



# International Competitiveness Co-investment Fund - Round One

## Grant Program Guidelines

<b>Opening date:</b>	<b>15 July 2020</b>
<b>Closing date and time:</b>	<b>2300h AWST on 12 August 2020</b>
<b>Program Policy Provider:</b>	<b>Department of Primary Industries and Regional Development</b>
<b>Program Owner:</b>	<b>Liam O'Connell, Executive Director - Agribusiness Food and Trade</b>
<b>Program Manager:</b>	<b>Joan Lim, Project Manager, Primary Industries Trade, Agribusiness Food and Trade, Industry and Economic Development</b>
<b>Contact for Applicant Enquiries:</b>	<b>Email: <a href="mailto:asianmarketsuccess@agric.wa.gov.au">asianmarketsuccess@agric.wa.gov.au</a> Tel: 9368 3582 (SmartyGrants Support) Questions should be sent no later than: <b>COB 4 August 2020</b></b>
<b>Date guidelines released:</b>	<b>15 July 2020</b>
<b>Type of grant opportunity:</b>	<b>Open competitive</b>

# 1 Contents

2	Program overview .....	4
2.1	Program purpose .....	4
2.2	Objectives .....	5
2.3	Key dates.....	5
3	Program funding .....	5
3.1	Who can apply for funding .....	6
3.2	Activities that can be funded .....	6
3.3	Activities that cannot be supported .....	7
3.4	Funding limits and timeframes .....	8
3.5	Promotion of program .....	8
3.6	Program information and support for potential applicants.....	8
4	Operational framework.....	9
4.1	International Competitiveness Co-investment Fund Process .....	9
5	Eligibility Requirements.....	10
5.1	Application eligibility requirements .....	10
5.2	Application eligibility criteria .....	10
5.3	Applicant funding contribution .....	11
6	Assessment Criteria.....	11
7	Application – How to apply for funding .....	12
8	Assessment – How will the applications be assessed .....	12
8.1	Assessment process.....	13
9	Assessment Panel – Who will assess the applications.....	13
10	Conflict of interest .....	13
11	Decision-making .....	13
11.1	Responsible person .....	13
11.2	Decision-making chain.....	14
11.3	Making the final decision.....	14
11.4	Decisions outside program.....	14
11.5	Appeal process .....	14
12	Notification process.....	14
13	Contract Arrangements .....	15
14	Tax information .....	16

15	Personal Information and disclosure of information.....	16
16	Payment arrangements.....	16
17	Reporting and monitoring requirements .....	17
17.1	Dealing with milestone achievement issues .....	17
17.2	Financial acquittal and project reports.....	17
17.3	Program evaluation.....	18
17.4	Record keeping.....	18
18	Glossary .....	19

# Program overview and operational guidelines: International Competitiveness Co-investment Fund

The purpose of this document is to define:

- the purpose of the program;
- the eligibility and assessment criteria;
- how applications are considered and selected;
- how successful applicants are notified and receive payments;
- how recipients will be monitored and evaluated; and
- the responsibilities and expectations of recipients.

These Guidelines provide clarity to all involved, enable suitable governance and help manage risk. It is recommended that the Frequently Asked Questions (FAQ) document are read in conjunction with these Guidelines.

## 2 Program overview

### 2.1 Program purpose

The International Competitiveness Co-investment Fund (ICCF or the Program) is a major grant program of the Agribusiness Food and Trade (AFT) Directorate at the Department of Primary Industries and Regional Development (DPIRD). To date, \$3 million has been committed by the State Government over three rounds of grants through what was formerly known as the Grants for Asian Market Exports (GAME). AFT continues to support WA agribusiness to engage and grow in Asian markets through various activities including this Program.

