



Australian Government

Department of Infrastructure, Transport, Regional Development and Communications

COVID-19 Regional Airline Network Support Package

Guidelines

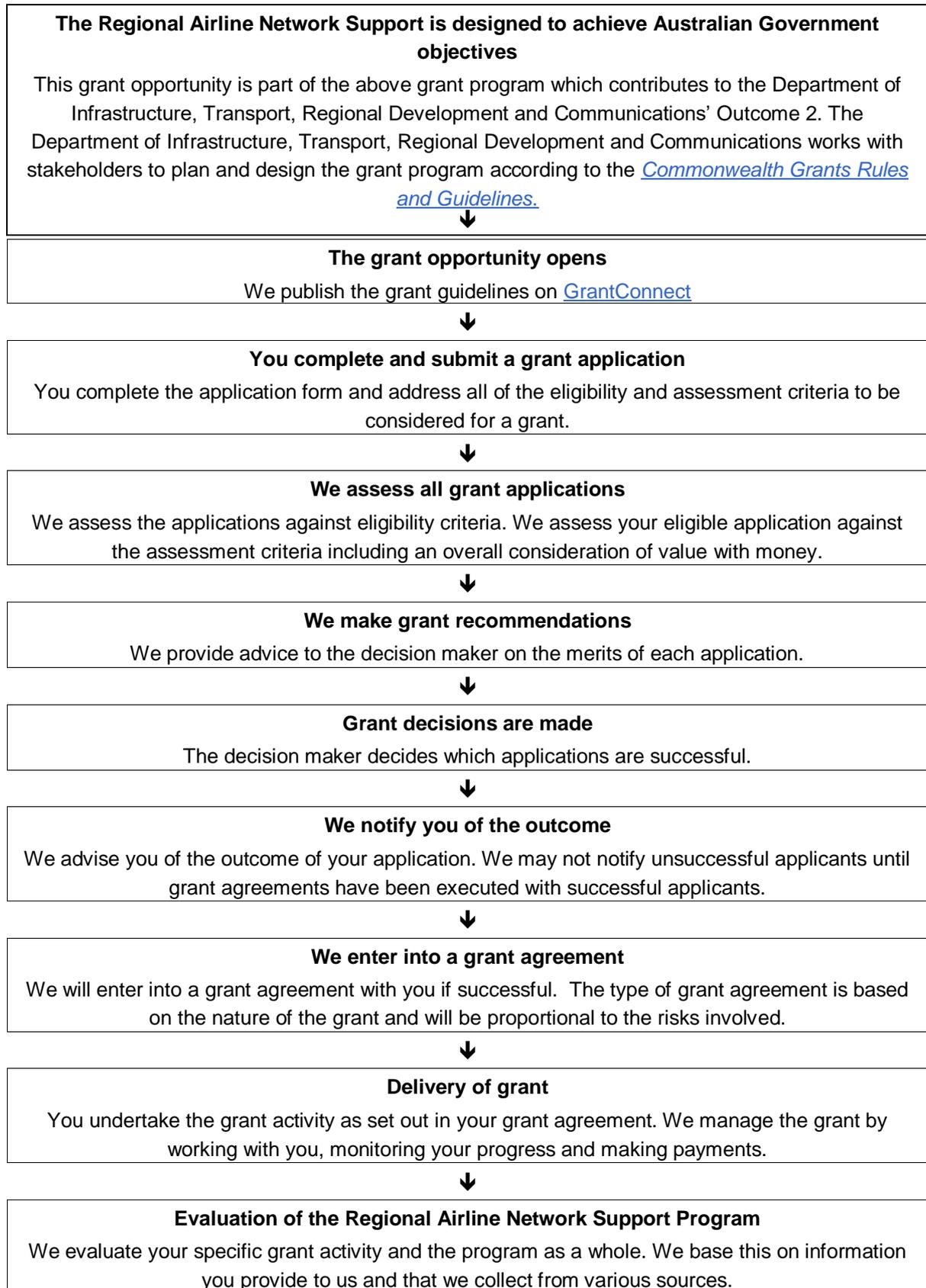
Opening date:	28 March 2020
Closing date and time:	17.00 AEST on 31 08 2020
Commonwealth policy entity:	Department of Infrastructure, Transport, Regional Development and Communications
Administering entity	Department of Infrastructure, Transport, Regional Development and Communications
Enquiries:	If you have any questions, contact Section Head, COVID Aviation Response Program at COVIDrans@infrastructure.gov.au or on 1300 768 578 Questions should be sent no later than 5pm AEST 25 08 2020
Date guidelines released:	3 April 2020
Type of grant opportunity:	Non-competitive, closed

