



DEPARTMENT OF PLANNING, INDUSTRY & ENVIRONMENT

Program Guidelines 2019–20

Environmental Restoration and Rehabilitation
Grants Program

NSW Environmental Trust



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How to use this guide

These program guidelines provide an overview of the NSW Environmental Trust's Environmental Restoration and Rehabilitation grants program, including the types of organisations that are eligible to apply for funding and the types of activities that may be funded under the program. The guidelines also outline how applications will be assessed and what to expect if you are awarded a grant.

Funding available

There are two streams of funding available under the Environmental Restoration and Rehabilitation Program in 2019.

Program	Total funding available	Minimum grant funding	Maximum grant funding	Duration of funding
Community	\$2,000,000	\$5,000	\$100, 000	Up to 3 years
Government	\$2,000,000	\$5,000	\$100, 000	Up to 3 years

When you have established which stream is most suitable for you, please ensure that you comply with the relevant requirements for that stream.

Enquiries or questions

NSW Environmental Trust

Telephone: 02 8837 6093

Email: info@environmentaltrust.nsw.gov.au

Closing date for applications: 3pm, Monday 18 November 2019

Part 1: About the program

The **Environmental Restoration and Rehabilitation Program** is a contestable grants program seeking to achieve long-term beneficial outcomes for the NSW environment.

Funded by the NSW Environmental Trust the program encourages and enables community and government organisations to protect, conserve and restore our valuable natural environment.

Program objectives

The Environmental Restoration and Rehabilitation grants program seeks to:

‘Assist community and government organisations to contribute to the ongoing sustainable management and stewardship of significant environmental assets and services in NSW’.

The program is implemented in accordance with a formal program logic (Appendix 1: Restoration and Rehabilitation Grants Program - Program Logic) that articulates the objectives and expected outcomes of the program.

Outcomes of the program will be delivered through achievement of the following program objectives:

- Improve and protect the quality of ecosystems and environmental assets managed by community groups, land managers and stakeholders.
- Enhance the management of environmental assets by facilitating the development of environmental expertise and stronger partnerships between individuals, community groups, governments and industry.
- Provide an appropriate, effective and sustainable mechanism to deliver Government policy, priorities and outcomes.

What is new for 2019–20?

The following changes have been introduced for the 2019–20 program:

- The Trust will only accept applications using the new online Grants Management System.
- Applicants seeking funding for works in the western half of NSW may submit three applications, of which up to two may be funded, refer to Part 2: Eligibility.
- More guidance has been provided to help applicants develop a project plan that aligns with NSW Government procurement policy.

If you require further information on these changes, please contact the Trust.

Getting started

Step 1

Download and read the Program Guidelines (this document).

Step 2

Check your eligibility.

- Is your organisation eligible? (refer to [Part 2: Eligibility](#))
- Are your activities suitable for this program? (refer to Part 3: What can be funded)

Step 3

Access the [Grants Management System \(GMS\)](#) to register and complete an Application. The GMS will automatically assign you a project reference number. This reference number should be used in any correspondence with the Trust.

Important timeframes for this round

- Applications open **30 September 2019**.
- Applications close **3pm on 18 November 2019**.
- Assessment of applications will commence in November 2019, with successful projects announced in May/June 2020.
- A two-month project planning process will take place in July/August 2020. During this period, grantees will review their project, and consider any changes needed to deliver project outcomes. They will then submit a detailed Workplan and project budget for Trust approval.
- A funding agreement will then be sent to successful applicants for signature. It must be returned to the Trust within 30 working days of receiving the offer, or the offer of funding may be withdrawn.
- Projects should aim to commence between 1 September 2020 and 31 October 2020.

Part 2: Eligibility

Eligible applicants

Community

The following not for profit organisations can apply for the community stream:

- community groups
- incorporated associations
- incorporated non-profit organisations
- non-commercial cooperatives
- companies limited by guarantee
- non-government organisations
- trusts.

Tip

Community organisations that are not incorporated are only eligible to apply if they arrange for their grant to be administered by another incorporated or government organisation.

Government

The following organisations can apply for the government stream:

- State government agencies and/or statutory committees
- Councils
- Regional organisations of councils
- Other local government controlled organisations
- Universities (only eligible to apply for funding for projects on their own land).