In 2019-20, Western Australia (WA), and the world at large, experienced the outbreak of a novel coronavirus (COVID-19) pandemic. This has resulted in significant global economic and social disruption including the ability of the WA agriculture and food (agrifood) and beverage exporting sector to operate and trade in international markets. The current round of the Program described in this document is specifically focused on supporting WA agrifood exporting businesses to recover and/or rebuild their existing Asian market business relationships disrupted by COVID-19 and to develop and implement strategies to capture export market opportunities and attract investment that will lead to direct benefits for regional Western Australia.

This Program is aligned with achieving the DPIRD Strategic Intent of growing internationally competitive industries and businesses.

## 2.2 Objectives

The objectives of the Program are to:

- Provide WA agrifood businesses with the capability to access and develop export markets; and
- Support WA agrifood businesses to achieve consistent business growth through enhanced international competitiveness and strategic customer relationships in high value, premium export markets.

In particular, Round One of the ICCF Program seeks to support existing Western Australian exporters in response to the COVID-19 pandemic<sup>1</sup> to maintain and further develop their business relationships with existing and new customers in Asia.

## 2.3 Key dates

Item	Date	Time
Grant round applications open (open for four weeks)	<b>15 July 2020</b>	9:00am
Grant round applications close	<b>12 August 2020</b>	11.00pm
Application assessment commences	<b>18 August 2020</b>	9:00am
Approval process commences	<b>11 September 2020</b>	4:00pm
Applicants notified of outcome	<b>23 October 2020</b>	5:00pm
Projects conclude	<b>30 May 2021</b>	5:00pm
Project Closure Report	<b>Before 30 June 2021</b>	5:00pm

## 3 Program funding

The total amount of funds available for this round of funding for 2020-21 is \$800,000.

The Program is predominantly funded by the Western Australian State Government through the Royalties for Regions Program (\$750,000) to support businesses with regional operations and \$50,000 to support solely metro-based businesses through the Western Australian Government's consolidated fund.

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<sup>1</sup> <http://www.euro.who.int/en/health-topics/health-emergencies/coronavirus-covid-19/news/news/2020/3/who-announces-covid-19-outbreak-a-pandemic>

### 3.1 Who can apply for funding

To be eligible to apply, an applicant must be a business that is an existing exporter<sup>2</sup> of food and beverage related goods or services to Asia.

To be eligible to apply an applicant must:

- Demonstrate that the project will result in direct economic benefit to regional WA
- Be a GST registered, Australian based legal entity with an Australian Business Number (ABN)
- Have been in operation for more than two years and have already undertaken some export-related activities
- Be capable of entering into a legally binding agreement with the Western Australian Government
- Have its main source of income (more than 50%) related to the sale of food and beverage related goods or services
- Be exporting or seeking to export goods that are produced, grown or manufactured in Western Australia
- Have established or in the process of establishing on-going relationships with one or more in-market business partners (business relationships an entity has established or is establishing with another entity specifically to access overseas markets for its products)
- The products or services that the applicant is exporting must be positioned for premium<sup>3</sup> markets in Asia which is broadly defined to include the Middle East
- Be able to provide a minimum cash contribution of at least one dollar for every two dollars (1:2) of grant funding received
  - *For example:* to apply for a grant of \$50,000, the applicant must commit and contribute during the project a minimum of at least \$25,000 in cash, bringing the total project cash resource to \$75,000
- Commit to all required project reporting and a final report including project evaluation and an acquittal of funds required at the completion of the project.

### 3.2 Activities that can be funded

The International Competitiveness Co-investment Fund can be used for projects which:

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<sup>2</sup> An existing exporter for the purposes of the International Competitiveness Co-investment Fund is a business which has achieved export sales of a minimum of \$25,000 in aggregate across the last two financial years.

<sup>3</sup> Premium markets are those markets where the consumer recognises and is willing to pay for an additional margin in recognition of the distinctive attributes exhibited by the product. Such attributes are differentiated from commodity products.