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1. Regional Airline Network Support processes



1.1 Introduction

These guidelines contain information for the Regional Airline Network Support grants.

This grant opportunity was announced as part of the Government's response to the economic impact of COVID-19. The objective of this Grant Opportunity is to assist domestic commercial airlines operating services at the Regular Public Transport (RPT) aviation safety standard to regional locations to maintain a basic level of connectivity across their network of regional routes.

The Government has announced Another grant opportunity to assist airlines include the Australian Airline Financial Relief grants. The objective of that program is to assist the domestic airline industry in response to the economic pressures created by the impact of COVID-19 by reducing operational cost pressures to improve the ability of airlines to maintain services.

You must read this document before applying for a grant.

This document sets out:

- the purpose of the grant opportunity
- the eligibility criteria
- how grant applications are considered and selected
- how grantees will be monitored and evaluated
- responsibilities and expectations in relation to the opportunity.

2. About the grant program

Commercial airlines are facing dramatically falling demand on forward services. This Grant Opportunity will support regional communities relying on air freight and the transport of essential and other personnel by providing a basic level of air connectivity. Australia Post also utilises the regional network, managing medical deliveries and maintaining connectivity with mail and parcel deliveries.

Final services and costs will depend on factors such as airline logistics and airport capability in a declining market environment. Flexibility will apply including to managing remote services and any local configurations improving value for money. Funding will be provided by grants using a shortfall subsidy approach, where any commercial component will offset the cost to Government. This means that the "up to" value of the grant will cover the cost to the airline of providing the service, and the total amount paid will be the grant minus commercial revenue generated.

Applications are assessed in order of receipt. Successful applicants may subsequently apply at any time to vary their agreement.

We administer the program according to the [Commonwealth Grants Rules and Guidelines \(CGRGs\)¹](#).

1.1 [1 https://www.finance.gov.au/sites/default/files/commonwealth-grants-rules-and-guidelines.pdf](https://www.finance.gov.au/sites/default/files/commonwealth-grants-rules-and-guidelines.pdf)

3. Grant amount and grant period

The Australian Government has announced a total of \$198 million across 2019-20 and 2020-21 for the Program.

The amount of the grant will be the subject of negotiation with the airline based on the range and scope of services to be provided.

3.1 Grant period

This grant opportunity will open on 28 March 2020 and closes on 31 August 2020. The services supported by this Grant Opportunity are for flights undertaken during period 28 March to 30 September 2020.

Following the grant/project period, we may conduct an evaluation of the program.

4. Eligibility criteria

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

4.1 Who is eligible to apply for a grant?

To be eligible you must:

- have an Australian Business Number (ABN)
- be registered for the purposes of GST
- have an account with an Australian financial institution
- be one of the following entity types:
 - a company incorporated in Australia
 - a company incorporated by guarantee
 - an incorporated trustee on behalf of a trust
 - a partnership
 - a registered charity or not-for-profit organisation
 - an Aboriginal and/or Torres Strait Islander Corporation registered under the [*Corporations \(Aboriginal and /or Torres Strait Islander\) Act 2006*](#);

AND satisfy the following eligible air service activities criterion:

you must:

- have a Regular Public Transport RPT (RPT) Air Operator's Certificate (AOC) and have been operating public commercial air services to/from regional and/or remote location(s) in accordance with your RPT AOC pre-COVID19 (February 2020).