Important information

- Organisations may submit a maximum of three applications.
- Only one application per organisation may be funded.
- An **exception will be made** for those applicants seeking funding for projects located in western NSW. Areas where this will apply are for applicants located in areas serviced by Western Local Land Services, North West Local Land Services, Central West Local Land Services, Riverina Local Land Services and Murray Local Land Services. These organisations will be allowed to **submit three applications**, of which **a maximum of two may be funded**.

Ineligible applicants

Individuals, industry joint ventures, and profit-distributing corporations (limited by shares) are not eligible to apply. If you are unsure, whether your group is eligible to apply, please contact the Trust on 02 8837 6093.

Past performance

Please note that the Trust will take into consideration any record of past poor performance in respect of previous grant projects, or any history of non-compliance with statutory or regulatory obligations when assessing eligibility.

A risk rating will be applied to your organisation and/or administrator. The applied risk rating will form part of your project's assessment and will be used to determine any additional special conditions in the funding agreement.

If it is considered that past negative performance presents a substantial risk to the timely and effective performance of the project, an applicant will be asked to respond to the negative determination and this response will be taken into consideration alongside the overall merits of the application.

Part 3: What can be funded

Eligible activities

The table below gives examples of the kinds of activities that may be funded under an Environmental Restoration and Rehabilitation grant. It covers a wide range of on-ground restoration type activities however, grants are by no means limited to the examples provided.

Table 1 **Activities eligible for grant funding**

Activity	Description
Bush regeneration (Assisted Natural Regeneration)	The practice of naturally restoring native plant communities and reinforcing an ecosystem's ongoing natural regeneration process. Many activities listed below contribute to bush regeneration.
Capacity building	Training, up-skilling and/or educating volunteers, community members and landowners in Natural Resource Management techniques to improve the tangible environmental outcomes of a project.
Erosion control	Works to protect soil stability (e.g. to prevent water quality degradation to adjacent waterways from stormwater run-off or wind-driven sediments). The Trust will not fund clean-up activities that fall into waste management activities. Applicants proposing erosion control works should clearly specify the methods they intend to use and provide detailed costs in the project budget.
Fencing	Installation of <u>wildlife friendly fencing</u> to restrict access to restoration areas including temporary protection of revegetation plots.
Fire	Strategic burning of an area to control weeds or for ecological purposes. Engagement with the relevant fire authority (i.e. Rural Fire Service and/or National Parks and Wildlife Service) is typically required if burning is proposed. Your application should identify if you will be conducting an ecological or a cultural burn (i.e. using traditional Aboriginal burning techniques to achieve an ecological outcome), as the outcomes and associated activities may require different management strategies (see Appendix 1: Restoration and Rehabilitation Grants Program - Program Logic).
Formalisation of tracks	Upgrading or rationalisation of existing tracks that are causing degradation on sites of high conservation value. Upgrading of tracks or construction of new tracks for amenity or recreation purposes are not eligible.
Habitat creation	Installation of natural and/or artificial structural habitat for fauna. Applicants should outline how these structures will be monitored.
Pest animal management	Strategic long-term control of feral pest animal species through physical intervention to facilitate the recovery of native animal and plant species. For best effect, projects should be aligned with Local Land Services management plans for the target species.
Project coordination	Costs associated with coordinating or facilitating projects (see application budget guidelines). This could include funding to implement project-monitoring activities. Note: While this may be budgeted for, prioritisation will be given to projects that maximise on-ground activities.
Revegetation	Introduction of local native plant species through the planting of tube-stock, direct seeding, brush matting or transplanting. Used typically only where a viable native seed bank does not already exist on a site.
Signage and educational resources	Educational or interpretive resources relating to the project outcomes that increase community awareness of the benefits to the environment associated with the project and influence positive behavioural change.
Threatened species	On-ground works that provide direct benefits for threatened species, such as planting of feed/shelter trees, or the mitigation of known threats. Note: Appropriate licences must be obtained prior to commencing a project where works impact threatened species or occur within defined threatened ecological communities. Contact the Department of Planning, Industry and Environment if you are unsure of which licences you need to obtain.