1. Contribute to building:
  - New or improved value or supply chains into high growth premium markets in Asia;
  - New business models or closely aligned value chains that increase the international competitiveness of a WA agrifood business;
  - New or improved non-transactional customer relationships;
  - Improvements in scale, product quality and capacity to meet demand expectations from overseas consumers of premium products; and/or
  - Market share previously developed but impacted by COVID-19.
2. Develop innovative ways to engage with Asian markets, customers or consumers on virtual or online platforms.

The following are some of the types of projects that may be considered for funding:

- The development of promotional materials, e-commerce, websites, branding, translations, digital marketing programs;
- Development of business cases and research into export market development;
- Market visits and attendance/participation at trade shows with the specific purpose of business development and connecting with buyers and undertaking competitor analysis;
- Research into export market development and consumer insights; and/or
- Industry tours or general market familiarisation activities.

The grant funding must be used to pay for costs detailed in your project budget and International Competitiveness Co-investment Fund Agreement.

### **3.3 Activities that cannot be supported**

Grant funding cannot generally be used for the following:

- Costs incurred prior to the project commencement date in the agreement
- Costs incurred in the preparation of a grant application
- Hospitality, entertainment, alcohol, gratuities
- Subsidy of general ongoing administration of an organisation such as utility charges, rent, salaries
- Honorariums, scholarships and the like
- Capital expenditure including the purchase of equipment, vehicles, land
- Agricultural production
- Production feasibility studies
- Research and development, technological innovation, academic research
- Sourcing, trial demonstration and adoption of agtech, automation, IoT, artificial intelligence and technology
- Data purchase or database access
- Legal fees

### 3.4 Funding limits and timeframes

Individual grants of between \$50,000 and \$100,000 (excluding GST) will be available to successful applicants.

Please note that businesses that are solely based in the metro area are only eligible to apply for \$50,000 (excluding GST) from the \$50,000 grant allocation.

The Program will cover projects/activities that are carried out within the period from (start) November 2020 to 30 May 2021 (end). Project timelines may extend beyond 30 May 2021 if absolutely required, however, the Department makes no guarantee of funds availability for grant payments beyond 30 May 2021.

The strongest applications will also demonstrate the delivery of outcomes within the budget and timeline defined above.

### 3.5 Promotion of program

The Program will be promoted using the following approaches:

- Online information and documents on <https://www.agric.wa.gov.au/agribusiness-food-trade/export-services>
- Emails
- Media releases and advertisements (e.g. newspapers, newsletters)
- Open information sessions

Details of the successful applicants including a summary of their project and the dollar amount awarded to them will also be made available on the Department's website.

### 3.6 Program information and support for potential applicants

It is important to DPIRD that applicants are able to submit a considered and well-developed application that answers all compliance questions, addresses the criteria and provides the evidence and documentation required to support their application.

To enable potential applicants to provide quality applications, we will provide:

