



Australian Government

Department of Infrastructure, Transport,
Regional Development, Communications, Sport and the Arts



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MANAGEMENT OFFICE

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Readiness Checklist - Grant Program Design – Pre: New Policy Proposal

Guidance

June 2024

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1. Purpose

The purpose of this document is to establish a readiness checklist for program areas to use when designing a grants program; prior to formally seeking policy authority through the New Policy Proposal process.

The intended audience for this document is grant program areas within the Department.

1.1. Background

According to the [Department of Finance's Budget Process Operational Rules \(BPOR\)](#), when developing New Policy Proposals (NPP) involving grants, entities must ensure that the NPP will comply with the *Commonwealth Grant Rules and Principles 2024*¹ (CGRP's) if agreed by Government.

The CGRP's requires entities to ensure there is robust planning and design of the grant opportunity, including:

- establishing a clear rationale for the grant opportunity particularly what outcome are expected and how these will be measured
- selecting an appropriate funding strategy and grant agreement
- carefully considering the application and selection processes to be used
- developing appropriate documentation such as grant opportunity guidelines
- implementing robust governance arrangements.

This readiness checklist draws out the nine key principles of grants administration, to ensure these requirements are built into the proposal being presented to Government for agreement.

1.2. New Policy Proposals

A New Policy Proposal (NPP) is any proposal brought forward by Ministers that has a certain or potential financial impact within the forward estimates period of the budget or beyond.

Refer to the [Connect page on New Policy Proposals](#) for more information.

Reach out to FBG-BudgetStrategy@infrastructure.gov.au for a copy of the latest NPP template.

¹ [Commonwealth Grants Rules and Principles 2024 \(finance.gov.au\)](#)

2. Readiness Checklist

The table below sets out the key elements to consider in your grant design, in readiness for developing your New Policy Proposal. It includes references to the nine key principles of grants administration set out in the CGRP's.

Key Element	Key Principles of Grants Administration	Details
Confirm your funding proposal is definitely a grant	Robust planning and design	One of the first steps in planning and designing a grant program is determining if the funding actually constitutes a grant.
	Governance and accountability	Different funding mechanisms will have different rules, policies and procedures, so you need to be clear from the start if the funding will be a grant and ensure this is detailed in your proposal for Cabinet approval.
	Achieving value with relevant money	For the purposes of the CGRP's (Section 2.3) a 'grant' is an arrangement for the provision of financial assistance by the Commonwealth or on behalf of the Commonwealth under which relevant money is to be paid to a grantee other than the Commonwealth, and which is intended to help address one or more of the Australian Government's policy outcomes while assisting the grantee to achieve its objectives. Sections 2.5 and 2.6 of the CGRP's also include a list of arrangements that are deemed not to be grants. Chapter's 11 and 12 also provide further guidance for achieving value with relevant money. Contact EGMO@infrastructure.gov.au if you're not sure or would like further advice.
Outline the intended outcomes and objectives of the grant program	An outcomes orientation	A key principle of grants administration is ensuring the design and implementation of the program has an outcomes orientation.
	Consistency with grant guidelines and established processes	To achieve this, the intended outcomes and objectives of your grant program must be clearly defined and articulated including, if known, how they might be measured (at least in theory). The grant opportunity should not allow for any decision making to be influenced by factors not already detailed in the grant opportunity guidelines. You should be able to briefly describe how: - the grant program is expected to achieve its outcomes (assuming it is implemented successfully) - you will monitor program implementation and delivery (include any existing data sources, potential baseline data or any data limitations you may face, if known).

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Key Element	Key Principles of Grants Administration	Details
Consider the length of term of grant agreements	Collaboration and partnership	Longer term grant agreements are conducive to improved partnerships between grant-funded recipients and officials. Where appropriate, officials should consider longer-term grant agreements.
	Achieving value with relevant money	When considering the length of term of grant agreements, officials should consider the administrative costs involved for the entity and grant-funded recipients. Longer-term grant agreements may better achieve value with relevant money and government policy outcomes than conducting multiple grant opportunities with grant agreements of shorter-term duration. The use of longer-term grant agreements and longer notice periods should be considered when entities are developing new policy proposals and designing grant programs.
Decide the most appropriate grant selection process	Achieving value with relevant money	The type of grant selection process you choose defines the type of grant program you are proposing (for example open competitive or closed non-competitive.)
	Probity and transparency	Section 11.3 of the CGRP's defines the options available for selection processes which officials must consider. In designing your program, you must consider the most appropriate selection process that will achieve value with relevant money and be proportional to the defined outcomes and objectives.
	Merit-based processes	Providing an evidence base for this decision, including associated risks and opportunities, is important in ensuring probity and transparency. This is a good time to consult with the relevant Minister's Office to discuss the proposed opportunity type and compliance with the CGRP's. This is particularly important if anything outside of an open/competitive process is being utilised.
Determine who will be the decision maker	Governance and accountability	A key element of good governance and ensuring accountability is having defined and agreed roles and responsibilities.
	Probity and transparency	When drafting your proposal, ensure you are clear on who the decision maker will be. The decision maker authorises key decisions such as who will be awarded grant funding from a recommended list of applicants. The proposed decision maker may be the relevant Portfolio Minister, or you may seek for this authorisation to be delegated to a relevant official in the Department.

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Key Element	Key Principles of Grants Administration	Details
		Either way, the scope of these delegations and responsibilities must be clearly documented, regularly reviewed and reinforced to ensure decision makers and delegate are aware of their responsibilities.
Grant Administration Arrangements	Governance and accountability	From an accountability perspective, it is critical you consider your grant program administration arrangements during initial proposal design.
	Robust planning and design	This will help you think about resourcing and skill requirements, as well as the Department's role in managing the grant and ensuring government outcomes are achieved. Seek quotes from either the Business Grants Hub (Department of Industry, Science and Resources) and/or the Community Grants Hub (Department of Social Services) early in the process so you can determine your preferred administration arrangements in time to include this in your NPP. Where required, information about Grant Hub exemptions and deferments are available in Estimates Memorandum 2024-20 issued by the Department of Finance and a deferral or exemption request template is available on CONNECT.
Determine any Departmental costs in administering the grant	Robust planning and design	Consider the Departmental budget you require (outside of administered funding required to provide the grant) including:
	Achieving value with relevant money	- administration costs, including ASL, quoted by the preferred Grants Hub - any administration costs, including ASL, required by our Department, regardless of whether the program is being administered by a hub or internally - other costs for the completion of the grant program including monitoring and evaluation activities - any other Departmental costs such as travel, web content development, Committees etc. Note: Don't underestimate the effort and resourcing needed during the design phase of a grant program, even when you use a Hub. Also, be realistic about forecasts. EGMO suggest teams reach out to External Budgets during this process.
Other Costing Considerations	Robust planning and design	During the design process, there is a requirement to ensure the design of the program factors in the need to

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Key Element	Key Principles of Grants Administration	Details
	Collaboration and partnership Governance and accountability	pass on indexation in full or seek an exemption from doing so as part of the NPP process where the intention is for eligible expenditure to include wage costs. Reach out to External Budgets via FBG-ExternalBudgets@infrastructure.gov.au for further advice.
Consider evaluation requirements	Governance and accountability Collaboration and partnership Proportionality Robust planning and design	All grant proposals must be 'fit to evaluate', meaning at a minimum you need: • measurable outcomes and objectives • robust performance monitoring. Considering your evaluation strategy early in the proposal design, including what you want to evaluate and the outcomes of evaluation activities, will enable you to plan ahead and develop a robust, well-designed approach, proportional to the grant program, and ensures accountability. It also allows you to consider whether the evaluation activities will involve engaging an external evaluator, and whether any additional funding for this activity needs to be requested as part of your NPP.