Activity	Description
Weed management	<p>The Trust will fund weed control initiatives defined under Regional Strategic Weed Management Plans (covering both Regional and state-wide priorities) that guide that jurisdiction’s implementation of the <i>Biosecurity Act (2015)</i> General Biosecurity Duty. Trust funding will only be available to support projects that seek to achieve environmental outcomes rather than economic outcomes (e.g. primary production). Funds may be requested to:</p> <ol style="list-style-type: none"> Implement weed control activities that address an environmental issue/problem (e.g. facilitate the recovery of a native plant species or community or ecosystem function). Protect an environmental asset (e.g. threatened species, population and Endangered Ecological Community). <p>Please refer to the ‘Core Business’ and ‘Weed Management’ activities under the Ineligible Activities list to provide additional guidance on how to determine whether weed management activities are the statutory responsibility of land managers/holders.</p> <p>For further information refer to each Regional Strategic Weed Management Plan and the NSW governments NSW WeedWise webpage.</p>

Tip

The Trust welcomes applications for projects that address any of the program objectives, not just traditional environmental and biological rehabilitation. **It is recommended that in the 2019–20 round, applicants should propose project activities that take prevailing drought conditions into account.**

Ineligible activities

The following activities are not eligible for funding.

Table 2 Activities not eligible for grant funding

Activity	Description
Administration	Existing day-to-day administration or operational costs of organisations that are not directly related to the project, and that exceed 10% of the total grant funds sought.
Aesthetics, amenity, and recreation	Projects primarily focussed on improving aesthetics, local amenity or recreational opportunities. The focus of all projects must be on delivering benefits for the NSW environment.
Built environment	Construction, restoration or rehabilitation of buildings, roads or facilities.
Core business	Activities where an existing organisation or individual is legally responsible for the task (e.g. implementing a Biosecurity Direction or Biosecurity Undertaking) or where funds obtained through a grant are used for cost-shifting purposes. Projects that, in the normal course of events, are clearly the core business of local or state government authorities or the applicant organisation.
Devolved grants and stewardship payments	Devolved grants, or offering grant funds to other organisations or individuals to manage, is not permissible under this grant program. Stewardship payments, or providing monetary compensation to organisation or individual to maintain or improve the environmental values of their land (as

Activity	Description
	<p>opposed to providing fencing materials for example), are also not eligible under this grant program.</p> <p>Trust funds must be managed directly by the applicant or their appointed administrator, and all financial transactions must be managed in line with the approved budget and NSW Government Procurement policy. In addition, a grantee may not devolve purchasing decisions to a third party unless they can demonstrate a working understanding of NSW Government Procurement policy and procedures (e.g., works may be taking place on National Parks and Wildlife (NPWS) land, and they may require you to use contractors on their preferred supplier list).</p> <p>Projects where multiple landholders are identified and engaged in a catchment or regional scale project that is run by a coordinating grantee are considered to be partnership projects rather than devolved grant projects. In this situation, the coordinating grantee will be responsible for the management of all Trust funds.</p>
Equipment	Capital equipment purchases (such as vehicles, trailers and machinery), unless it is evidently more cost effective to purchase than lease equipment for the life of the project.
Existing employees	Salaries of existing employees working on the project as part of their usual duties (instead this should be considered as an in-kind contribution). The Trust will, however, fund salaries of staff employed specifically to work on the project.
Facilitating changes of land tenure or resource licencing	Expenses associated with any activities resulting in the transfer of land, resource licencing (e.g. water extraction licences - either private or public) etc. between landholders will not be considered.
Maintenance	Ongoing maintenance of projects to which organisations have previously committed. Routine property maintenance such as lawn mowing and gardening is also ineligible for funding.
Project planning	Development of overarching project plans will not receive funding, however, site management plans, which will be implemented as part of the project, may be considered.
Research	Projects that focus on research and are not specifically linked to on-ground outcomes for the project. Surveys, data collection, mapping etc. may be carried out for the purpose of gathering evidence required to demonstrate the effectiveness of on-ground works and approved project activities. Projects with a primary focus on the gathering of data or other research activities will not be funded.
Retrospective activities	Activities carried out or committed to prior to accepting and signing the funding agreement.
Waste management	Projects with a primary focus on litter, waste management and research. See Waste Less, Recycle More or the Environmental Research Grants Program for potential funding opportunities.
Weed management	<p>Projects that seek to implement weed control activities under Biosecurity Directions or Biosecurity Undertakings will not be funded. These weeds are the core responsibility of landowners and are enforceable by Local Control Authorities.</p> <p>Control of weeds that seek to achieve an economic outcome (e.g. to address a problem/issue impacting primary production) are the core responsibility of the landowner and will not be funded.</p>