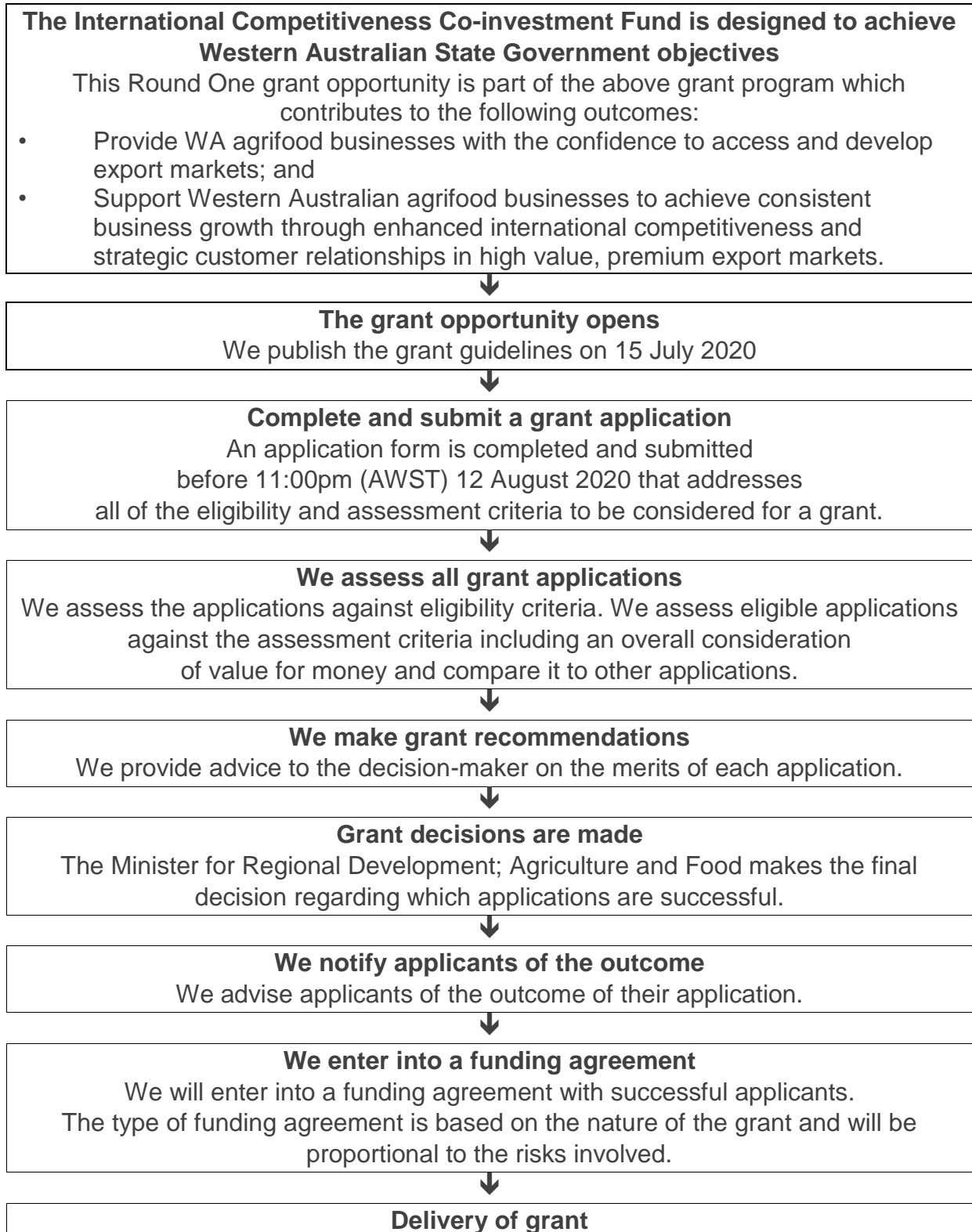
- Detailed information on the program online at <https://www.agric.wa.gov.au/r4r/asian-market-success>
- A set of frequently asked question and answers can be found online at [www.agric.wa.gov.au/ICCF](http://www.agric.wa.gov.au/ICCF)
- Online information sessions will be held on 28 July 2020 at 1.30pm to 2.30pm and on 29 July 2020 at 10.00am to 11.00am – register at <https://www.eventbrite.com.au/e/international-competitiveness-co-investment-fund-information-sessions-tickets-112911376968>
- For additional information please contact: [asianmarketsuccess@agric.wa.gov.au](mailto:asianmarketsuccess@agric.wa.gov.au)



## 4 Operational framework

The Program will follow a step-by-step process:

### 4.1 International Competitiveness Co-investment Fund Process



The applicant undertakes the grant activity to deliver the outcomes as described in the grant agreement. We manage the grant by working with the applicant, monitoring progress and making payments.



**Evaluation of the  
International Business Growth Co-Investment Program**  
We evaluate the individual grant activities and the Program as a whole.  
We base this on information provided by the applicant  
and that we collect from various sources.

