

# **COUNCIL MODERNISATION GRANTS PROGRAM**

## **GUIDELINES**

**2020-2021**

### **Waste and Resource Recovery Modernisation and Council Transition Package**



**Government  
of South Australia**

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Green Industries SA

# Contents

<b>Submitting your application .....</b>	<b>3</b>
<b>About Green Industries SA .....</b>	<b>3</b>
<b>South Australia’s Waste Strategy .....</b>	<b>4</b>
<b>Waste Management Hierarchy and circular economy.....</b>	<b>4</b>
<b>Waste and Resource Recovery Modernisation and Council Transition Package .....</b>	<b>4</b>
<b>Program overview.....</b>	<b>4</b>
<b>Funding available.....</b>	<b>5</b>
<b>Matching the Council Modernisation Grant .....</b>	<b>5</b>
<b>Eligibility and priority areas.....</b>	<b>6</b>
<b>Ineligible activities .....</b>	<b>9</b>
<b>Eligibility criteria .....</b>	<b>9</b>
<b>Assessment criteria.....</b>	<b>10</b>
<b>Access to intellectual property.....</b>	<b>10</b>
<b>Funding agreement.....</b>	<b>11</b>
<b>Reporting .....</b>	<b>11</b>

## Submitting your application

All applications should be submitted on the application form attached to these Guidelines and received by Green Industries SA by **5pm, Friday 26 February 2021**. All application forms must be submitted with a signed declaration, **and be no more than 20 pages (including attachments) and no more than 8MB**, in one of the following options:

- **Email**

Electronically (Microsoft Word file) and supporting information scanned and emailed to [justin.lang@sa.gov.au](mailto:justin.lang@sa.gov.au) with 'Council Modernisation Grants Program' in the subject heading

- **Australia Post**

Council Modernisation Grants Program  
Green Industries SA  
GPO Box 1047  
Adelaide SA 5001

- **Courier**

Council Modernisation Grants Program  
Green Industries SA  
Level 4, 81-95 Waymouth Street  
Adelaide SA 5001

### Further information

Contact Justin Lang, Manager, Local Government and Infrastructure, by telephone 8204 2634, or email, [justin.lang@sa.gov.au](mailto:justin.lang@sa.gov.au)

## About Green Industries SA

Green Industries SA is an enabler and driver of change, supporting the development of the circular economy through diverse collaborations which improve productivity, resilience, resource efficiency and the environment.

It aims to transform how South Australians use and value resources. Its objectives under the *Green Industries SA Act 2004* are to:

- promote waste management practices that, as far as possible, eliminate waste or its consignment to landfill; and
- promote innovation and business activity in the waste management, resource recovery and green industry sectors, recognising these areas present valuable opportunities to contribute to the state's economic growth.

For more information visit [www.greenindustries.sa.gov.au](http://www.greenindustries.sa.gov.au).

## South Australia's Waste Strategy

The Council Modernisation Grants Program supports *South Australia's Draft Waste Strategy 2020-2025* which outlines actions that can contribute to the development of a circular economy – that is, an economy that realises the best of full value from products and materials produced, consumed and recovered in South Australia through:

- a clearly articulated policy and legislative framework that gives a solid platform for investment decisions and a stable and efficient market
- supporting innovation and commercialisation
- education, advocacy and awareness to support behavioural change in the way waste and resources are managed
- applying the waste management hierarchy consistently with the principles of ecologically sustainable development.

## Waste Management Hierarchy and circular economy

*South Australia's Draft Waste Strategy 2020-25* is underpinned by the internationally recognised waste management hierarchy, which is a guiding principle of the *Green Industries SA Act 2004*. Its efforts focus on the highest levels of the hierarchy considering social, environmental and economic practicalities. A transition to a circular economy is also priority and guiding focus for *South Australia's Waste Strategy 2020-2025*.

The Council Modernisation Grants Program emphasises:

- the higher rungs of the waste management hierarchy – avoid, reduce, reuse, and recycle – where materials are separated as close as possible to their point of generation and safely used for their highest order purpose
- the principles of a circular economy through a reduced reliance on virgin materials on the basis of continuously functioning utility and an extended lifecycle in a manner that eliminates, as far as is reasonably practicable, waste or pollution, or harm to the environment.