Part 4: Program governance

Probity

The Trust places high importance on the integrity and transparency of program and project governance. All funded projects must be delivered in accordance with legal and regulatory requirements, as well as other accepted governance and project management standards. Value for money in project delivery is also a significant priority for the Trust. Audits may be carried out by the Trust to check on compliance with these requirements.

Procurement

To conform to relevant governance and probity standards, the Trust requires all grantees to follow NSW Government procurement policy. This relates to all major budget items, such as the purchase of materials, or the engagement of contractors. **It also includes ensuring that goods and services are only paid for once they have been satisfactorily delivered.**

All contractors (including consultants) must be chosen on their merits and ability to effectively deliver the work. Grantees will select contractors or consultants using a competitive process where required by the NSW Government procurement policy.

More detail is provided in the Application budget form, however, as an example: unless selected through an open competitive process, the value of work to any single contractor (or consultant) must not exceed \$30,000 in total during life of the funded project. For any contract valued at \$30,000 or more over the life of the project, you must secure a minimum of three written quotations.

The conditions of tendering shall be the same for each tenderer on any particular tender process and all tenders must comply with the *NSW Government Code of Practice for Procurement (2005)*.

Documentation relating to and demonstrating open competitive procurement must be retained by the grantee for audit purposes, and information will be required in milestone reports.

Statement of Business Ethics

All providers of goods and services, including project managers and project partners, are required to observe the following principles when carrying out work for your proposed project:

- help prevent unethical practices in business relationships
- declare actual or perceived conflicts of interest.

All contracted and sub-contracted staff, or associated staff, are expected to comply with the *Department of Planning, Industry and Environment Statement of Business Ethics*. If you employ sub-contractors in your work, please make them aware of this statement and our expectation that they will abide by it.

Conflicts of interest

All staff and contractors are required to disclose any potential conflicts of interest. You are also expected to advise of any actual, potential or perceived conflict of interest when you do business. This includes procurement, grants, direct negotiations, sponsorships, partnerships, third party service provisions, etc.

If works are to be conducted on land owned by a member of the applicant organisation, you must outline how you have managed, and will manage, the potential conflict of interest.

Staff recruitment

The Trust will not pay for staff already employed by your organisation that will be supervising/project-managing or working on the project as part of their usual duties. The Trust may, however, pay for staff employed specifically for your project, provided they have been appointed through a merit based and advertised recruitment process. This is designed to ensure:

- a range of applicants can compete for Trust funded employment opportunities
- recruitment using Trust funds is transparent and accountable
- the Trust is not effectively reimbursing an organisation for salaries it has already budgeted for.

An advertised recruitment process must meet the following criteria:

- a job description must be/have been prepared
- the job must be/have been advertised (internally and externally)
- candidates must be assessed on merit, with all candidates asked the same questions
- for existing part time staff to be employed on a project, they must have been appointed through an advertised recruitment process, and the hours they are engaged on the project must be in addition to their normal hours of employment.

Note:

Recruitment of staff cannot occur until after you have been awarded a grant.

Third party assistance

While applicants are encouraged to seek collaboration from other project partners, careful consideration is required around any commercial relationships. Applicants are welcome to seek third party assistance to develop their project and complete their application, however, please be advised that any costs associated with this service cannot be reimbursed using Trust funding.

Likewise, any third party assistance provider involved in the development of the project application should not be eligible to tender for contract activities for that project (due to unfair advantage).

Part 5: Developing your project

Workplan

Grantees are required to implement a project management framework referred to as a Workplan (previously known as a Project Implementation Plan, or PIP). The Workplan seeks to assist grantees to define what their projects will deliver, including:

- the outcomes to be achieved i.e. environmental, social and project management (mandatory)
- what, and when, activities will be undertaken to achieve each outcome
- how activities will be implemented, monitored and evaluated.