## 5 Eligibility Requirements

### 5.1 Application eligibility requirements

To be considered for funding through the Program, applicants need to complete and submit an application. This will require completing a standard form online, through the SmartyGrants system at [https://agric.smartygrants.com.au/ICCF\\_Round1](https://agric.smartygrants.com.au/ICCF_Round1)

The completed application must be submitted before 11:00pm (AWST), 12 August 2020. Applications received after this date and time will not be eligible for consideration.

If there is a question over whether an application is deemed ineligible because it was submitted late, this matter will be resolved by the Project Manager.

There will be no appeal regarding eligibility of late applications.

### 5.2 Application eligibility criteria

To be eligible to apply, an applicant must be a Western Australian business that is an existing exporter. Applicants must meet each of the following conditions:

- Demonstrate that the project will result in direct economic benefit to regional WA
- Be a GST registered, Australian based legal entity with an Australian Business Number (ABN)
- Have been in operation for more than two years and have already undertaken some export-related activities
- Be capable of entering into a legally binding agreement with the Western Australian Government
- Have its main source of income (more than 50%) related to the sale of food and beverage related goods or services
- Be exporting or seeking to export goods that are produced, grown or manufactured in Western Australia
- Have established or in the process of establishing on-going relationships with one or more in-market business partners (business relationships an entity has

established or is establishing with another entity specifically to access overseas markets for its products)

- The products or services that the applicant is exporting must be positioned for premium markets in Asia which is broadly defined to include the Middle East.
- Be able to provide a minimum cash contribution of at least one dollar for every two dollars (1:2) of grant funds provided (for example: to apply for a grant of \$50,000, the applicant must commit and contribute during the project a minimum of at least \$25,000 in cash, bringing the total project cash resource to \$75,000)
- Commit to all required project reporting and a final report including an acquittal of funds required at the completion of the project.

### 5.3 Applicant funding contribution

The applicant must demonstrate a cash funding contribution of at least one dollar for each two dollars of grant.

Please note that in-kind contributions or third-party collaborator contributions, whilst welcome, do not count towards the required minimum applicant contribution. Applicants must include evidence of collaborator co-funding contribution commitments within the letter of support required from each entity participating in an application.

## 6 Assessment Criteria

Applicants must address all of the following assessment criteria in the application. Assessment of the application will be based on the weighting given to each criterion.

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

Eligible applicants will be assessed against the following criteria:

- **Criteria 1** **30% weight**  
Demonstration of quantifiable direct and indirect benefits to regional Western Australia (examples of regional benefit include, but are not limited to: number of jobs created; increased skills, production, revenue or exports; and regional contracting).
- **Criteria 2** **50% weight**  
Stated project's contribution to building:
  - New or improved value or supply chains into high growth premium markets in Asia; and/or
  - New business models or closely aligned value chains that increase the international competitiveness of a WA agrifood business; and/or
  - Improvements in scale, product quality and capacity to meet demand expectations from overseas consumers of premium products; and/or
  - Market share previously developed but impacted by COVID-19 and/or

- Developing innovative ways to engage with Asian markets on virtual or online platforms.
- **Criteria 3** **20% weight**  
The extent to which the proposed project and the intended use of the grant funds represents value for money.

Other factors will be taken into consideration during the assessment process at the discretion of the assessors including but not limited to:

- i. The percentage of the nominated cash co-contribution from the applicant
- ii. The extent to which the project is designed on sound evidence-based information and knowledge
- iii. The innovativeness of the project and the extent to which this may assist the applicant to establish a distinctive advantage in premium export market/s
- iv. The degree of business value or market share improvement enabled by the proposed project
- v. The degree to which the proposal goes beyond the applicants existing core activities and represents a new initiative
- vi. Whether the applicant has received other grant funding in the last three years including but not limited to the Grants for Asian Market Export, Export Competiveness Grants, other Grants from the WA State Government and Export Market Development Grant (EMDG) funding provided by Austrade
- vii. If a previous recipient of grant funding from the Department of Primary Industries and Regional Development, monitoring, evaluation and reporting performance of the applicant.