## Waste and Resource Recovery Modernisation and Council Transition Package

The South Australian Government's 2019-20 Budget provided \$10 million of new funding over four years to assist councils and the waste management industry transition and modernise following changes to international market conditions. This will lead to improved competitiveness, increased employment opportunities in the sector, reduction in waste to landfill and help maintain South Australia's leading position in resource recovery.

## Program overview

The purpose of the Council Modernisation Grants Program is to encourage South Australia's councils to improve waste management and recycling services through the introduction of innovative measures.

The modernisation measures should result in operational efficiencies, improved customer

service and economic development benefits for the community.

Since 2005 Green Industries SA – formerly Zero Waste SA – has funded metropolitan and regional councils to implement improved collection systems for residents. In particular, there has been an increased emphasis on diversion from landfill using better performing kerbside systems in tandem with other initiatives: investment in education, regional planning, research and development, and infrastructure. These programs have been successful in promoting safe, high performance recycling systems to South Australian councils. However data<sup>1</sup> shows that the overall average three-bin recovery rate is below the draft *South Australia's Waste Strategy* metropolitan municipal solid waste diversion target of 60% from high performing bin systems by 2025, meaning that there is still a considerable challenge in order to achieve the target.

Continuing with a 'business as usual' approach would limit our ability to maintain South Australia's exemplar leadership in the waste management and recycling sector and generate economic activity. There is an imperative to encourage innovation and best practice in the sector. Through modernisation, we have the potential to create opportunities for new businesses to improve competitiveness and generate employment growth.

Innovation can drive modernisation through investment in technology and broader market testing, researching and piloting of all aspects of waste management and resource recovery service provision and support. In doing so, South Australian councils can expect to reduce service costs, improve operational performance and increase householder satisfaction and engagement.

## Funding available

Applications for grants from **\$20,000** to a maximum of **\$250,000** (excluding GST) per project are invited. Priority will be given to applications which have a budget already allocated for the intended project.

All applicants must:

- contribute at least 50% of funding (excluding in-kind contributions) from sources other than Green Industries SA funds.
- have projects commissioned within two years of the grant being offered. Projects which have a commissioning date of 30 June 2022 or before will be given priority.

Collaborative applications with project partners such as other industry organisations, associations and representatives from targeted market segments are welcomed.

Applicants unsure about the eligibility of the proposed project should contact Justin Lang on telephone 8204 2634 to discuss the matter further.

## Matching the Council Modernisation Grant

The grants contribute a maximum of 50% of eligible project costs, up to the maximum listed above. Applicants should be able to demonstrate at a minimum matched funding from other

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<sup>1</sup> Green Industries SA, *Adelaide Metropolitan Area Kerbside Performance Report 2016-17, 2019*

sources (excluding the South Australian Government). Applicants should not include 'in-kind' (non-financial) payments as matching funds.

### **Eligibility and priority areas**

The funding is available to all South Australian councils and subsidiaries under the *Local Government Act 1999* that manage waste and recycling services (including organics) for residential and small business ratepayers. This includes: waste and recyclables collected through kerbside collected bins; hard waste, waste and recyclables collected at drop-off facilities, public place recycling (which is increasingly important in the transition to compostable takeaway products) and council-operated commercial services.

Priority areas for modernisation which are eligible for funding under this program are identified below. Other proposals which meet the program's objectives relating to innovation and economic development are encouraged. It is expected that a sound business case supports all proposals including an assessment of community impact and/or consultation with other stakeholders such as processing facilities.

### **Using technology to innovate**

South Australia's councils are invited to consider how technological innovation can be developed and applied to their waste management and resource recovery services. In doing so, councils should expect more efficient and effective operational performance and better environmental, social and economic outcomes.

Types of technological innovations are not prescribed, however, by way of example, can cover infrastructure such as smart bins in public places or electronic vehicle trials for medium and high density residential areas.

Consideration will be given to 'soft' infrastructure through the development of software applications ('apps') to improve community and small business engagement and service delivery and feedback loops.

### **Maximising collection of food waste through kerbside systems**

Food waste makes up 40% of household residual waste (waste left over after recyclables are removed) and up to 22% of total household kerbside collected material.

At around 3.3 kg per household of food waste presented for kerbside collection each week, it is one of the largest components of collected household waste in metropolitan Adelaide, impacting on councils' landfill costs.

