



International Competitiveness Co-investment Fund – Round Two

Grant Program Guidelines

Opening date:	Thursday, 9 December 2021
Closing date and time:	Friday, 4 February 2022
Program Policy Provider:	Department of Primary Industries and Regional Development
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Contact for Applicant Enquiries:	Email: AsianMarketSuccess@dpird.wa.gov.au Tel: 9368 3582 (SmartyGrants Support) Mobile: 0460 018 572 (9am – 5pm) Questions should be sent no later than: 5:00pm (AWST) Thursday, 3 February 2022
Date guidelines released:	Thursday, 9 December 2021
Type of grant opportunity:	Open competitive

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

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 Department of Primary Industries and Regional Development (DPIRD). To date, \$3.85 million has been committed by the State Government over four rounds of grants through the ICCF Round One and what was formerly known as the Grants for Asian Market Exports (GAME). DPIRD continues to support Western Australian (WA) agribusinesses to engage and grow in international markets through various activities including this Program.

The coronavirus (COVID-19) pandemic has affected the world at large since the beginning of 2020. Whilst countries are slowly emerging from the pandemic with the roll out of vaccination programs and other transmission reduction measures, COVID-19 has and will continue to cause economic and social disruption including the ability of WA agriculture, food and beverage (agrifood) exporters to operate in international markets. The current round of the Program described in this document is focused on supporting WA agrifood exporting businesses to recover and/or rebuild their existing international market business relationships disrupted by COVID-19, particularly as WA transitions into the opening of its international borders. ICCF Round Two also seeks to support WA agrifood businesses to develop and implement strategies to capture export market opportunities including those with discerning consumers looking for agrifood products with sustainability-related attributes that will lead to direct benefits for regional Western Australia.

ICCF Round Two is funded by the Western Australian State Government through the Royalties for Regions Program (\$1.8 million) and through the WA Government's consolidated fund (\$900,000) to support businesses with regional or metropolitan

operations in WA and to encourage businesses to re-establish their focus on international export markets.

This Program is aligned with DPIRD’s 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 international export markets; and
- Support WA agrifood businesses to achieve consistent business growth through enhanced international competitiveness and strategic customer relationships in high value, premium international export markets.

Round Two of the ICCF Program seeks to support WA exporters in response to the COVID-19 pandemic to maintain and further develop their relationships with existing and new international customers.

2.3 Key dates

Item	Date	Time
Grant round applications open (open for seven weeks)	Thursday, 9 December 2021	9:00am
Grant round applications close	Friday, 4 February 2022	9.00pm
Application assessment commences	Monday, 14 February 2022	9:00am
Approval process commences	Monday, 14 March 2022	4:00pm
Applicants notified of outcome	Monday, 9 May 2022*	5:00pm
Projects conclude	Tuesday, 30 May 2023	5:00pm
Project Final Report	Tuesday, 30 May 2023	5:00pm

** As the Minister for Regional Development; Agriculture and Food is the final decision maker on which businesses will receive funding from ICCF Round Two, the date for the outcome of ICCF Round Two application may be subject to change. The ICCF program team will provide updates to applicants should the notification timeframe change.*

3 Program funding

Funding for ICCF Round Two is available for projects to be run over two years from 2021-22 to 2022-23. The total amount of funds available for ICCF Round Two during this period is \$2.7 million.

The Program is funded by the Western Australian State Government through the Royalties for Regions Program (\$1.8 million) and through the WA Government’s

consolidated fund (\$900,000) to support businesses with regional or metropolitan operations in WA.

Who can apply for funding

This program is focused on supporting businesses that are either new or existing international exporters of agrifood and beverage related goods from Western Australia.

The eligibility criteria for businesses who wish to apply to ICCF Round Two is detailed in **Section 5.2** of this document.

3.1 Activities that can be funded

Applicants will need to demonstrate that their proposed project will result in direct economic benefit to regional WA or, for metropolitan-based businesses, that it will benefit Perth metro and/or regional WA.