## 7 Application – How to apply for funding

The program assessment process is open and competitive.

Eligible businesses and organisations can apply for funds by completing and submitting the online Application Form through the Program’s SmartyGrants platform at [https://agric.smartygrants.com.au/ICCF\\_Round1](https://agric.smartygrants.com.au/ICCF_Round1)

Applications must be submitted by 11:00pm (AWST), 12 August 2020.

## 8 Assessment – How will the applications be assessed

The assessment process aims to objectively identify eligible applicants to whom funding could be awarded with applications assessed by an Assessment Panel independent of the Program.

## 8.1 Assessment process

The assessment will be undertaken in the following manner:

- Applications will be firstly assessed to see if they are eligible for consideration and, if not, they will not be included in the assessment process;
- Eligible applications will be assessed by an Assessment Panel independent of the ICCF program against the assessment criteria;
- A comparative grants assessment will occur; and
- An Assessment Report will be developed from the assessment process and recommended applications presented to the Minister for Regional Development; Agriculture and Food for final decision-making.

## 9 Assessment Panel – Who will assess the applications

An Assessment Panel will be established comprising suitably experienced and qualified people independent of the Program Management team. Information about the assessors will not be disclosed.

An assessment tool employing the published eligibility and selection criteria for the Program will be developed to guide assessments by the Panel. This will be approved by Ms Joan Lim, Project Manager, prior to its use.

## 10 Conflict of interest

Each member of the Assessment Panel will complete a conflict of interest (COI) declaration for each application as part of the assessment process. An assessor will not participate in the assessment of applications where there is a real or perceived conflict of interest. The Assessment Panel chair will be responsible for making judgements regarding conflicts of interest.

## 11 Decision-making

### 11.1 Responsible person

Ms Joan Lim, Project Manager, is the person/position who is responsible for the administration of the International Competitiveness Co-investment Fund.

This person will ensure that the funding allocation process is accountable and that it complies with the agreed purpose, policies and processes of the program; and the purposes, policies and processes of the department.

## 11.2 Decision-making chain

Name and position	Responsibility
Ms Joan Lim Project Manager	Prepares an assessment report, including (if appropriate) a short description of each project, funds sought, score, ranking, cut off points for funding, possible funding modifications and etc
Ms I-Lyn Loo Manager – Primary Industries Trade	Reviews and recommends approval of assessment report
Liam O'Connell Executive Director - Agribusiness, Food and Trade (AFT)	Signs off on the assessment report
The Minister	Makes the final decision on who will receive funding under this program

## 11.3 Making the final decision

The Minister for Regional Development; Agriculture and Food will make the final decision on which businesses will receive funding under this program, based on the information contained within the assessment report provided by the Project Manager.

The decision-maker's decision will be based on the same compliance and assessment criteria identified in all policy documents related to this program.

As the final decision-maker, the Minister can ask the Project Manager for additional information, but not for information that is not included in the selection criteria, in the promotional material or in the applications.

If funds requested exceed funds available for suitable or recommended applicants, the Project Manager can reduce funding levels requested for individual projects and may seek recommendations from the assessment panel on this.

## 11.4 Decisions outside program

Decision/s to provide a grant from grant funds but outside the grant processes and policies are not permitted under this Program's arrangements.

## 11.5 Appeal process

There will not be an appeal process.

## 12 Notification process

Notification of successful and unsuccessful applications will take place generally within six weeks of the final decision being made; and are to be completed within twelve weeks of the final decision at the latest.

Successful applicants will be informed by:

- Initial formal email
- Inclusion in a public media release
- An announcement on the Program website.

Unsuccessful applicants will be informed in the following manner:

- Initial formal email including offer of feedback and contact details of person to provide feedback; and
- An announcement about successful applications on the program website.