3. Key Contacts and Resources

- Enterprise Grants Management Office – EGMO@infrastructure.gov.au
- Business Grants Hub – BGH-DL-Infrastructure@industry.gov.au
- Community Grants Hub - DITRDCAClientManager@dss.gov.au
- External Budgets - FBG-ExternalBudgets@infrastructure.gov.au
- Budget Strategy (NPPs) - FBG-BudgetStrategy@infrastructure.gov.au

Engage the EGMO team early so we can support you, as you design your grant program and assess whether you are ready to draft your NPP.

We can also provide other tools and templates to support the planning and establishment of your grant program.

Other Supporting Resources

- [EGMO Service Offering](#)
- [EGMO Home Page](#)

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- [Grants Prioritisation Guide](#)
- [EM2025-30 - Commonwealth Grants Administration Arrangements](#) – guidance to Commonwealth entities participating in the whole-of-government grant administration arrangements
- [EM2025-30 - Attachment A - Entities Participating In Commonwealth Grant Administration Arrangements](#)
- [Grants Hub Overview Webinar](#)
- [New Policy Proposals Connect page](#)
- [New Policy Proposal Training Webinar](#)
- [Evaluation in New Policy Proposal Factsheet](#)

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Document Control and Endorsement

Review period

The Enterprise Grants Management Office (EGMO) will undertake an annual review of this document.

Approval

Approving Authority for this document is the Assistant Secretary, Major Projects and Governance Branch.

Date	Version	Name	Position
14/6/2024	1.0	Kat Kendall	Assistant Secretary, Major Projects and Governance Branch
15/7/2024	2.0	s22(1)(a)(ii)	s22(1)(a)(ii)
12/8/2024	5.0	s22(1)(a)(ii)	s22(1)(a)(ii)
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Frequently Asked Questions from Grant Managers

June 2025

While every effort has been made to ensure the advice provided in this document facilitates compliance, each individual is still required to familiarise themselves with the relevant legislative and regulatory frameworks and accountable authority instructions, and ensure they comply

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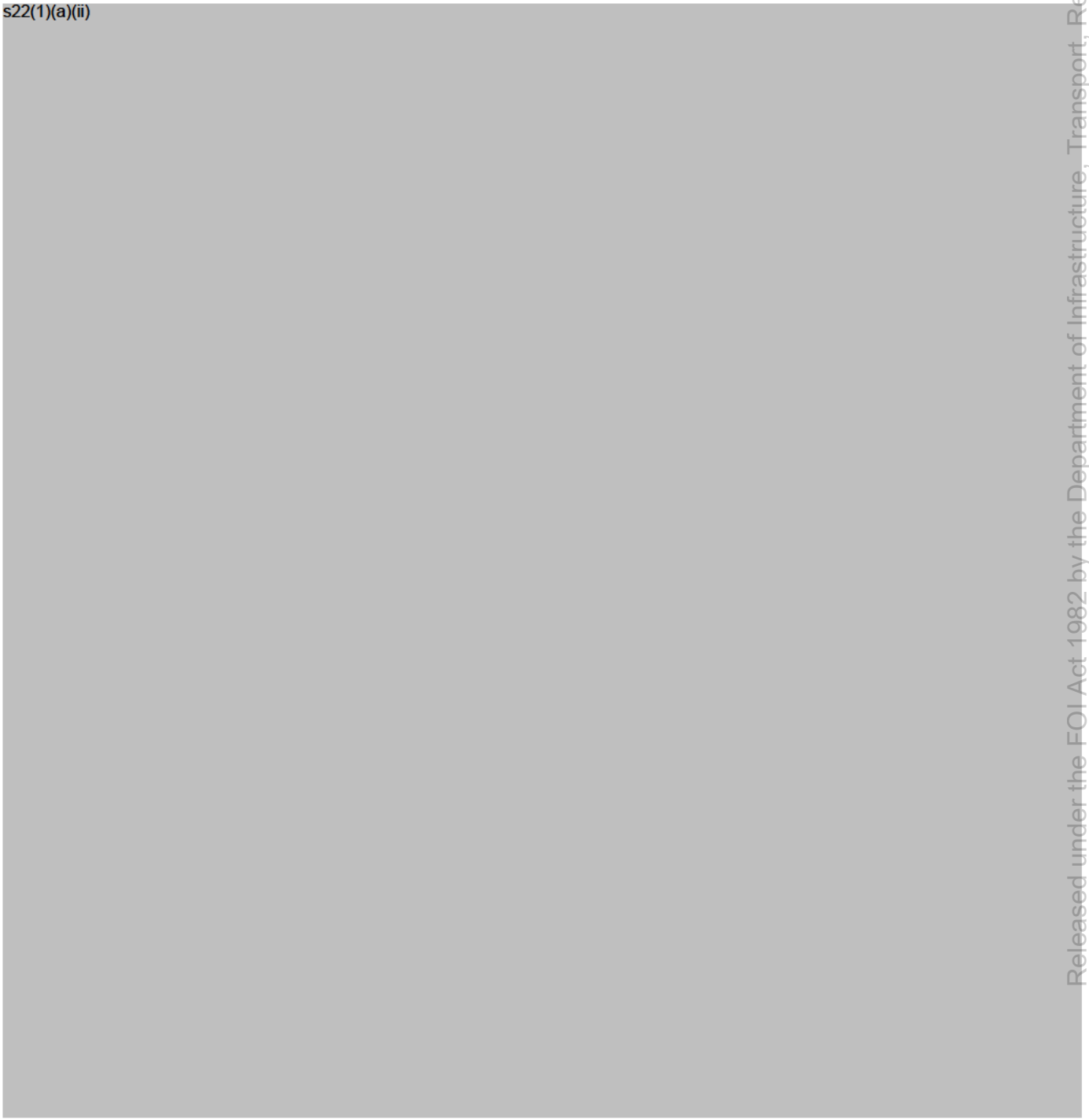
Introduction

When looking for information about the various elements of grant activity, please review these Frequently Asked Questions (FAQ) and other documents located on the [Grants Portal](#).