Nearly all metropolitan Adelaide councils allow food waste to be placed in householders' kerbside organics bins, however the efficacy of this approach varies between councils with differing collection frequencies, provision of kitchen caddies and accessibility of compostable liners.

Pilot projects to increase food waste diversion are eligible for funding as follows:

- Pilots to trial and evaluate models of alternative bin and collection systems for high-density dwellings where little or no garden waste is generated including tailored education programs to encourage optimum uptake.

Refer to the *Kerbside Performance Plus (Food Organics) Incentives Program* for financial support for the roll out of universal, area-wide 'high-performing food waste collection systems' incorporating a kitchen caddy and compostable bags for diversion through kerbside green organics bins.

Note: Section 10(2) of the *Environment Protection (Waste to Resources) Policy 2010* requires metropolitan councils to provide a weekly general kerbside waste collection service (other than for recyclable waste or vegetative matter) in respect of residential premises within its area.

### **Market research to assess ratepayer attitudes**

- Market research to assess community attitudes relating to different collection service frequencies and in support of proposed pilots or other modernisation initiatives.
- Research into the use of kitchen caddy systems in council areas where area-wide food waste systems have been implemented, to evaluate behaviour and acceptance and influence the design of financial support programs to enhance or maintain systems.
- Research to support the updating of regional waste strategies (see section below).
- Research to assess ratepayer views on ways to provide feedback on use of waste and recycling services, such as providing itemised information in rate notices.

### **Cost benefit analysis – standardisation of bin systems**

All South Australian councils with kerbside collected bin systems are expected to be transitioning to standardised bin systems to comply with AS 4123.7. In particular, AS 4123.7 states that the colour of the bin lid for garbage/general waste should be red.

To assist councils with non compliant bin systems, funding is available for the preparation of cost benefit analyses to support the transition to a compliant and standardised system.

The standard promotes the adoption of common colour coding of waste, recycling and organics kerbside bin collection services across Australia and is intended to make correct recycling 'automatic' and 'unthinking' behaviour.

All metropolitan councils use yellow lids for recycling bins and most use green for organics bins, but only 12 councils (covering 63% of households) use red lid for residual waste, as set out in Australian standard AS 4123.7. The other seven use blue lids which, according to the standard, are for cardboard and paper only.

### **Regional waste management plan updates**

Regional waste management plans identify workable, efficient and cost effective solutions for managing rural wastes.

Recognising the challenges of waste management in regional South Australia, the agency has supported regional councils to collaborate in the development of waste management plans since 2003-04. Many of these plans require updating to ensure these are 'fit for purpose' and provide future direction for improved efficiencies in regional services.

Plans should take into account *South Australia's Waste and Resource Recovery Infrastructure Plan*, which provides guidance for the future infrastructure planning and investment in the waste sector. Importantly, this plan identifies potential future infrastructure needs and investment opportunities to inform investment and grant funding decisions.

Note: refer to the *Regional Transport Subsidies Program* for information on transport cost relief.

### **Solutions for problematic wastes**

Problematic wastes which require the development of innovative solutions, particularly those that relate to council waste management interests and services, and those of their ratepayers. Pilot projects can include:

- Potential inclusion of new materials in the recycling stream through kerbside collections such as flexible plastics where householders put plastic bags and other flexible plastic – such as bread packaging and cling wrap – into the recycling bin.
- Other materials which could be examined include batteries, which are placed in specially marked or coloured bags for easy identification and removal in recycling centres.
- Other problematic wastes include more accessible public drop off facilities for other unwanted goods such as gas cylinders, furniture, and mattresses.