## 13 Contract Arrangements

All projects must be approved and the funding agreement executed prior to project commencement. No retrospective payments will be made. Progressive payments may be made where applicable and subject to the applicant providing the program with:

- Sufficient information and evidence on the achievement of agreed milestones to indicate that the project is progressing satisfactorily.
- A statement of income and expenditure for the project to the date of the progressive payment claim, signed by the applicant's Chief Executive Officer (or equivalent authorised position). The statement should include details of project expenditure compared to budget.

Successful applicants will be required to enter into an agreement in October 2020; and funded projects are scheduled to start in November 2020.

There is a standard agreement that sets out the terms and conditions of the funding. Contracting arrangements for this program are:

- Email/letter from Department regarding successful application
- Send Program's standard Agreement together with contracting instructions
- Execution of the agreement and associated forms by the successful applicant or appointment to discuss agreement terms
- All required paperwork lodged with Program team; and
- Agreement countersigned by the Project Manager.

The Agreement must be signed and returned to the International Competitiveness Co-investment Fund team within seven days of the date of issue. The Agreement must be signed by both parties before the activity commences and funds disbursed.

As a condition of funding, all grant recipients are required to provide a final acquittal report to the International Competitiveness Co-investment Fund team.

Where the grant excluding GST exceeds \$50,000, within twelve weeks of the end date the grant recipient must provide a financial statement of income and expenditure for the Project signed by the CEO (or equivalent) of the grant recipient and certified by an Auditor and include details of how the Grant was expended. The Grantee must provide an acquittal report signed by the Chief Executive Officer (or equivalent) of the grant recipient showing how and to what extent the Grant was spent and the extent to which outcomes were achieved.

Where the grant excluding GST is \$50,000 or less, within twelve weeks of the end date, the grant recipient must provide an acquittal report signed by the CEO (or equivalent) of the grant recipient showing how and to what extent the grant was spent and the extent to which outcomes were achieved. The State reserves the right to request an audited financial statement to be certified by an Auditor appointed by the State, with costs to be borne by the grant recipient.

Full details of the acquittal requirements for grant recipients are specified in the funding agreement.

## 14 Tax information

Funding provided to recipients under the Grant is regarded as payment for a supply. GST-registered grant recipients will therefore be liable for GST in connection with the grant.

The grant paid will be increased by the amount of GST payable. Recipients must provide a tax invoice for the GST inclusive value of the grant.

Applicants are encouraged to seek tax advice on the potential implications of obtaining funding for their business.

## 15 Personal Information and disclosure of information

Applicants are informed that DPIRD is subject to the *Freedom of Information Act 1992 (WA)*, which provides a general right of access to records held by the State Government agencies and local governments.

## 16 Payment arrangements

The payment policy for this program is as follows:

- Payments are made by the department
- Payments are made in advance, on invoice against milestones
- Payments are made electronically to a nominated DPIRD Registered Supplier bank account established as one of the initial steps in the contracting process.



## 17 Reporting and monitoring requirements

The reporting arrangements for this program include milestone reports to be made on the program's SmartyGrants reporting form.

Any project specific items to be reported will be identified in the Schedule to the Agreement.

Reports must be submitted online via SmartyGrants on or before the due dates for the project to be considered to be in good standing.

In addition to the required milestone reports, regular project monitoring activities may include:

- Milestone reviews with International Competitiveness Co-investment Fund team via email/phone;
- Site visits; and
- Training and information sessions (as necessary).

### 17.1 Dealing with milestone achievement issues

Grant recipients may experience delays or fail to deliver aspects of their project for a range of reasons. In such circumstances, the International Competitiveness Co-investment Fund team requires early and transparent communication from the grant recipient as soon as the potential risk of failing to deliver a milestone by the defined date in the Schedule becomes evident.

Adjustments to project scope and/or timing requires a formal request in writing. The written request on the appropriate SmartyGrants form must be endorsed by the project governance structure and be accepted by the Project Manager before they are agreed.