This FAQ is meant to be a living document, reflecting the needs of line areas. Line areas that identify additional material that might help other line areas to better understand grants administration are asked to contact us at EGMO@infrastructure.gov.au.

Frequently asked questions

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My proposed grant activity was an election commitment. Are there special arrangements in place for treating such grants?

The [CGRPs](#) apply to all forms and types of grants, **including election commitments** (see clause 2.4).

The Commonwealth Grants Resource Management Guide [RMG 410](#) advises that the [CGRPs](#) are largely principles based and do not differentiate between proposed grants which come from an election commitment and any other grant proposal.

This means officials must ensure that the award of a grant is consistent with the [Public Governance, Performance and Accountability Act 2013](#) and [Public Governance, Performance and Accountability Rule 2014](#), in particular, the proper use and management of public resources, and the [CGRPs](#).

What options do I have to fund an election commitment via a grant or grants?

In funding election commitments, entities need to consider whether it is appropriate to use an existing grant opportunity or program or if a new grant opportunity or program needs to be developed.

In general, a closed grant opportunity cannot be reopened.

A one-off ad hoc grant may be appropriate in some cases if the criteria in paragraph 2.4c of the [CGRPs](#) are met.

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The Commonwealth Grants Resource Management Guide [RMG 410](#) spells out some advantages and pitfalls of using a current grant opportunity or establishing a new one. Matters to consider include suitability, impact on other potential applicants (especially for existing programs), proportionality, and whether the activities to be covered are a proper use of relevant money.

There are no special arrangements applying to election commitments that allow for the processes set out for grants administration to be bypassed.

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Grant Opportunities - Which Selection Process should be used for my program?

Clause 11.3 of the [CGRPs](#) provides the following guidance in relation to selection processes:

- **Open competitive grant selection processes** – which have open and closed nominated dates, with applications being assessed against the nominated selection criteria (eligibility and assessment criteria) and against the comparative merits of other applications
- **Targeted or restricted competitive processes** – which are open to a small number of potential grantees based on the specialised requirements of the grant activity under consideration. Applications are assessed against the nominated selection criteria and against the comparative merits of other applications
- **Non-competitive, open processes** – under which applications may be submitted at any time over the life of the grant opportunity and are assessed individually against the selection criteria, with funding decisions in relation to each application being determined without reference to the comparative merits of other applications
- **Demand-driven or 'first-in first-served' processes** – where applications that satisfy stated eligibility criteria receive funding, up to the limit of available appropriations and subject to revision, suspension or abolition of the grant opportunity.

Demand driven processes only use verifiable and objective eligibility criteria as the basis for allocating grants. Assessment criteria are not used. The eligibility criteria must be clearly linked to the achievement of value with relevant money;

- **Closed non-competitive processes** – for example, where applicants are invited by the entity to submit applications or provide a proposal for a particular grant, and the applications or proposals are not assessed against other applicants' submissions, but assessed individually against the selection criteria
Better practice closed non-competitive processes either name the eligible applicants and/or provide information on how eligibility was determined
- **One-off ad hoc grants** – are determined on a proper use and value with relevant money basis, and usually by ministerial decision.

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The [CGRPs](#) also advise:

- **Competitive, merit-based selection processes** can achieve better outcomes and value with relevant money and should be used unless specifically agreed otherwise by a minister, accountable authority or delegate.

Where it is proposed to use a method other than a competitive, merit-based selection process, the rationale for using a different approach should be documented and included in the grant opportunity guidelines.

- In some circumstances, it may be appropriate to use a **non-competitive and/or a non-application-based selection process**. For example, it may be important to strike a balance between the desire to maximise access to a grant and the need for a timely and cost-effective decision-making process.

It may also be appropriate to target particular individuals, organisations, regions, or industry sectors, depending on the government policy outcomes to be achieved.

Using the Department of Finance templates will ensure you have the most up-to-date information to comply with Department of Finance requirements. EGMO advises line areas to not change elements of the templates except where directed by the Department of Finance. This reduces the risk of guidelines being rejected by the Department of Finance Grant Guidelines team.

EGMO's Grant Models [Framework](#) and [Tool](#) can also assist in determining the most appropriate selection process for your grant program and key steps to consider based on the chosen selection type.

Election commitment grant opportunity guidelines

Commonwealth Grants Resource Management Guide [RMG 410](#) advises that Grant opportunity guidelines for election commitments must be developed and must comply with the relevant sections of the [CGRPs](#).

The grant opportunity guidelines will advise proposed grantees of election commitment projects:

- that funding can only be approved where the government is satisfied that the project would be an efficient, effective, economical and ethical use of relevant money
- of the factors that will be considered in making that determination (including as appropriate, the standards their project proposal will need to meet)
- of the obligations that proposed grantees will be expected to satisfy.