### Other eligible projects

- Collation of data and reporting to households (including review of household behaviour)
- Review / detection of contamination (at time of collection)
- Projects which improve source separation, kerbside performance and public place recycling, particularly with regard to the quality and volume of kerbside organic and co-mingled materials (or reduce residual waste yields).
- Innovative bin systems (e.g. further separation of streams / additional streams)
- Waste avoidance programs to address the higher rungs of the waste management hierarchy
- Sustainable procurement initiatives
- Education as part of a pilot program (three-bin kerbside collected system pilots should incorporate *Which bin* household education resources)

### Ineligible activities

Grant funds will **not** be available for:

- Pilots testing the effectiveness of weekly organics collections (whilst three such pilots are currently underway)
- Retrospective projects (projects for which funding is matched by Green Industries SA must start after applications close).
- Projects targeting:
  - Waste to energy proposals
  - Hazardous waste kerbside collections in metropolitan Adelaide
  - Education and market research (unless part of a pilot project)
- Projects which are eligible for funding or support under other Green Industries SA program:
  - *Kerbside Performance Plus (Food Organics) Incentives Program* (open)
  - *Recycling Infrastructure Grants Program – Local Government and Industry* (closed)
  - *Regional Transport Subsidies Program* (open)
  - *Which bin Household Education Program* (ongoing)

### Eligibility criteria

Green Industries SA has the discretion to not consider incomplete applications. The following criteria in your application must be assessed as sufficient in order for the application to be regarded as eligible for potential grant funding:

#### Capacity of innovation to modernise council waste and recycling services

How the innovation will achieve better outcomes e.g.

- Economic development – support for business development, market development, supply chain benefits and employment growth
- Environmental benefits - increased quantity and quality of materials collected for recycling, reduction in waste to landfill
- Service delivery/operational efficiencies including reduced costs
- Community – improved customer satisfaction and engagement

## **Project Management**

Capability and capacity to manage the project is demonstrated through adequate market research, staff experience, risk assessment, and appropriate evaluation of the project (sufficient / insufficient).

## **Timing**

Demonstrate in the budget a timeframe for each step in the project process. Preference will be given to projects that can be delivered within two years from offer of grant (sufficient / insufficient).

## **Assessment criteria**

Applications that meet the eligibility criteria will be assessed against the following criteria:

### **Benefits of the modernisation**

- The improvements in municipal services such as collection efficiency, cost effectiveness, customer service, community impact/support and environmentally responsible waste management and resource recovery practices.
- The potential for the innovation to be scaled for wider uptake across the sector with learning from all intellectual property shared through case studies and presentations.

### **Project viability**

A business case which demonstrates the modernisation initiative will result in:

- Economic development benefits and/or;
- Reduced costs and/or more efficient and effective services

### **Contribution to the circular economy/waste management hierarchy**

Fostering local economic activity that helps achieve carbon reduction, waste and economic development objectives and/or the project addresses the highest levels of the waste management hierarchy – where materials are used for their highest order purpose.

### **Value for money**

The extent that grant monies are leveraged with other funding and whether there is an existing budget allocation for the initiative.

## **Access to intellectual property**

Applicants must be able to demonstrate that they have access to any intellectual property necessary to carry out the project. It is expected that in most cases there would be dual ownership of any intellectual property resulting from the project.

A condition of funding is that all intellectual property, reports, findings and outcomes will be shared to benefit the broader sector.

## **Privacy and commercial-in-confidence considerations**

All applications will be treated as commercial-in-confidence. Green Industries SA reserves the right to include third party evaluations as part of the assessment process and has the ultimate discretion in relation to publicity for successful applications. Applicants are not permitted to publicise their projects without the approval in the first instance of Green Industries SA.

## **Insurance**

For the duration of the project, successful applicants must maintain workers compensation insurance, public liability insurance for a minimum of \$10 million per claim and personal accident insurance of \$100,000 per participant.

## **Assessment process**

- All applicants will be notified by the agency within two weeks of the submission date to confirm receipt of their proposals.
- Applications will be reviewed by a panel comprising Green Industries SA personnel and external specialists. The panel will assess all eligible applications against the assessment criteria.
- If required, additional written information may be requested from the applicant to assist with the assessment.
- The panel will recommend projects to be funded and funding amounts to the Board of Green Industries SA for decision.

## **Funding agreement**

Successful applicants will be required to enter into a funding agreement with the South Australian Government. This agreement will set out the terms of the grant, conditions, payment schedules, project timing, key performance indicators, reporting requirements and other matters.

Green Industries SA must be acknowledged in all media and promotional activities relating to the project. All publicity must be approved in the first instance by Green Industries SA. A copy of standard funding agreement can be provided on request. The funding agreement must be signed within 30 days of receipt to guarantee the grant acceptance.