In your application you will prepare a preliminary Workplan to broadly define project outcomes and activities in your application. If you are successful in securing a grant, you will then complete a more detailed Workplan (using a template prepared by the Trust) within two months (40 working days) of receiving correspondence confirming your grant. Refer to Part 7: Managing your grant for more information.

Both the preliminary and detailed Workplans contain a 'Project Management' outcome that includes mandatory activities such as project planning and budget preparation and monitoring, evaluation and reporting that grantees must plan for and include as part of the implementation of your project.

Tip

The Trust's Grants Administration team are available to answer questions and guide you on the preparation and development of your project work plan.

Monitoring and evaluation

Your Workplan will require you to build a strong monitoring and evaluation framework into your project so that environmental improvements can be effectively measured and demonstrated. The implementation and evaluation of each activity will allow for adjustments to be made to improve outcomes.

Monitoring

The Trust seeks to establish effective and consistent monitoring of project activities across the program. The use of monitoring methods will vary depending on the nature of the work being carried out, however, our aim is to ensure that minimum standards are created by establishing the following:

- Consistent monitoring methods are used to measure activity implementation and progress e.g. photo monitoring, mapping, participant surveys etc.
- Benchmarks/baseline data at the commencement of projects and individual activities that may be used to clearly demonstrate the outcomes your work is achieving over the life of the project.

Note:

The Trust has developed a Monitoring Directory to clearly explain the required monitoring methods for all the different types of activities you may undertake in your project.

Evaluation

These methodologies also vary between projects, however, they should occur as part of your project's annual review (incorporating adaptive management concepts) and reporting process. This may involve people from your organisation, with relevant stakeholders/partners, examining the implementation of your Workplan over the previous stage, assessing strengths and weaknesses then integrating improvements/changes (for both activities and timing) into a revised work plan for the following year.

Part 6: Assessing your application

The flow chart below explains what will happen after you have submitted your application.

By 18 November 2019	<p>Step 1 Your application is submitted through the online Grants Management System and receipt is acknowledged by the Trust (by email) within three business days.</p>	
	<p>Step 2 Trust Administration staff check whether your application is eligible (see pages 3-7)</p>	
November 2019 – February 2020	<p>Step 3 An independent Technical Review Committee will assess your application using the assessment criteria outlined on pages 13-14 and make recommendations to the <u>Environmental Trust</u>.</p> <p>Trust Administration staff may also contact you or your nominated referees for further information.</p>	<p>Information: Step 3 The Trust establishes an independent Technical Review Committee for each grant program. Committee members are people with knowledge and experience relevant to each grant program. They include at least one community and one industry representative.</p>
	<p>Step 4 The Trust approves projects for funding, after considering the Technical Review Committee’s recommendations. Decisions by the Trust are final.</p>	
March–April 2020		
May–June 2020	<p>Unsuccessful applicants will be notified by the Trust and are encouraged to seek feedback.</p>	<p>Successful applicants announced by the Minister for Energy and Environment.</p> <p>A summary of the project will be published on the <u>Environmental Trust’s Environmental Restoration and Rehabilitation webpage</u> and you will receive a letter advising you of the outcome of your application.</p> <p>Successful applicants may not receive the full amount requested and may be subject to special conditions of funding.</p>

Figure 1 Timeline of assessment process

See Part 7: Managing your grant for information on what happens when your project has been awarded funding.

Assessment criteria

Selection for Trust grants is a merit based process. Eligible applications will be assessed by an independent Technical Review Committee (TRC) against the assessment criteria set out below.

The TRC uses the application forms to assess your project. Your application should be prepared with these criteria in mind.

1. Tangible environmental outcome

- clear explanation of the environmental issue to be addressed
- demonstrated need for the project, and appropriateness of proposed actions
- the project will make a clear contribution toward the Environmental Restoration and Rehabilitation program objectives.

2. Project activities and outcomes

- activities clearly targeted towards achieving proposed outcomes
- project demonstrates long-term benefits beyond the life of the grant.