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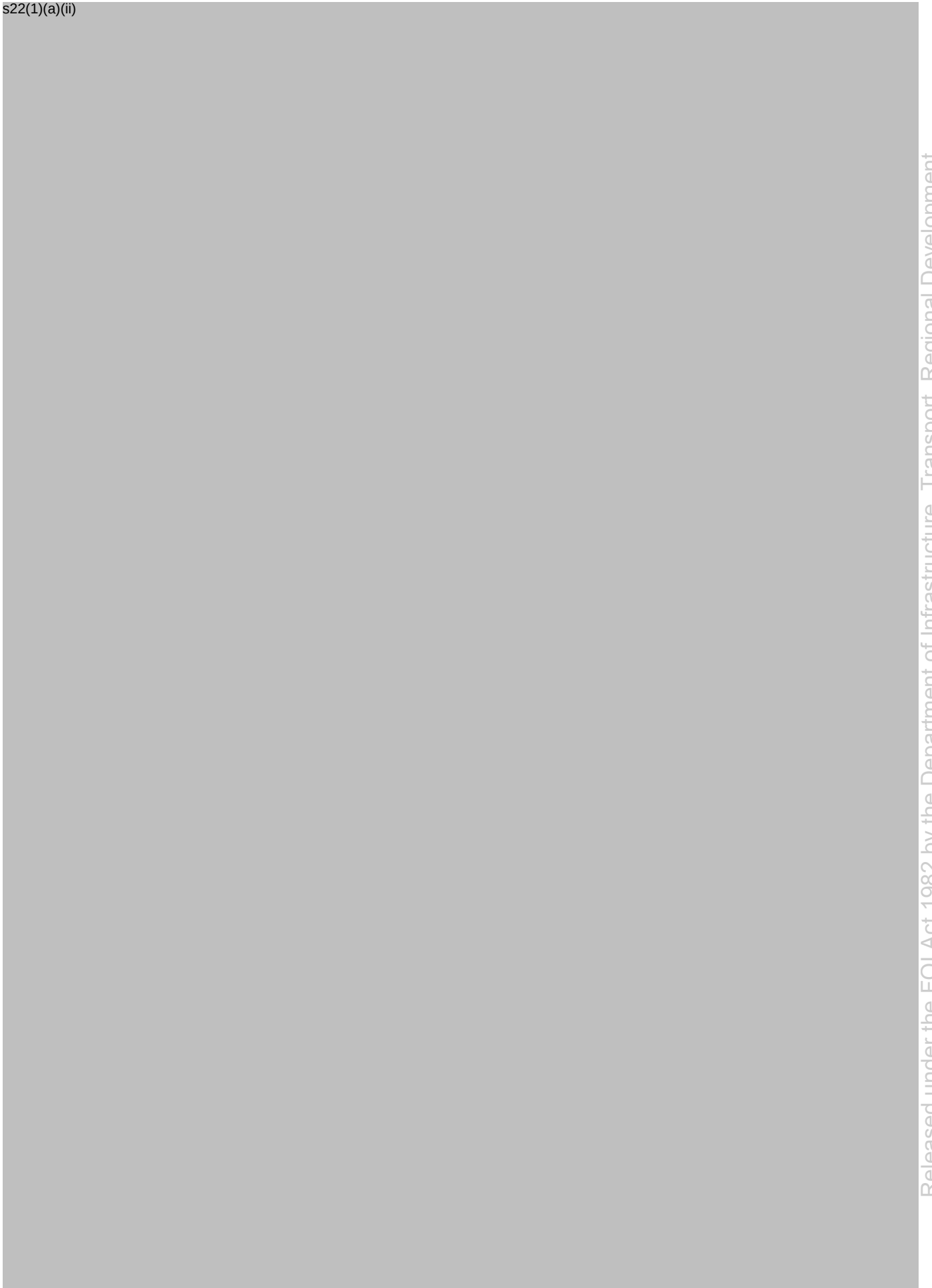
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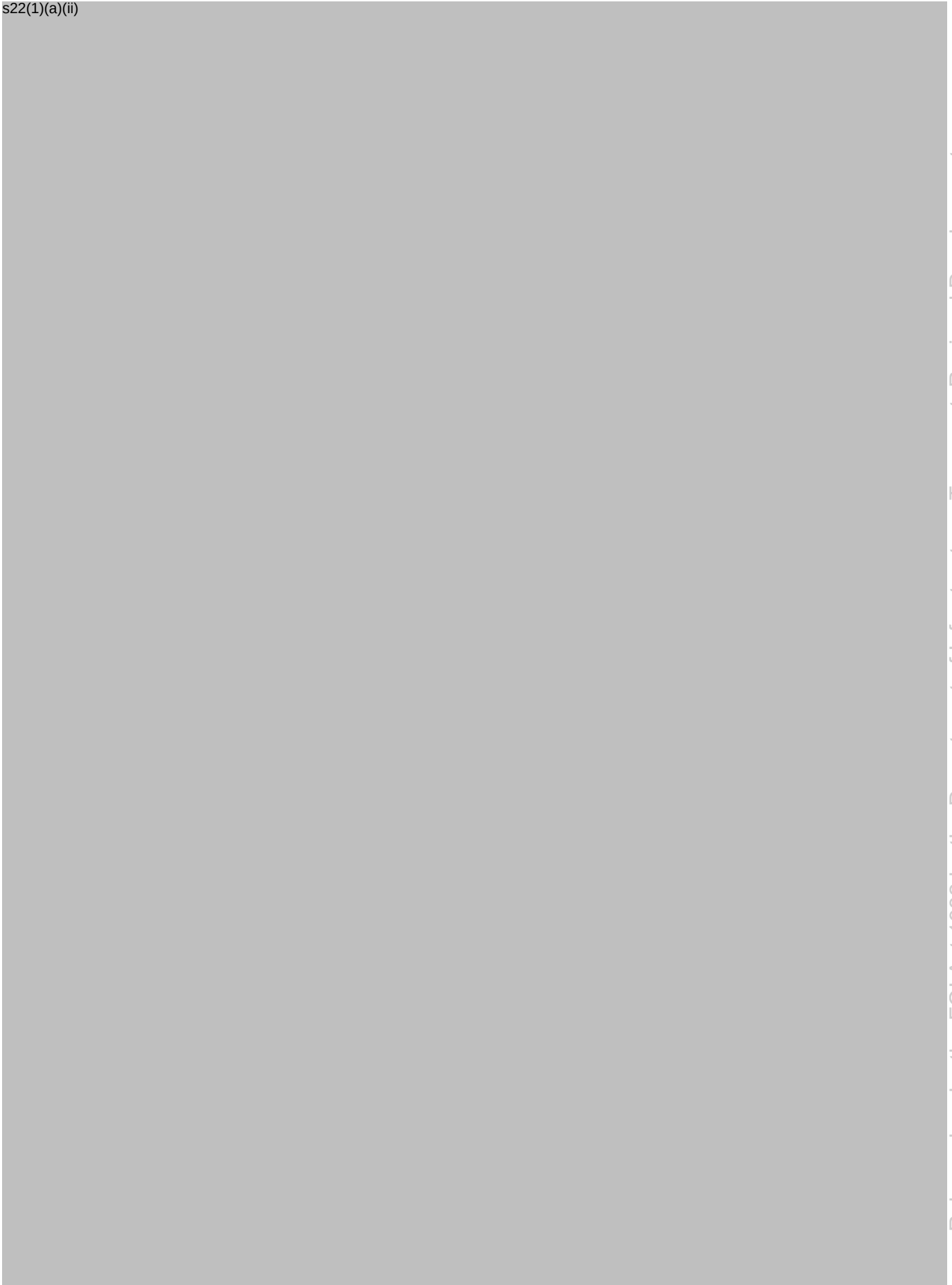
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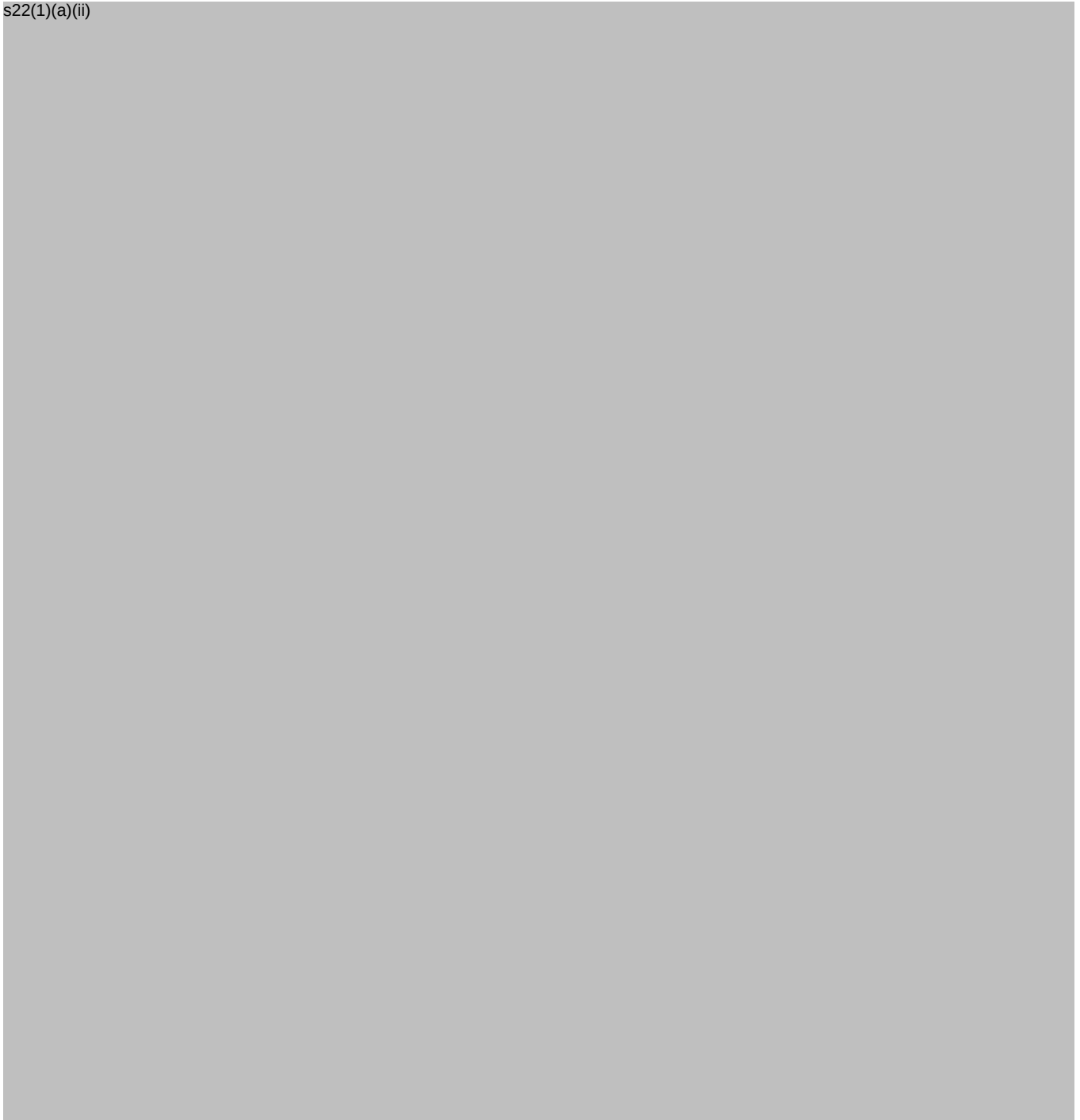
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ENTERPRISE GRANTS MANAGEMENT OFFICE