The ICCF can be used for projects that:

1. Contribute to building:
 - New or improved value or supply chains and/or business models that increase the ability for a WA business to compete into high growth premium markets internationally;
 - New or improved non-transactional customer relationships;
 - Improvements in scale, product quality and capacity to meet demand from overseas consumers;
 - International markets where consumers are seeking sustainability related attributes in their food and beverage purchases; and/or
 - New, existing or diversified international market share to address the impacts of COVID-19 or other trade disruptions.
2. Develop innovative ways to engage with international markets, customers or consumers on virtual or online platforms.

Some of the types of projects that may be considered for funding include (**but is not limited to**):

- The development of promotional materials and activities, e-commerce, websites, branding, translations, digital marketing programs;
- Development of business cases/plans for export market development and/or determining export readiness;
- Market visits and attendance/participation at trade shows including the provision of product for sampling (excluding costs of shipping) 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 market familiarisation activities;

- **For aspiring or new exporters** – activities or services to support successful exporting such as market, competitor and product analysis; pricing strategy development; export licensing and phytosanitary requirements; support in identifying the unique selling proposition and pitch development; country specific labelling and packaging.

The grant funding must be used to pay for costs detailed in your project budget and ICCF Agreement.

3.2 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 and rent
- Employee wages or salaries
- Any costs relating to shipping of product to markets that have already been established by recipients or unrelated to the provision of product samples to potential buyers or trade show participation
- Honorariums, scholarships and the like
- Capital expenditure including the purchase of equipment, vehicles and land
- Agricultural production
- Production feasibility studies
- Academic research and technological innovation that do not have direct commercially driven outcomes
- Data purchase or database access
- Legal fees.

3.3 Funding limits and timeframes

Individual grants of between \$20,000 and \$100,000 (excluding GST) are available in ICCF Round Two to successful applicants in the following three categories:

1. **Aspiring or new exporters:** businesses that have undertaken \$0 to \$10,000 in aggregated international sales over the last two financial years are able to apply for a grant between \$20,000 to \$30,000 (excluding GST)
2. **Emerging exporters:** businesses that have undertaken between \$10,000 to \$50,000 in aggregated international sales over the last two financial years are able to apply for a grant between \$20,000 to \$50,000 (excluding GST)
3. **Established exporters:** businesses that have undertaken more than \$50,000 aggregated international sales over the last two financial years are able to apply for a grant between \$20,000 to \$100,000 (excluding GST) in funding.

The Program will cover projects/activities that are carried out from the commencement of the project (project start date as determined in the Funding Agreement) up to Friday, 30 May 2023 (end). Project timelines may extend beyond 30 May 2023 if absolutely

required and as approved by the Project Manager, however, the Department makes no guarantee of funds availability for grant payments beyond 30 June 2023.

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

3.4 Promotion of program

The Program will be promoted using the following approaches:

- Online information and documents on <https://www.agric.wa.gov.au/ICCF>
- 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.

3.5 Program information and support for potential applicants

It is important to DPIRD that applicants can 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 including a copy of these [Guidelines](#), a set of [Frequently Asked Questions](#) and answers, and the link to the [Application Form](#) can be found online at <https://www.agric.wa.gov.au/ICCF>
- Online information sessions will be held on Wednesday, 12 January 2022 – register at: <https://iccf2informationwebinar.eventbrite.com.au>
- For additional information please contact: AsianMarketSuccess@dpiird.wa.gov.au