## **Reporting**

Green Industries SA requires successful applicants to provide regular reports on the funded project. The reporting will be determined on a case by case basis. Reporting and payment milestone timelines will be agreed with the applicant before funding is offered and included in funding agreements.

# **COUNCIL MODERNISATION GRANTS PROGRAM**

## **APPLICATION FORM**

**2020-2021**

### **Waste and Resource Recovery Modernisation and Council Transition Package**



**Government  
of South Australia**

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Green Industries SA

## Program overview

The Council Modernisation Grants Program encourages South Australia's councils to invest in innovation to improve waste management and recycling services. The modernisation measures should result in outcomes such as operational efficiencies, improved customer service and economic development. Through modernisation South Australian councils can expect to reduce service costs, improve operational performance and increase householder satisfaction and engagement.

### Submitting your application

Applications will be accepted until **5pm Adelaide time, 26 February 2021**

**No late applications will be accepted.**

Please email your completed application, including all supporting documents to:

justin.lang@sa.gov.au with the subject line **Council Modernisation Grants Program**.

Emails should not exceed 8MB. Applications are to be no more than 20 pages (including supporting information).

### Checklist

Before submitting your application, please check you have completed all the following:

- Read the Council Modernisation Grants Program Guidelines 2020-21 in detail
- Completed all relevant sections of the application form
- Attached and clearly numbered evidence in support of the application

### Need assistance?

Email justin.lang@sa.gov.au or telephone (08) 8204 2634 for more information and/or to check your eligibility.

## Applicant information

<b>Name of organisation</b>			
<b>Australian Business Number (ABN)</b>			
<b>Contact details</b>			
Name:		Position:	
Tel:		Mobile:	
Email:		Web:	
Address:			
<b>Type of modernisation project</b>			
<input type="checkbox"/> Technology <input type="checkbox"/> Food waste reduction (pilots excluded) <input type="checkbox"/> Market research		<input type="checkbox"/> Cost benefit analysis – bin system standardisation <input type="checkbox"/> Regional waste management plan update <input type="checkbox"/> Other (specify)	
<b>Project summary (maximum 100 words) – why it is needed, its objectives and expected benefits</b>			
<b>Proposed project start date</b>		<b>Proposed project completion date</b>	
<b>Budget summary</b>			
<i>GISA Grant</i> \$	<i>Council contribution</i> \$	<i>Other</i> \$	<i>Total (exc. GST)</i> \$
<b>Is your organisation (tick one)</b>			
<input type="checkbox"/> Lead organisation of a consortium or partnership		<input type="checkbox"/> Sole applicant	
<b>If you are applying as the lead partner in this application, please provide the names of the other organisations in the project</b>			

## Essential criteria check list

To be eligible for funding the project must meet the essential criteria below.

Essential criteria	Yes	No
<p><b>Capacity of innovation to modernise council waste and recycling services</b></p> <p>The innovation will achieve better outcomes for the council which are addressed in the application. For example, these would include one or more of the benefits below:</p> <ul style="list-style-type: none"> <li>• Economic development</li> <li>• Environmental</li> <li>• Service delivery/operational efficiencies, reduced costs</li> <li>• Community – improved customer satisfaction and engagement</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Project Management</b></p> <p>Capability and capacity to manage the project is demonstrated through adequate market research, staff experience, risk assessment, and appropriate evaluation of the project.</p>	<input type="checkbox"/>	<input type="checkbox"/>
<p><b>Timing</b></p> <p>Demonstrate in the budget a timeframe for each step in the project process. Preference will be given to projects that can be delivered within two years from the grant offer.</p>	<input type="checkbox"/>	<input type="checkbox"/>

## Estimated budget

Itemise items required for the project (excluding in kind contributions). Funding from Green Industries SA can be sought for up to 50% of the project's total budget and up to a maximum of \$250,000. Insert additional lines if required in the table below.

Expenditure item description	Date (estimated)	GISA funding sought \$	Applicant contribution \$	Other funding (specify) \$	Total cost of project \$ (GST ex)
<b>Totals</b>		\$	\$	\$	\$
Green Industries SA funding as % of total funding					

Please provide a breakdown of any in-kind contributions		
Project element	Organisation providing in kind contribution	Value of in-kind contribution
		\$
		\$
		\$
	<b>Total value of in-kind contribution</b>	\$
	<b>Total project budget<sup>2</sup></b>	\$

<sup>2</sup> Total project budget is the total cost of the project plus in kind contributions.