Implementation Plan

[Insert Grant Name]

[Insert Published Month and Year]

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Instructions for using this template

You should commence drafting this Plan during the Design phase of the Grant as per the [EGMO-Grants Administration Checklist](#).

This template has been designed to apply to all grant models. Guidance text has been provided so users are clear on what sort of information should be captured.

A separate [Support Tool](#) has also been developed to provide additional guidance to drafters.

Different text styles have been used in the template:

- Drafters notes are provided in yellow boxes and are intended to guide the type of information to be included in that section. Examples can be deleted or changed as required depending on the guidance note
- Square brackets [] provide guidance or prescriptive text in each sub-heading or paragraph
- Blue text indicates where information needs to be updated or inputted by the user
- The number of rows in tables can be adjusted according to the level of detailed required
- Additional tables, graphs or diagrams may be added where you think these will add value, either in the Implementation Plan itself or as an attachment.

Where to go for additional support

Reach out to EGMO via EGMO@infrastructure.gov.au for additional guidance or support tools.

Quality assurance check

Check the following changes to the Implementation Plan have been completed before you seek approval/endorsement:

- Using Records Workspace you publish the document as a Major Version once approved by the approver
- Delete this page once the Grant Implementation Plan is completed
- Remove Drafters Note (yellow) boxes
- Ensure all bracketed [\[bracketed information\]](#) fields are completed or been removed.

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1. Document Purpose

Drafters Note 1

Please update all blue text. Do not delete any information.

This document is the Implementation Plan for [insert grant name].

The Implementation Plan establishes:

- What the grant is to deliver and the outcomes to be achieved
- How the grant will be governed and managed
- When the grant will deliver key deliverables and complete critical milestones.

1.1. Introduction

Drafters Note 2

This section asks Grant Managers (those responsible with managing day-to-day functions of the grant to ensure it achieves objectives and outcomes) to hyperlink their grant's Administration Register. If you are yet to develop one, please refer to the EGMO template [Grant Administration Register](#) and hyperlink the location of your grant's register to this document once uploaded.

Once approved, this Implementation Plan will be the baseline for managing and controlling the grant. The Grant Manager will ensure this document is maintained with correct version control, and is regularly reviewed (at a minimum quarterly) to ensure it is accurate and records any changes to the scope and objectives/outcomes of the grant.

The Grant Manager will also ensure that the Grant Administration Register [\[hyperlink to the grant's Administration Register\]](#), which contains key registers such as the Decisions Register and Lessons Learned Register, is actively maintained over the grant lifecycle.

2. Grant Overview

Drafters Note 3

Please complete all blue [bracketed] information. Do not delete any information. Please add additional Key Deliverables and dot points as required.

Depending on the grant's size and complexity, consider if you need to list any connections to other grants or policies in or outside the Department.

Note: Outcomes and objectives for grants are usually found in the New Policy Proposal, Policy Authority, program logic or Media Release.

2.1. Background

[Outline in a paragraph what the overall aim and purpose of the grant program is. What is it going to deliver? How will it support the community etc. This will come from the original NPP and will need to be included in Grant Opportunity Guidelines].

2.2. Summary

[Provide a paragraph summary of the grant outlining:

- What the government's commitment is
- What is the value of the grant/what budget has been allocated
- What type of grant program is it (refer to the EGMO grant models e.g. closed, non-competitive)
- How will applicants apply/or be invited and how will they be assessed
- How long will the grant run for
- Who are the key stakeholders involved/impacted by the grant
- How will the grant be administered, and if internal, is it by deferral or exemption from the Hub?].

2.3. Outcomes, Objectives and Outputs

The [name of program] grant program is a program component of Outcome [insert number]. Outcome [insert number] [insert description of the outcome from the Portfolio Budget Statement (PBS)].

Outcomes: [List outcomes] – measure the result of the grant program

-

Objective: [List objectives – objectives are what the grant program is aiming to achieve]

-

Output 1: [List output (outputs are what the grant program team will do to ensure the successful delivery of the grant program, for example One Grant Round opportunity with an EOI and then full application process)]

-

Output 2: [List output]

-

Output 3: [List output and add as required]

-

Performance target: [include performance target from the corporate plan or PBS]

Year	Performance measures	Planned Performance Results
Budget year [2024-25]		

2.4. Grant Scope

Drafters Note 4

List all activities and deliverables that are in and out of scope for the Department's role in managing the grant. Ensure to consider the role the Grants Hubs have in the management of your grant and what may be in or out of scope for the Department as a result.