4.2 Who is not eligible to apply for a grant?

You are not eligible to apply if you are:

- a Commonwealth, state, territory or local government agency or body (including government business enterprises)

- an individual
- a joint application
- unincorporated association
- overseas resident
- any organisation not included in section 4.1, and/or
- any organisation that does not satisfy the eligible air service activity criteria at 4.1.

4.3 Eligible grant activities

Any air operator operating domestic RPT air services can apply for a grant to support that part of its pre-COVID19 RPT network serving regional locations, to operate one return service per week on each route, for a period of up to 6 weeks initially. The application may then also include providing the services for a longer period.

The purpose of the grant is to under-write these services on a shortfall subsidy basis, with the cost offset by remaining commercial revenue from passengers and freight.

4.4 Eligible expenditure

The grant funds must be used to directly support the continuing operation of your airline for eligible air service activities as defined under 4.1.

We may update the guidelines on eligible and ineligible expenditure from time to time. If your application is successful, the version in place when you submitted your application applies to your grant.

4.5 What the grant money cannot be used for

You cannot use the grant for any activity outside the scope of the agreement with the Department.

5. The assessment criteria

You must address all of the following assessment criteria in the application. We will assess your application based on each criterion with equal weight.

The amount of detail and supporting evidence you provide in your application should be relative to the size, complexity and grant amount requested.

Criteria are of equal weight.

Criterion 1

Extent to which the network proposal meets the requirements

The extent to which the network proposal meets the following requirements:

- a) Existing RPT route(s) operated by the airline in January/February 2020;
- b) Destinations are regional or remote;
- c) Same or similar aircraft type as previously used on each route;
- d) Service frequency of no more than one per week; and

- e) Fares and freight charges similar to pre-COVID19 charges.
- f) Alternative route configurations can be put forward to promote efficiencies.

Criterion 2

Contribution the network proposal makes to communities and to supporting regional air service networks

The contribution the routes makes to communities and to linking with the overall regional air service network.

You could demonstrate this through highlighting:

- The extent to which communities rely on the air links, including usage and range of clients, for example over the last 12 months.
- Work with stakeholders such as health agencies or Australia Post on their intended use of the services.
- What is the basis for your revenue projections under the costings (who is currently using the service for passenger and freight).
- How will you advertise the continuing services for both freight and passengers?

Address any work with state/territory government on maintaining any part of your RPT network or essential service prioritisation by state/territory government you are aware of. Provide detail on any air services support provided from State/Territory Governments.

If any part of your network receives assistance from state/territory government, you need to address separately and discuss with the Department how those routes interact with the network in your application.

Criterion 3

The costing of the network proposal

Costing should be submitted for an initial operating period of 6 weeks.

You may include costs to extend beyond that period and the Department may negotiate with you for a different operating period.

Indicate the time period between being notified you have been successful and being able to commence the services. The cost of services cannot be funded prior to a grant agreement being in place.

Your costing will be assessed considering the following:

- a) Average aircraft cost consistent with industry, with opportunity to consider one-off factors affecting cost in a declining traffic market.
- b) Projections of revenue from passengers and freight, noting declining demand generally across the industry.
- c) Net shortfall subsidy expected.
- d) Robustness of costings put forward, which should include high-level breakdown.
- e) What are the key risks faced in delivering the network model proposed in the application, and mitigations.

6. How to apply

Before applying, you must read and understand these guidelines.

These documents may be found at [GrantConnect](#). Any alterations and addenda² will be published on GrantConnect and by registering on this website you will be automatically notified of any changes. GrantConnect is the authoritative source for grants information.