In the event of project management issues requiring more direct Program management intervention, the Project Manager may require one or more of the following interventions:

- Grantor-grant recipient meeting/s;
- Facilitated grantor-grant recipient workshop/s;
- Project audit/s by independent specialist;
- Mediation;
- Offer/s of skill development training; and
- Grant termination with repayment (in full or in part) of grant funding.

### 17.2 Financial acquittal and project reports

Financial acquittal and project report requirements will be defined in the Funding Agreement and will include, but not limited to:

- The final project report will report against the project milestones as defined in the Funding Agreement Schedule as well as descriptions of the outputs and outcomes delivered and the identification of lessons learnt from activities both in terms of the achievements delivered and processes employed;
- The final project acquittal report will be signed off as detailed in section 13 “Contract Arrangements” of these Guidelines and as detailed in the Agreement. Where an independent auditor is to be commissioned to certify financial statements, this will be at the cost of the grantee;
- Periodic Milestone Reports as detailed in the Funding Agreement and the Final Report will be submitted to the International Competitiveness Co-investment Fund team as outlined in the Agreement;
- Reports will be provided on the program’s reporting and financial acquittal form via SmartyGrants at [https://agric.smartygrants.com.au/ICCF\\_Round1](https://agric.smartygrants.com.au/ICCF_Round1)

### 17.3 Program evaluation

The International Competitiveness Co-investment Fund may be evaluated both in terms of its achievements (outputs and/or outcomes) and implementation processes. Evaluation reports will be provided to those who commission the evaluation and relevant stakeholders identified in the measurement and evaluation plan.

It is envisaged that the evaluation will seek information from key stakeholders including grant recipients. All grant recipients agree to participate in the program evaluation when signing the Funding Agreement.

Data and information from the evaluation will be used to identify the benefits of the Program and evaluation questions may include, but not be limited to:

- The economic development return on investment outcomes achieved including but not limited to the number of jobs created, increase in actual and projected export sales and volume; and
- Value of the grant funding to recovering and building Asian market business relationships;
- Clarity/visibility of the Program and ease of application; and
- Timeliness of grant administration processes.

### 17.4 Record keeping

The Program’s records will be managed through the DPIRD Records Management System. All records relating to the program will be stored for a period of at least seven years. Recipients also have a responsibility to maintain their own records of the grant project for up to seven years.

Reports from the SmartyGrants system will track the interactions between the grant administrator and each unique applicant and key Program documents will be saved in the DPIRD Records Management System.

## 18 Glossary

**Applicant** - the entity who make the application for funding.

**Application** - an application (or relevant part of an Application) made to the State of Western Australia for funding under the Fund.

**AWST** - Australian Western Standard Time.

**Closely aligned value chains** - are the result of businesses developing closer strategic relationships with customers and suppliers, allowing them to learn, adapt and respond to market conditions more effectively.

**DPIRD** - Department of Primary Industries and Regional Development.

**Grant** – International Competitiveness Co-investment Fund

**Guidelines** – are the guidelines for the Program, this document.

**In-Market Business Partner** – business relationships an entity has established or is establishing with another entity specifically to access overseas markets for its products.

**Key Contact** - the person to contact if there are any queries or information required in relation to the program.

**Non-transactional relationships** – A transactional customer relationship is one that is driven primarily on price. A non-transactional, or strategic, relationship can include parties working together to achieve business objectives, sharing of information to create reliability of service, collaboration and/or joint investment in business development activities.

**Premium Markets in Asia** – markets where high value offerings are both recognised and customers are willing to pay for the additional value received.

**Project Manager** - the person responsible for managing the grant program.

**Program Owner** - the Director of the operational area responsible for the implementation of the program on behalf of DPIRD (the fund provider).

**Project Partners** - are other entities, apart from the primary applicant named in the proposal or in the full application.

**Program Provider** - The program provider is (generally) DPIRD; the policy owner that establishes the program and is ultimately responsible for the program's underlying policy and program deliverables

**SmartyGrants** – is a grant management software tool used by DPIRD.