Note: Refer to the [EGMO Grant Implementation Plan Support Tool](#) for further advice.

The following activities and deliverables are in scope for the Department's role in the grant:

- [\[List all activities and deliverables that are in scope for the Department's role in managing the grant.\]](#)

The following activities and deliverables are not in scope for the Department's role in the grant:

- [\[List all activities and deliverables that are NOT in scope for the Department's role in managing the grant.\]](#)

2.5. Connections to other Programs/Policies

Other programs or policies which have a connection to the [\[grant name\]](#) are:

- [\[Insert other grant name and a quick statement on what the connection is\]](#)
- Closing the Gap outcomes.

2.6. Assumptions, Constraints and Dependencies

Drafters Note 5

List out in dot-points all the assumptions, constraints and dependencies underpinning the grant.

Note: It may be useful to separate assumptions based on the "Approach", "Partners", and "Local Community Views"

The **assumptions** which underpin this Implementation Plan are:

- [\[insert text\]](#)

Constraints which are anticipated to impact delivery of this grant are:

- [\[insert text\]](#)

Dependencies which influence the implementation of this grant are:

- [\[insert text\]](#)

3. Grant Implementation

Drafters Note 6

Update all [blue \[bracketed\]](#) information and table contents. Do not delete any information.

Section 3.2 Timeline Summary

Provide a detailed breakdown of the individual activities required per lifecycle phase (in separate tables) including responsible owners and due dates. High level milestones and tasks are already pre-populated, requiring only a due date and responsible owner to be updated. Any additional tasks should be manually added to the tables.

Note: At the time of preparing this Implementation Plan, part of the Design Phase will have already been completed or in progress. Information can be inserted retrospectively with comments reflecting the stages 'in progress' or 'completed' as required.

3.1. Grant Implementation Approach

Management of the grant throughout the whole of government grant lifecycle will enable timely identification and mitigation of emerging issues or risks while demonstrating the grant is working towards its long-term outcomes.

The [\[insert grant name/acronym\]](#) will be delivered in the following phases:



3.2. Timeline Summary

The following tables detail the key deliverables, milestones, and decision points throughout the whole lifecycle of the grant.

[\[Remove if grant is not going to have a Gantt chart developed\]](#)

Further detail is available in the Gantt chart at [Attachment \[X\]](#).

Design

[\[Some activities in the Design phase will either be completed or in progress. Tasks listed below can be inserted retrospectively. The items pre-populated in the table are not an exhaustive list and you will need to add additional tasks. Ensure tasks are listed in chronological order\]](#)

Objective: [\[brief statement outlining the purpose of the Design phase\]](#)

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Grant Implementation

Milestone ID	Milestone	Due Date	Responsible	Comments
1.0	Constitutional and legislative risk assessment completed			
1.1	Quotes received from one or both Hubs			
1.2	Cabinet agreement to NPP			
1.3	Policy Authority obtained			
1.4	Legislative Authority obtained			
1.5	Grant administration arrangements finalised			
1.6	Appropriate skills and/or training of officials documented			
1.7	Grant announced to internal stakeholders			
1.8	Completed the self-risk assessment			
1.9	Grant Opportunity Guidelines approved			
1.10	Reporting and governance artefacts established			
1.11	Probity activities including declaration of conflicts of interest completed			
1.12	Grant opportunity published			

Select

[The items pre-populated in the table are not an exhaustive list and you will need to add additional tasks. Ensure tasks are listed in chronological order]

Objective: [brief statement outlining the purpose of the Select phase]

Milestone ID	Milestone	Due Date	Responsible	Comments
2.0	Assessment panel established and probity activities (including conflict of interest declarations) recorded			
2.1	Appropriate skills and/or training of officials documented			
2.2	Eligibility assessment completed			
2.3	Merit assessment completed			

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Milestone ID	Milestone	Due Date	Responsible	Comments
2.4	Recommendations provided to the Decision Maker for approval			
2.5	Decision Maker approves all grantees			
2.6	Successful and unsuccessful grantees are notified			

Establish

[The items pre-populated in the table are not an exhaustive list and you will need to add additional tasks. Ensure tasks are listed in chronological order]

Objective: [brief statement outlining the purpose of the Establish phase]

Milestone ID	Milestone	Due Date	Responsible	Comments
3.0	Funding agreements drafted			
3.1	Funding agreements negotiated with all grantees			
3.2	Funding agreements executed			
3.3	Successful grantees published on GrantConnect			
3.4	Appropriate skills and/or training of officials documented			

Manage

[Ensure tasks are listed in chronological order]

Objective: [brief statement outlining the purpose of the Manage phase]

Milestone ID	Milestone	Due Date	Responsible	Comments
4.0	Risks and issues managed and regularly reviewed			
4.1	Decisions and lessons learned documented in			

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Grant Implementation

Milestone ID	Milestone	Due Date	Responsible	Comments
	Grants Administration Register			
4.2	Appropriate skills and/or training of officials documented			
4.3	Grantee variations managed			
4.4	Grantee milestone reports received and recorded			
4.5	Grantee payments submitted and funds acquitted			
4.6	Grant terminations managed			
4.7	Regular discussions held with the Hub			
4.8	Data collected as per the grant's approved Monitoring and Evaluation plan			

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Evaluate

[The items pre-populated in the table are not an exhaustive list and you will need to add additional tasks. Ensure tasks are listed in chronological order]

Objective: [brief statement outlining the purpose of the Evaluate phase]

Task ID	Task	Due Date	Responsible	Comments
5.0	External evaluator engaged if applicable			
5.1	Appropriate skills and/or training of officials documented			
5.2	Project closure reports received from grantees			
5.3	Grant evaluation completed and final evaluation report received			
5.4	Grant Closure Report drafted and approved			
5.5	Grant Closure Report received from the Hub			
5.6	Lessons learned sent to EGMO			

3.3. Decisions Register

All decisions made over the life of the grant are recorded in the Grant Decision Register [insert link to Decisions Register within the Grant Administration Register]. [You may choose to include a list of key decisions in a table below in addition to including the link to the Decisions Register].

It is the responsibility of the Grant Manager to ensure the Decisions Register is updated at least monthly to keep the register up to date.

4. Grant Control and Governance Framework

Drafters Note 7

Update all [blue \[bracketed\]](#) information and table contents. Do not delete any information.

Section 4.3 – Monitoring and Evaluation

A program logic diagram as well as the link to the grant's Monitoring and Evaluation Plan/Strategy are required here.

Section 4.6 – Grant Risks and Issues

The grant's risk management strategy as well as the Risk Register should be linked in this section of the Implementation Plan.

Please include attachments where indicated as required. For further information on Probity and Risk, reach out to EGMO via EGMO@infrastructure.gov.au

4.1. Governance Structure

[Provide a description of the relevant governance structures in place for the grant. For example, is there an internal Divisional governance board that will provide oversight of the grant, and if so, are there any terms of reference that can be referred to and linked in this section?]