To apply you must:

- complete the attached application form
- provide all the information requested days
- meet all eligibility criteria
- include all necessary attachments
- submit your application/s to Section Head, COVID Aviation Response Program at COVIDrans@infrastructure.gov.au by the closing date shown on page 1 of these grant Opportunity guidelines.

You are responsible for ensuring that your application is complete and accurate. Giving false or misleading information is a serious offence under the [Criminal Code 1995](#) and we will investigate any false or misleading information and may exclude your application from further consideration.

If you find an error in your application after submitting it, you should call us immediately on telephone 1300 768 578 or email COVIDrans@infrastructure.gov.au.

If we find an error or information that is missing, we may ask for clarification or additional information from you that will not change the nature of your application.

You should keep a copy of your application and any supporting documents.

We will acknowledge that we have received your application within 2 business days.

6.1 Attachments to the application

You must attach a copy of your Air Operator's Certificate for the services you are applying for. You may also wish to attach supporting information such as schedules and other costing information.

6.2 Timing of grant opportunity processes

You can submit an application at any time over the duration of the grant opportunity up to 31 August 2020.

You can submit an application to vary or change your agreement and the services provided at any time.

Your application will be assessed for eligibility within one week. You will be notified of the outcome of your application within a further 3 business days and, if successful, provided with a draft grant agreement. Claims can be lodged once a grant agreement has been executed. You should not rely on any funding being approved until a funding agreement is in place.

² Alterations and addenda include but are not limited to: corrections to currently published documents, changes to close times for applications, Questions and Answers (Q&A) documents and Frequently Asked Questions (FAQ) documents

6.3 Questions during the application process

If you have any questions during the application period, please contact Section Head, COVID Aviation Response Program at COVIDrans@infrastructure.gov.au, 1300 768 578.

The Department will respond to emailed questions within 1 working day.

You must ensure you receive an acknowledgement of your question to ensure your email has been received.

7. The grant selection process

7.1 Assessment of grant applications

Applications are assessed in order of receipt.

We firstly review your application against the eligibility criteria.

We consider eligible applications through a closed non-competitive grant process. Applications will be assessed in order of receipt, up to the value of funding available.

We will then assess your application against the assessment criteria (see Section 6). We consider your application on its merits, based on:

- how well it meets the criteria
- whether it provides value with relevant money.

When assessing the extent to which the application represents value with relevant money, we will have regard to:

- the overall objective/s to be achieved in providing the grant
- the relative value of the grant sought
- the extent to which the evidence in the application demonstrates that it will contribute to meeting the outcomes/objectives.

7.2 Who will assess applications?

Staff in the Department of Infrastructure, Transport, Regional Development and Communications will assess each application on its merit before recommending which grant applications should be awarded a grant.

We will provide funding recommendations to the Program Delegate.

Applications will be assessed in order of receipt, up to the value of funding available.

7.3 Who will approve grants?

Grant decisions will be made at General Manager in the area managing the grant opportunity. Subject to assessment outcomes, approvals can be provided to the value of the available funding.

The Program Delegate's decision is final in all matters, including:

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

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

8. Notification of application outcomes

We will advise you of the outcome of your application in writing. If you are successful, we will advise you of any specific conditions attached to the grant.

If you are unsuccessful, we will give you an opportunity to discuss the outcome.

You can submit a new application for the same grant at any time. However, you should include new or more information to address any weaknesses that may have prevented your previous application from being successful.

8.1 Feedback on your application

If you are unsuccessful, you may ask for feedback within one week of being advised of the outcome. We will give written feedback within one month of your request.

9. Successful grant applications

9.1 The grant agreement

You must enter into a legally binding grant agreement with the Commonwealth. We use the standard grant agreement in this program.

Each agreement has general terms and conditions that cannot be changed. A sample grant agreement is available on request. We will use a schedule to outline the specific grant requirements.

We must execute a grant agreement with you before we can make any payments. We are not responsible for any of your expenditure until a grant agreement is executed. If you rely on grant funding before you have an executed grant agreement, you do so at your own risk.