3. Planning and method

- sound project planning and method
- how well the identified monitoring activities demonstrate the success of the project
- how well the proposal addresses risk factors that have the potential to jeopardise the achievement of expected outcomes
- timeframe is realistic for achieving the proposed outcomes
- likelihood of project to build community capacity to protect the environment and strength of collaboration.

4. Capacity to deliver

- demonstrated knowledge, skills and expertise in relevant fields of the applicant and/or project partners
- degree of community involvement and how this will be achieved
- capacity and commitment to undertake and complete the project
- demonstrated commitment to continue to support the project's outcomes beyond the life of the grant.

5. Value for money

- extent to which the budget supports the projected objectives and whether it will ensure the viability of the project overall
- the likely environmental benefit of the proposal relative to the amount of grant funds
- the reasonableness of the budget items
- appropriateness of the mix in the total budget between:
 - materials and other direct project costs
 - professional expertise

- in-kind support (e.g. equipment, machinery) and/or cash contributions from applicant and other organisations
- voluntary expertise/labour.

Part 7: Managing your grant

If you are successful in receiving an Environmental Restoration and Rehabilitation Program grant, you will be notified in May/June 2020.

Starting work

If you are awarded an Environmental Restoration and Rehabilitation grant, you will be required to undertake a two-month project planning process in July/August 2020. During this period, you will review your project, and consider any changes needed to deliver project outcomes. You will then be required to submit the following documents before starting your project.

- A detailed Workplan and project budget for Trust approval. Assistance (e.g. webinars) will be available to help you develop your Workplan.
- The Trust will send you a Funding Agreement which must be returned signed within 30 days of notification that your grant has been awarded.
- You can then submit a Tax Invoice for the first instalment of your grant. Your project should start between 1 September 2020 and 31 October 2020.

Grantees will receive notification from the Trust once your Workplan is finalised and **approved**. Once this has occurred you should gather benchmark/baseline data in accordance with your Workplan so your project can clearly demonstrate the social and environmental outcomes being achieved.

Funding agreement

The Funding agreement sets out the terms and conditions associated with the grant.

The Trust may also place additional conditions specific to your project. Your Grants Administrator will discuss these conditions with you.

If you would like to read a copy of a standard Funding agreement used by the Trust, please contact Trust Administration. Submission of a detailed draft Workplan with finalised budget will be the first milestone of your funding agreement.

Note: The funding agreement is a standard document for all grantees. The agreement will not be changed at the request of the grantee.

Tax invoice

A tax invoice for each instalment of your grant is required, including GST if applicable.

The first instalment will be made after the following documents have been received by the Trust:

1. signed Funding Agreement (within 30 working days)
2. draft detailed Workplan (within 40 working days)
3. finalised project budget (within 40 working days).

Tip

The Trust's Grants Administration team are available to answer questions and guide you on the preparation and development of the required project documentation.

During your project

Grantees are required to prepare and submit Milestone Reports after each stage throughout their projects. Reporting and payment schedules will be outlined in the Funding Agreement. Milestone Reports provide the grantee with the opportunity to review their own progress, as well as provide the Trust with updates (including supporting evidence) on activities, achievements and expenditure, in line with approved Workplan.

Note:

Milestone reports are required at the completion of each stage of works.

Each Milestone Report will also include an opportunity for you to review your progress and update your Workplan for the forthcoming stage's activities. This should occur after you have conducted a self-evaluation with your project stakeholders/partners. Lessons learned and any incomplete or new activities, with revised implementation timeframes, should be integrated into a revised annual Workplan.

Each Milestone Report is reviewed by a representative of the Trust with technical expertise relevant to your project. The revised annual Workplan will also be used by reviewers to determine whether grantees have thought critically about the previous stage's work, and addressed any outstanding issues or problems adequately.

If your report demonstrates that your project is progressing well, the next instalment of your grant will be authorised and your Grant Administrator will provide you with feedback from the reviewer. If the project is underperforming, funding instalments may be withheld while you work with your Grants Administrator to identify and implement strategies to bring the project up to speed.

The Trust recognises that variations to your project are sometimes required and these may be negotiated with your Grants Administrator at any time throughout your project.

Milestone and final reports based on the outcomes and activities in your Workplan will be submitted online through the Grants Management System.