4.2. Information Management

The grant's information will be stored, maintained, and managed across [\[insert number\]](#) digital platforms.

[\[Remove/add platforms relevant to the grant\]](#)

Platform	Details	Description of Use
Outlook	[enter email address]	
Excel Database	[insert excel file hyperlink]	
Parliamentary Document Management System (PDMS)	Official parliamentary document management system	Used for delivering ministerial submissions and correspondence, and other documentation for decision or noting.
CabNET	[insert CabNET reference]	Used for developing New Policy Proposals and recording all decisions of the Expenditure Review Committee. Information here can only be accessed on a Need to Know basis.

Platform	Details	Description of Use
Records Workspace	[insert Records Workspace folder link]	As per the Department's Record Keeping Policy , the Department uses a SharePoint front-end called Records Workspace to create, capture, store and manage grant documentation to ensure and maintain recordkeeping practices that meet business needs, accountability requirements and stakeholder expectations.

4.3. Monitoring and Evaluation

Monitoring both outcomes and outputs of the grant throughout the whole of grant lifecycle will enable timely identification and mitigation of emerging issues or risks while demonstrating the grant is working towards its long-term outcomes. Robust grant monitoring provides a level of grant program assurance.

[Insert details of how and when you will regularly monitor progress against key tasks and milestones – Section 3 – and how and when this Implementation Plan and other governance documentation will be reviewed and by who].

[insert details on how and when you will evaluate the grant program, and what data is required to undertake these evaluation activities].

The [insert grant name] Monitoring and Evaluation Plan is provided at [Attachment X](#).

4.4. Reporting

The following reports will be regularly prepared for the grant program as part of ongoing governance and accountability:

- [insert internal section, Divisional, or Group reporting requirements. Ensure to specify how often these reports will be prepared and who they will be presented to]
- Where and if required, additional reporting such as ad hoc requests will be provided to support the above
- Grant Risks and Issues – [how will you report on grant risks and issues, who will they be reported to and how often?]
- Ministerial Reporting – [Monthly or Quarterly] updates will be provided to the Minister on the status of the grant
- Grantee reports – [detail of what reporting requirements are on the grantees and what you will do with this information]
- Grant Hub reports – [if applicable detail of any hub reporting arrangements, including milestone reports, KPI reports and grant closure reports]
- [Insert other reporting requirements]

- Evaluation Report - [who is responsible for conducting and preparing the evaluation report and when?]
- Grant Closure Report – [who will prepare the closure report and who will it be presented to in order to formally close the grant?].

4.5. Probity and Conflict of Interest

Drafters Note 8

If a Probity Plan has not been developed for this grant, you must indicate below how probity will be managed throughout the lifecycle of the grant and where probity requirements will be/are documented.

The Department has a strong focus on integrity and probity to ensure Departmental staff observe the highest standard of documenting evidence and imbedding ethical behavior in all our processes.

All staff who are engaged in the [insert grant name] will ensure the following principles of probity are followed:

- Fairness and impartiality
- Consistency and transparency of process
- Use of an appropriately competitive process
- Appropriate security and confidentiality arrangements
- Identification and management of actual and perceived conflicts of interests and
- Compliance with legislative obligation and Government policies.

[Update wording as required based on if the grant has its own Probity Plan or if probity requirements will be recorded in alternative documentation]

A Probity Plan has been created to address probity requirements for this grant. The Probity Plan is available [here \[insert link\]](#).

Grant team members understand they are required to submit or update a Conflicts of Interest (Col) declaration for all instances which may arise during their work on the program. The [insert responsible role that will ensure conflicts of interest are declared] will ensure conflicts of interest declarations are made by each team member in accordance with the grant's Probity Plan [or alternative documentation as noted above].

[remove if not required] Due to the complexity and sensitivities of the [insert grant name], an Internal/External Probity Advisor [has been engaged /will be engaged] to [insert an explanation of exactly what kind of probity advice you require and why. Please identify concerns, considerations or sensitivities].

The Grant Manager and all their staff have or will immediately upon engagement:

- complete all mandatory Departmental fraud awareness training
- declare conflicts of interest which may arise during their work on the grant and register the form through the Department's centralised reporting process for non-SES staff
- read and understand their obligations under the [Department's Accountable Authority Instruction – Probity](#)

4.6. Grant Risks and Issues

Managing and engaging with risk is an integral part of the Department's culture, embedded in our policies, processes and systems to ensure we make effective decisions in a complex and, at times uncertain environment.

The Department defines risk management as the 'coordinated activities to direct and control an organisation with regard to risk'. Effective risk management enables the Department to achieve its purposes and objectives.

Risks will be managed following the Department's risk management process. Throughout the lifecycle of this program the grant team will:

- Communicate and consult with stakeholders – both internal and external
- Apply the Department's risk appetite and tolerance for risk categories
- Continuously identify, analyse and evaluate risks
- Determine whether to accept the risk or further treat the risk
- Implement a treatment plan where necessary
- Monitor the operating environment to capture emerging risks and review identified risks
- Record risks identified and emerging in a specific program risk register
- Report risk performance through the grant owner and escalate concerns where appropriate
- Ensure the risk register is endorsed and regularly reviewed.

Recording, monitoring and managing of risks and issues is via the grant's Risk and Issues Register [\[insert link\]](#). Risks and issues will be reviewed and updated on a quarterly basis and in accordance with the [Departments Risk Management Policy Framework](#).

5. Budget and Resourcing

Drafters Note 9

Update all blue [bracketed] information and table contents. Do not delete any information

Section 5.1 Budget

Provide a detailed breakdown of the budget including administered and departmental funding.

Section 5.2 Financial Management

Provide an explanation of the delegation arrangements you have in place for your grant and if applicable, the financial management plan.

Note: The table in Section 5.3 can be grouped by APS/EL staff according to role and responsibility if multiple staff undertake the same activities.

5.1. Budget

The total grant budget is [\$xx million] administered funding and [\$xx million] departmental funding (GST exclusive). [\[Please insert specific appropriations or funding arrangements here if any\]](#)

The total budget appropriations are as follows:

Budget					
Financial Year	2022-23	2023-24	2024-25	2025-26	2026-27
Administered Budget					
Departmental Budget					

The total budget expenditure breakdown is as follows:

Budget	Funded Task	Cost (GST Inclusive)	Expected Date of Expenditure
Administered	[Insert details]	\$xx,xxx	E.g.: 70% by [day/month/year] 30% by [day/month/year]
Departmental	e.g. ASL, travel, evaluation, overheads etc.		
Departmental	Hub administration		

Administered ASL Profile					
Financial Year	2023-24	2024-25	2025-26	2026-27	2027-28
ASL Profile					
ASL Actual					

More detailed information surrounding the monthly budget profile is available in the SAP system.