Your grant agreement may have specific conditions determined by the assessment process or other considerations made by the Program Delegate. We will identify these in the agreement.

The Commonwealth may recover grant funds if there is a breach of the grant agreement.

Standard Grant Agreement

We will use a standard grant agreement.

You will have 30 days from the date of a written offer to execute this grant agreement with the Commonwealth ('execute' means both you and the Commonwealth have signed the agreement). During this time, we will work with you to finalise details.

The offer may lapse if both parties do not sign the grant agreement within this time. Under certain circumstances, we may extend this period. We base the approval of your grant on the information you provide in your application.

You may request changes to the grant agreement. However, we will review any required changes to these details to ensure they do not impact the grant as approved by the Program Delegate.

9.2 How we pay the grant

The grant agreement will state the:

- maximum grant amount that may be paid, subject to assessment of subsequent claims, and
- any other terms that apply specifically to your grant.

Claims

For each claim, you will be required to provide a report that provides detail on services delivered, passengers, freight, total revenue; and an invoice. The claims process will be weekly unless otherwise agreed with the Department.

9.3 Grants Payments and GST

Payments will be GST Inclusive. If you are registered for the [Goods and Services Tax \(GST\)](#), where applicable, we will add GST to your grant payment and issue you with a [Recipient Created Tax Invoice](#).

Grants are assessable income for taxation purposes, unless exempted by a taxation law. We recommend you seek independent professional advice on your taxation obligations or seek assistance from the [Australian Taxation Office](#).³ We do not provide advice on your particular taxation circumstances.

10. Announcement of grants

If successful, your grant will be listed on the GrantConnect website 21 calendar days after the date of effect as required by Section 5.3 of the [CGRGs](#).

Confidential information will be treated in accordance with section 12.4.

11. How we monitor your grant activity

11.1 Keeping us informed

You should let us know if anything is likely to affect your provision of services or organisation as a whole.

We need to know of any key changes to your organisation or its business activities, particularly if they affect your ability to complete your grant.

If you become aware of a breach of terms and conditions under the grant agreement, you must contact us immediately.

11.2 Reporting

You must submit reports in line with the grant agreement. Where applicable, we will provide sample templates for these reports as appendices in the grant agreement. We will remind you of your reporting obligations before a report is due. We will expect you to report on:

- progress against agreed grant activity and outcomes, and
- expenditure of the grant.

The amount of detail you provide in your reports should be relative to the size, complexity and grant amount.

³ <https://www.ato.gov.au/>

You will be required to report on the impact of any claim payment within one week of receipt.

Ad-hoc reports

We may ask you for ad-hoc reports on your grant. This may be to provide an update on the status of your organisation and the impact of any grant payment made to you. You will be required to report on the financial status of your organisation when asked for an ad hoc report.

11.3 Audited financial acquittal report

We may ask you to provide a declaration that the grant money was spent in accordance with the grant agreement and to report on any underspends of the grant money.

We may ask you to provide an independently audited financial acquittal report. A financial acquittal report will verify that you spent the grant in accordance with the grant agreement.

11.4 Grant agreement variations

We recognise that unexpected events may affect your progress. In these circumstances, you can request a variation to your grant agreement. You can request a variation by writing to the program manager.

You should not assume that a variation request will be successful. We will consider your request based on provisions in the grant agreement and the likely impact on achieving outcomes.

11.5 Compliance visits

We may visit you during or at the completion of your grant activity to review your compliance with the grant agreement. We will provide you with reasonable notice of any compliance visit.

11.6 Record keeping

We may also inspect the records you are required to keep under the grant agreement.

11.7 Evaluation

We will evaluate the grant opportunity to measure how well the outcomes and objectives have been achieved. We may use information from your application and reports for this purpose. We may also interview you, or ask you for more information to help us understand how the grant impacted you and to evaluate how effective the program was in achieving its outcomes.