## Project assessment criteria

### Benefits of the modernisation initiative

Summarise the operational, environmental and/or community impacts arising from the project and attach supporting evidence.

Summarise any anticipated economic development benefits such as business expansion, supply chain benefits and/or employment growth and attach supporting evidence.

### Project viability

Summarise the business case (and attach more detailed documents) to demonstrate the modernisation project will result in:

- Economic development benefits, and/or
- Reduced costs and/or more efficient and effective services.

### Contribution to the circular economy (if relevant)

Explain how the project will foster local economic activity and help achieve carbon reduction, waste and economic development objectives.

### Waste management hierarchy (if relevant)

How does your project target the higher levels of the waste management hierarchy – where materials are used for their highest order purpose?

<b>Value for money</b>
<p>How are grant monies leverage with other funding?</p> <p>Is there an existing budget allocation for this project?</p>

<b>Performance measurement</b>
<p>How will you measure the impact and outcomes of the project?</p> <p>What are the Key Performance Indicators for the project?</p> <p>When will you measure the impact and outcomes of the project?</p>

<b>Assessment Criterion: capacity and capability to manage the project</b>	
<p>(a) Explain and demonstrate your organisation's capacity and capability to manage and deliver the project successfully with sufficient commitment and experience, including:</p> <ul style="list-style-type: none"> <li>• detailing how your organisation will manage the project and relevant experience</li> <li>• if you intend to use sub-contractors please indicate the anticipated roles of the sub-contractors and how they will be managed</li> </ul>	
<b>Key people involved in the project</b>	
Name:	Position
Role in this project and relevant experience / expertise	
Name:	Position
Role in this project and relevant experience / expertise	
<b>Information on sub-contractors and/or other organisations involved, if any</b>	
<b>(b) Describe the capacity of your organisation to implement the project successfully such as financial viability, any supporting partnerships and an understanding of the relevant regulatory requirements. Changes to commodity stock prices should be considered if relevant to the project.</b>	

Approvals
Does your project require any other council, state or federal government approvals? If yes, what are these, and have the approvals been obtained. Note: if your project requires any form of approval, the project will not start until Green Industries SA has received confirmation of the approval.

Intellectual Property
What Intellectual Property will be created through this project? How will it be shared?

Risk management (mandatory)
Identify the potential risks to the project and described actions to minimise these risks.

**Supporting information**

Please indicate the documentation attached in support of your application.

Information supplied	Yes	No	N/A	Attachment No.
Business plan/business case	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Project management plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Cost estimates for proposed technology, infrastructure, or professional consultancy service/s	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Market research/community impact analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Data analysis, economic modelling or other evidence to support assumptions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Other (specify)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## Declaration

- I/we have read and understood the Guidelines and obtained clarification where needed.
- I/we declare that the information provided in this application including attachments is true and correct and discloses all required and relevant details. I/we understand that if information supplied as part of the application is false or misleading in a material particular, the application will not be considered OR, if the grant is made and it is discovered that information supplied was false or misleading in a material particular, the grant will be revoked and funds, plus interest, must be repaid. An assessment regarding possible fraud will also be undertaken and appropriate legal action initiated if warranted.
- I/we authorise Green Industries SA to seek any additional relevant information required to process this application, and I/we hereby request and authorise any parties to supply such information as requested.
- I/we understand that if the project is approved for funding, information about the project may be publicised by Green Industries SA or provided as required or permitted by law.
- If the project is approved for funding, I/we will obtain all necessary and appropriate clearances from the relevant Commonwealth, state or local governments before executing the grant agreement and undertake to manage the proposed project in accordance with relevant laws and regulations.
- If I/we accept an offer of funding then I/we accept (jointly and severally in the case of a group application) responsibility for administering grant funds and liability in the event grant funds are to be repaid.

Signed \_\_\_\_\_

Name \_\_\_\_\_

Position \_\_\_\_\_

Chief Executive Officer

Date \_\_\_\_\_

**The Chief Executive, or Chief Executive's delegate of your organisation must sign the application form. It should not be signed by the contact person unless the contact person is the Chief Executive or delegate.**