tr>
<td>decision maker</td>
<td>The person who makes a decision to award a grant.</td>
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<tr>
<td>double dipping</td>
<td>Double dipping occurs where a grant recipient is able to obtain a grant for the same project or activity from more than one source. (CGRGs)</td>
</tr>
<tr>
<td>eligibility criteria</td>
<td>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. (CGRGs)</td>
</tr>
<tr>
<td>Commonwealth entity</td>
<td>A Department of State, or a Parliamentary Department, or a listed entity or a body corporate established by a law of the Commonwealth. See subsections 10(1) and (2) of the PGPA Act.</td>
</tr>
<tr>
<td>cost shifting</td>
<td>Involves ‘substitution of effort’ by the Commonwealth for activities of another organisation or level of government. For example, cost shifting occurs where the Commonwealth provides a grant for an activity that would usually be paid for by a state, territory, or local government, such as municipal services. (CGRGs)</td>
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<tr>
<td>grant</td>
<td>A grant is an arrangement for the provision of financial assistance by the Commonwealth or on behalf of the Commonwealth:</td>
</tr>
<tr>
<td><strong>grant activity</strong></td>
<td>Is the project /tasks /services that the Grantee is required to undertake with the grant money as described in the Grant Agreement.</td>
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<td>-------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>grant agreement</strong></td>
<td>Grant agreement means the contract template used by Australian Government entities to set out the relationship and mutual obligations relating to the provision of the grant.</td>
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<tr>
<td><strong>grant opportunity</strong></td>
<td>Refers to the specific grant round or process where a Commonwealth grant is made available to potential grantees.</td>
</tr>
<tr>
<td><strong>grantee</strong></td>
<td>An individual/organisation that has been awarded a grant. (Proposed definition in the grants taxonomy)</td>
</tr>
<tr>
<td><strong>selection criteria</strong></td>
<td>Comprise eligibility criteria and assessment criteria. (CGRGs)</td>
</tr>
<tr>
<td><strong>selection process</strong></td>
<td>The method used to select potential grantees. This process may involve comparative assessment of applications or the assessment of applications against the eligibility criteria and/or the assessment criteria. (CGRGs)</td>
</tr>
<tr>
<td><strong>Strategic policy workforce</strong></td>
<td>The strategic policy workforce contributes strategic advice, policy and intelligence that is aligned with strategy, plans and resources to enable defence capability and national security priorities in support of Government decision-making.</td>
</tr>
</tbody>
</table>