4 Operational framework

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

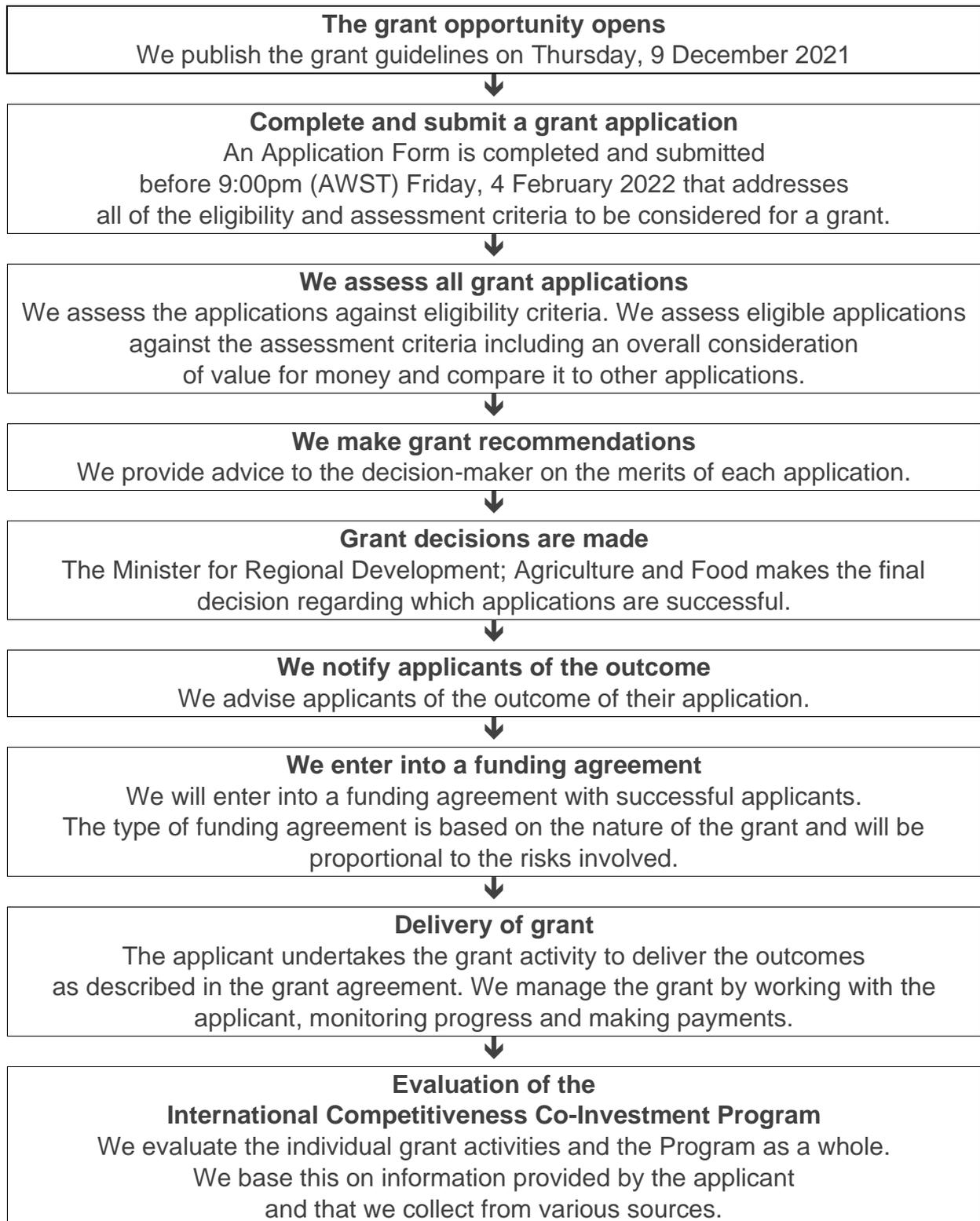
4.1 International Competitiveness Co-investment Fund Process

The International Competitiveness Co-investment Fund is designed to achieve Western Australian State Government objectives

This Round Two grant opportunity is part of the above grant program which contributes to the following outcomes:

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





5 Eligibility Requirements

5.1 Application eligibility requirements

To be considered for funding through the Program, applicants need to complete and submit an application form online through the SmartyGrants system at https://agric.smartygrants.com.au/ICCF_Round2.

The completed application must be submitted before 9:00pm (AWST) on Friday, 4 February 2022. 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 GST registered, Australian based legal entity with an Australian Business Number (ABN)
- Have been in operation for at least two years
- 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
- Own the brand of the food and beverage products that is the focus of the application
- The products or services that the applicant is exporting must be positioned for premium¹ markets internationally (ie outside of Australia)
- Be able to provide a minimum cash contribution of at least one dollar for every dollar (1:1) of grant funding received
 - *For example:* to apply for a grant of \$30,000, the applicant must commit and contribute during the project a minimum of at least \$30,000 in cash, bringing the total project cash resource to \$60,000
- 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.
- **For aspiring or new exporters:**
 - Have \$0 to \$10,000 in aggregated international sales over the last two financial years to apply for a grant between \$20,000 to \$30,000 (*businesses that have no international sales are also considered new or aspiring exporters*)

¹ 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.