Completing your project

When your project is complete, grantees are required to submit a final report reflecting on achievements.

Like milestone reports, a representative of the Trust will review your final report. An evaluation of grantee performance is made at this point and a risk rating applied. This rating will be used when assessing future applications.

Your Grants Administrator will provide you with feedback on your project, and formally acquit your grant.

Privacy

We use the information you supply to us for processing and assessing your application. While we do not publicly release your application as a matter of policy, we may be required to do so under the *Government Information (Public Access) Act 2009* or other lawful requirement.

The Trust may also disclose information that you supply to us for evaluating its grant programs. If you require strict commercial and/or personal confidentiality, you should address this in your application.

Appendix 1: Restoration and Rehabilitation Grants Program - Program Logic

Ultimate Goal: Contribute to the ongoing sustainable management and stewardship of significant environmental assets and services in NSW.

	Program Objective: Enhance the management of environmental assets and services through the facilitation and creation of social capital between individuals, community groups, governments and industry.	Program Objective: Improve and protect the quality of a diverse range of ecosystems and environmental assets and services managed by community groups, land managers and stakeholders.	Program Objective: Provide an appropriate, effective and sustainable mechanism to deliver Government policy, priorities and outcomes through the Environmental Restoration and Rehabilitation Program.		
	Intermediate Social Outcomes	Intermediate Environmental Outcomes	Intermediate Governance Outcomes		
Capacity building	The capacity of organisations and communities to conduct environmental activities, practices and projects is enhanced and supported.	Ecosystem assets and services	Policy	The program contributes to the delivery of government priorities and/or value adds to the achievement of other on-ground government initiatives.	
	Knowledge and skills on environmental asset and service practices are documented, shared and applied on-ground.			Measurable improvement to ecosystem function and services at locations that hold important environmental assets/services and cultural significance.	The program is consistent with all relevant government policy and legislation.
	Groups and organisations develop skills and experience to engage and recruit members of their local and broader communities to participate in environmental management activities.			Good practice environmental management actions are applied to support measurable and sustainable environmental outcomes.	Cultural Respect
	Emerging groups develop skills and expertise in defining, measuring and improving ecological processes that lead to successful ecosystem rehabilitation.	Pilot innovative techniques and methodologies through on-ground activities that lead to broader community and industry adoption and improvement of on-ground good practice.	Governance	Projects are delivered in accordance with the approved project application/plan and stated objectives are met.	
Groups have improved capacity to source and secure funds and/or resources for the ongoing maintenance of projects.	Monitoring	Governance		Projects are managed by grantees following best practice project management principals and utilising adaptive management processes.	
Community awareness on the value and importance of healthy environments, and the issues affecting their local environment, are raised, and they are motivated to take action.			Project outcomes are determined using effective, standardised monitoring methods which are applied on all projects.	All projects are acquitted, and grant funds expended appropriately through grantees meeting their reporting and other obligations.	
Community Engagement		Short term monitoring established for each project to measure achievement of project objectives.			
		Medium to longer term project outcomes are monitored to measure sustainability of investment and benefit to the environment.			

	Lessons and opportunities arising from projects are shared and used to generate interest and involvement in future projects and for adaptive management purposes.
Increased participation	An increase in the involvement of a broad cross section of the community in environmental management actions supported by the Restoration and Rehabilitation program.
	Cultural land and water management perspectives are acknowledged to promote and engage Aboriginal community participation in the planning and implementation of on-ground activities.
Partnerships developed	Community, government and industry organisations engage in partnerships and strengthen collaborations.
Monitoring	Project outcomes are determined using effective, standardised monitoring methods which are applied on all projects.
	Short term monitoring established for each project to measure achievement of project objectives.
	Medium to longer term project outcomes are monitored to measure how social capital has influenced/benefitted delivery of on-ground activities and environmental stewardship.

Foundational activities and assumptions

Development of program guidelines, application forms, budget and project planning and reporting templates.	Grant program advertised in appropriate communication channels (workshops, networks, news, Trust webpage etc).	Applications received and assessed by suitably qualified Technical Review Committee with recommendations going to Trust for approval.	Adaptive management based on effective application of the program evaluation framework.
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