We may contact you up to one year after you finish your grant for more information to assist with this evaluation.

11.8 Acknowledgement

The program logo should be used on all materials related to the program. Whenever the logo is used, the publication must also acknowledge the Commonwealth as agreed with the Department.

12. Probity

The Australian Government will make sure that the grant opportunity 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.

We may change these guidelines from time-to-time. When this happens, the revised guidelines will be published on GrantConnect.

12.1 Enquiries and feedback

The Department's Complaints Procedures apply to complaints about this grant opportunity. All complaints about a grant process must be provided in writing to:

Attention: Assistant Director, Governance Section

Email: clientservice@infrastructure.gov.au

Any questions you have about grant decisions for this grant opportunity should be sent to

Attention: Assistant Director, Governance Section

Email: clientservice@infrastructure.gov.au

If you do not agree with the way the Department of Infrastructure, Transport, Regional Development and Communications 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 Infrastructure, Transport, Regional Development and Communications.

The Commonwealth Ombudsman can be contacted on:

Phone (Toll free): 1300 362 072

Email: ombudsman@ombudsman.gov.au

Website: www.ombudsman.gov.au

12.2 Conflicts of interest

Any conflicts of interest could affect the performance of the grant opportunity or program. There may be a conflict of interest, or perceived conflict of interest, if Department of Infrastructure, Transport, Regional Development and Communications 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 [or member of an external panel]
- has a relationship with or 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 a grant under the grant program/grant opportunity.

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 an actual, apparent, or perceived conflict of interest, you must inform the Department of Infrastructure, Transport, Regional Development and Communications in writing immediately.

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](#).

Committee members and other officials including the decision maker must also declare any conflicts of interest.

12.3 Privacy

We treat your personal information according to the [Privacy Act 1988](#) and the [Australian Privacy Principles](#). This includes letting you know:

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

Your personal information can only be disclosed to someone else for the primary purpose for which it was collected, unless an exemption applies.

The Australian Government may also use and disclose information about grant applicants and grant recipients under this grant opportunity in any other Australian Government business or function. This includes disclosing grant information on GrantConnect as required for reporting purposes and giving information to the Australian Taxation Office for compliance purposes.

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

As part of your application, you declare your ability to comply with the *Privacy Act 1988* and the Australian Privacy Principles and impose the same privacy obligations on officers, employees, agents and subcontractors that you engage to assist with the activity, in respect of personal information you collect, use, store, or disclose in connection with the activity. Accordingly, you must not do anything, which if done by the Department of Infrastructure, Transport, Regional Development and Communications would breach an Australian Privacy Principle as defined in the Act.

12.4 Confidential Information

Other than information available in the public domain, you agree not to disclose to any person, other than us, any confidential information relating to the grant application and/or agreement, without our prior written approval. The obligation will not be breached where you are required by law, Parliament or a stock exchange to disclose the relevant information or where the relevant information is publicly available (other than through breach of a confidentiality or non-disclosure obligation).

We may at any time, require you to arrange for you; or your employees, agents or subcontractors to give a written undertaking relating to nondisclosure of our confidential information in a form we consider acceptable.

We will keep any information in connection with the grant agreement confidential to the extent that it meets all of the three conditions below:

1. you clearly identify the information as confidential and explain why we should treat it as confidential
2. the information is commercially sensitive
3. revealing the information would cause unreasonable harm to you or someone else.

We will not be in breach of any confidentiality agreement if the information is disclosed 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.

The grant agreement may also include any specific requirements about special categories of information collected, created or held under the grant agreement.