- **For emerging or established exporters:**
 - Have established or be 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)
 - Have undertaken between \$10,000 to \$50,000 in aggregated international sales over the last two financial years to apply for a grant between \$20,000 to \$50,000 (**emerging exporters**)
 - Have undertaken more than \$50,000 aggregated international sales over the last two financial years to apply for a grant between \$20,000 to \$100,000 (**established exporters**).

5.3 Applicant funding contribution

The applicant must demonstrate a cash funding contribution of at least one dollar for every one dollar (1:1) of ICCF Round Two grant funding.

Please note that whilst in-kind contributions or third-party collaborator contributions, can contribute to the competitiveness of an application, they do not count towards the required minimum required cash contribution. Applicants must include evidence of collaborator co-funding contribution commitments within the letter of support required from each entity collaborating in an application.

6 Assessment Criteria

Applicants must address all 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 or, for metropolitan based businesses, benefits to Perth metro and/or regional WA (examples of benefits include but are not limited to: number of jobs created; increased skills, production, revenue or exports; and regional contracting).

- **Criteria 2** **50% weight**
 The degree of the project's contribution in developing:
 - New or improved value or supply chains and/or business models that increase the ability for a WA business to compete into high growth premium markets internationally;
 - New or improved non-transactional customer relationships;
 - Improvements in scale, product quality and capacity to meet demand from overseas consumers;

- International markets where consumers are seeking sustainability related attributes in their food and beverage purchases;
 - New, existing or diversified international market share that address the impacts of COVID-19 or other trade disruptions,
 - Innovative ways to engage with international markets, customers or consumers on virtual or online platforms;
 - New or improved business value or market share enabled by the proposed project; and
 - The applicants existing core activities and represents a new initiative.
- **Criteria 3** **20% weight**
 - The extent to which the proposed project and the intended use of the grant funds represents value for money;
 - The percentage of the nominated cash co-contribution from the applicant; and
 - The extent to which the project is designed on sound evidence-based information and knowledge.

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

- i. The innovativeness of the project and the extent to which this may assist the applicant to establish a distinctive advantage in premium international market/s
- ii. Whether the applicant has received other grant or voucher funding in the last three years **including but not limited to** the ICCF Round One; Grants for Asian Market Export; Export Competitiveness Grants; other Grants from the WA State Government such as the Regional Economic Development (RED) Grants, Agrifood and Beverage Voucher Program and Export Market Development Grant (EMDG) funding provided by Austrade
- iii. If an applicant is a previous recipient of grant funding from the Department of Primary Industries and Regional Development, the 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_Round2.

Applications must be submitted by 9:00pm (AWST) on Friday, 4 February 2022.

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 the Project Manager, prior to its use.

10 Conflict of interest

Each member of the Assessment Panel will complete a conflict of interested (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

The 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
Mrs Nathalie Brooks 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 etc
Ms Joan Lim Manager – Primary Industries Trade	Reviews and recommends approval of assessment report
Mrs Susan Hall A/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.

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 executed (by signature or otherwise instructed) 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 are 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. For all projects, the following will also be required:

- Statement of Income and Expenditure for the entire project signed by the Chief Executive or equivalent

- Evidence of grant expenditure (tax invoices/receipts).

Note: Actual expenditure will be compared against the approved budget in the Funding Agreement to determine appropriate expenditure of grant funds.

Where the grant exceeds \$50,000 (excluding GST), within twelve weeks of the end date, the grant recipient must provide an audited financial Statement of Income and Expenditure report for the entire Project signed by a registered auditor or member of a relevant professional body (eg. CPA, ICCA, IPA) verifying the grant was expended in accordance with the Grant Agreement. The grant recipient must provide an acquittal report signed by the Chief Executive Officer (or equivalent) 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 DPIRD
- 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.
- All project financial acquittals will require a Statement of Income and Expenditure for the entire project signed by the Chief Executive or equivalent and evidence of grant expenditure (tax invoices/receipts);
- Where an independent auditor is to be commissioned to certify financial statements, this will be at the cost of the grant recipient;
- 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.

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 international market business relationships;
- Clarity/visibility of the Program and ease of application; and
- Timeliness of grant administration processes.

17.3 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 internationally – overseas 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.