12.5 Freedom of information

All documents in the possession of the Australian Government, including those about this grant opportunity, 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: Freedom of Information Coordinator
 Governance Section
 Australian Government Department of Infrastructure, Transport, Regional
 Development and Communications
 GPO Box 594
 Canberra ACT 2601 By email: clientservice@infrastructure.gov.au

13. Glossary

Term	Definition
accountable authority	see subsection 12(2) of the Public Governance, Performance and Accountability Act 2013
administering entity	when an entity that is not responsible for the policy, is responsible for the administration of part or all of the grant administration processes
assessment criteria	are 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 grant opportunity, to determine application rankings.
commencement date	the expected start date for the grant activity
completion date	the expected date that the grant activity must be completed and the grant spent by
co-sponsoring entity	when two or more entities are responsible for the policy and the appropriation for outcomes associated with it
date of effect	can be the date on 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
eligibility criteria	refer to the mandatory criteria which must be met to qualify for a grant. Assessment criteria may apply in addition to eligibility criteria.
Commonwealth entity	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
Commonwealth Grants Rules and Guidelines (CGRGs)	establish the overarching Commonwealth grants policy framework and articulate the expectations for all non-corporate Commonwealth entities in relation to grants administration. Under this overarching framework, non-corporate Commonwealth entities undertake grants administration based on the mandatory requirements and key principles of grants administration.

Term	Definition
grant	<p>for the purposes of the CGRGs, a 'grant' is an arrangement for the provision of financial assistance by the Commonwealth or on behalf of the Commonwealth:</p> <ul style="list-style-type: none"> a. under which relevant money⁴ or other Consolidated Revenue Fund (CRF) money⁵ is to be paid to a grantee other than the Commonwealth; and b. which is intended to help address one or more of the Australian Government's policy outcomes while assisting the grantee achieve its objectives.
grant activity/activities	refers to the project/tasks/services that the grantee is required to undertake
grant agreement	sets out the relationship between the parties to the agreement, and specifies the details of the grant
GrantConnect	is the Australian Government's whole-of-government grants information system, which centralises the publication and reporting of Commonwealth grants in accordance with the CGRGs
grant opportunity	refers to the specific grant round or process where a Commonwealth grant is made available to potential grantees. Grant opportunities may be open or targeted, and will reflect the relevant grant selection process.
grant program	a 'program' carries its natural meaning and is intended to cover a potentially wide range of related activities aimed at achieving government policy outcomes. A grant program is a group of one or more grant opportunities under a single [entity] Portfolio Budget Statement Program.
grantee	the individual/organisation which has been selected to receive a grant
PBS Program	described within the entity's Portfolio Budget Statement , PBS programs each link to a single outcome and provide transparency for funding decisions. These high-level PBS programs often comprise a number of lower level, more publicly recognised programs, some of which will be Grant Programs. A PBS Program may have more than one Grant Program associated with it, and each of these may have one or more grant opportunities.
selection criteria	comprise eligibility criteria and assessment criteria.

⁴ Relevant money is defined in the PGPA Act. See section 8, Dictionary.

⁵ Other CRF money is defined in the PGPA Act. See section 105, Rules in relation to other CRF money.

Term	Definition
Regional locations	<p>For these guidelines, regional includes inner regional, outer regional, remote and very remote locations as defined using the 2016 Australian Statistical Geographic Standard (ASGS) Remoteness Area. the Australian Bureau of Statistics. A map of the remoteness area can be found at http://stat.abs.gov.au/itt/r.jsp?ABSMaps and selecting 2016 Remoteness Area from the dropdown menu.</p>
selection process	<p>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.</p>
value with money	<p>value with money in this document refers to ‘value with relevant money’ which is a judgement based on the grant proposal representing an efficient, effective, economical and ethical use of public resources and determined from a variety of considerations.</p> <p>When administering a grant opportunity, an official should consider the relevant financial and non-financial costs and benefits of each proposal including, but not limited to:</p> <ul style="list-style-type: none"> • the quality of the project proposal and activities; • fitness for purpose of the proposal in contributing to government objectives; • that the absence of a grant is likely to prevent the grantee and government’s outcomes being achieved; and • the potential grantee’s relevant experience and performance history.