5.2. Financial Management

Delegations

[Insert delegation arrangements i.e.: who has the power to spend - Minister, Business Owner (FAS), Grant Owner (AS), or Grants Hub.]

[Identify and link to in Records Workspace any Instrument of Authorisation or I-Delegate. E.g. On xx date, the Secretary signed the program delegation instrument which provides the power to xx to receive and approve applications, and make payments to grantees etc. The Delegation instrument is registered with the Department's Governance and Reporting Section etc.]

Financial management

The commitment of grant funds will be managed in accordance with the Public Governance and Performance Accountability (PGPA) Act 2013 and other relevant legislative and regulatory requirements.

[For Grants administered by the Grants Hub – delete if not required]

[Insert a description of the role and services the Grants Hub will provide on behalf of the Department and how expenditure will be tracked and reported, Variance reports, MoF's, timeframes, and who is responsible]

[For Grants administered internally – delete if not required]

[Insert a description of the how the Department will administer the grant and how expenditure will be tracked and reported, Variance reports, MoF's, timeframes, and who is responsible]

5.3. Resourcing and Team Structure

The resourcing for the [insert grant name] will be managed [describe your current staffing situation and your future resourcing requirements, constraints or issues here, e.g.: within current FTE staff / with xx additional APS 1-6 EL1 staff / with the use of xx consultants, specialist skills needed. Describe how you will fill these roles, what level, internal / external / labor hire activities you will be undertaking and timeframes].

[Consider your response to Section 4.5 on procurement activities]

The grant team roles and responsibilities are identified below:

Title	Role	Name	Responsibility
EL 1 – Assistant Director	[Insert role]	[Insert name]	[Insert responsibilities]
EL 1 – Assistant Director	[Insert role]	[Insert name]	[Insert responsibilities]
APS 6 – Team Member	[Insert role]	[Insert name]	[Insert responsibilities]
APS 5 – Team Member	[Insert role]	[Insert name]	[Insert responsibilities]
APS 4 – Team Member	[Insert role]	[Insert name]	[Insert responsibilities]
APS 3 – Team Member	[Insert role]	[Insert name]	[Insert responsibilities]
Contractor <insert staffing level>	[Insert role]	[Insert name]	[Insert responsibilities]

Title	Role	Name	Responsibility
Consultant <insert staffing level>	[Insert role]	[Insert name]	[Insert responsibilities]
<Insert ASL>	[Insert role]	[Insert name]	[Insert responsibilities]
<Insert ASL>	[Insert role]	[Insert name]	[Insert responsibilities]

[remove if not applicable] Additional resources required for this grant will include [e.g. consultants, facilitators, legal services] during the [insert whole of government grant lifecycle phases that additional resources will be required e.g. Design, Select, Establish, Manage, Evaluate] phases of the grant lifecycle.

Any key changes made to resourcing throughout the life of the grant will be reflected in the Decisions Register and updated in this Implementation Plan.

6. Stakeholder Engagement and Communication

Drafters Note 10

Section 6.1 Stakeholder Engagement

This section of the Implementation Plan allows users to either link to the grant's [Stakeholder Engagement Plan](#) or, at a minimum, describe the broad approach/strategy that will be utilised for the grant.

Note: You may develop a separate Stakeholder and engagement strategy either within the [Grant Administration Register](#) or as a separate more detailed plan for those more highly complex grant programs.

Section 6.2 Communication Plan

This section of the Implementation Plan allows users to either link to the grant's separate [Communication Management Plan](#) or, at a minimum, describe the broad approach/strategy that will be utilised for the grant.

Note: You may develop a separate Communication Management Plan either within the [Grant Administration Register](#) or as a separate more detailed plan for those more highly complex grant programs.

Note: Further guidance on what should be considered in these plans can be found in the [EGMO Implementation Plan Support Tool](#).

6.1. Stakeholder Engagement

The stakeholder engagement plan (Attachment X) sets out the broad approach to engagement with stakeholders for the [insert grant name].

6.2. Communication

The communication plan (**Attachment X**) sets out key communication activities for the [\[insert grant name\]](#).

7. Grant Closure

Following the completion of the [\[insert grant name\]](#), key closure milestones outlined in Section 3.2 will be completed to trigger the formal closure of the grant.

Where the grant program has multiple rounds, Closure reports will be completed for each grant round. A link to each rounds closure report will be included in this Implementation Plan as they are progressed.

8. Lessons Learned

Lessons learned throughout the course of the grant will be logged in the Lessons Learned Register [\[insert hyperlink to the Lessons Learned Register located within the Grant Administration Register\]](#).

Further recommendations and opportunities discovered through the evaluation process will also be documented and provided in the Evaluation Report.

9. Attachments

Drafters Note 11

Example attachments could include:

- Grant Gantt Chart
- Grant Administration Register (containing Lessons Learned Register, Risk Register and Decisions Register)
- Monitoring and Evaluation Plan
- Probity Plan
- Grant Team Structure
- Communications Plan / Strategy
- Stakeholder Engagement Plan / Strategy
- Standard Operating Procedure
- Grant Round Closure Report.

Attachment A:

Attachment B:

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Attachments

Attachment C:

Attachment D:

Attachment E:

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Document Control and Endorsement

Document Control and Endorsement

Review period

The Enterprise Grants Management Office (EGMO) will undertake an annual review of this template.

A grant's Implementation Planning is a living document, and therefore should be periodically reviewed by Grant Program Teams throughout the life of the grant to ensure it remains up to date and accurate.

[Grant Program Teams should include their own document control and endorsement tables as below for their Implementation Plan either at the beginning or end of their document].

Version Control

Date	Version	Author	Revision
2/8/2023	0.1	s22(1)(a)(ii)	Created Template
16/11/2023	0.8	s22(1)(a)(ii)	Updated based on EL1 feedback and moved into accessible template.
1/12/2023	0.16	s22(1)(a)(ii)	Updated document based on EL1 and EL2 feedback
25/9/2024	2.4	s22(1)(a)(ii)	Updated to align with the CGRP's

Approval

Approving Authority for this document is the Director of the Enterprise Grants Management Office.

Date	Version	Name	Position
11/12/2023	1.0	s22(1)(a)(ii)	s22(1)(a)(ii)
11/12/2023	2.0	s22(1)(a)(ii)	s22(1)(a)(ii)
25/9/2024	3.0	s22(1)(a)(ii)	s22(1)(a)(ii)

Document location

Intranet	
Record keeping system	s22(1)(a)(ii)

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Department of Infrastructure, Transport,
Regional Development, Communications, Sport and the ArtsCHIEF OPERATING OFFICER GROUP / FINANCE, BUDGET, STRATEGY AND RESEARCH DIVISION / FINANCIAL
MANAGEMENT BRANCH / FINANCIAL ASSURANCE SECTION

Accountable Authority Instructions

July 2026

Document Control

Refer to the following table for the approver and latest version of this document.

Version	Release date	Approver	Approval reference	Reason for update
s22(1)(a)(ii)				

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2.4 Grants

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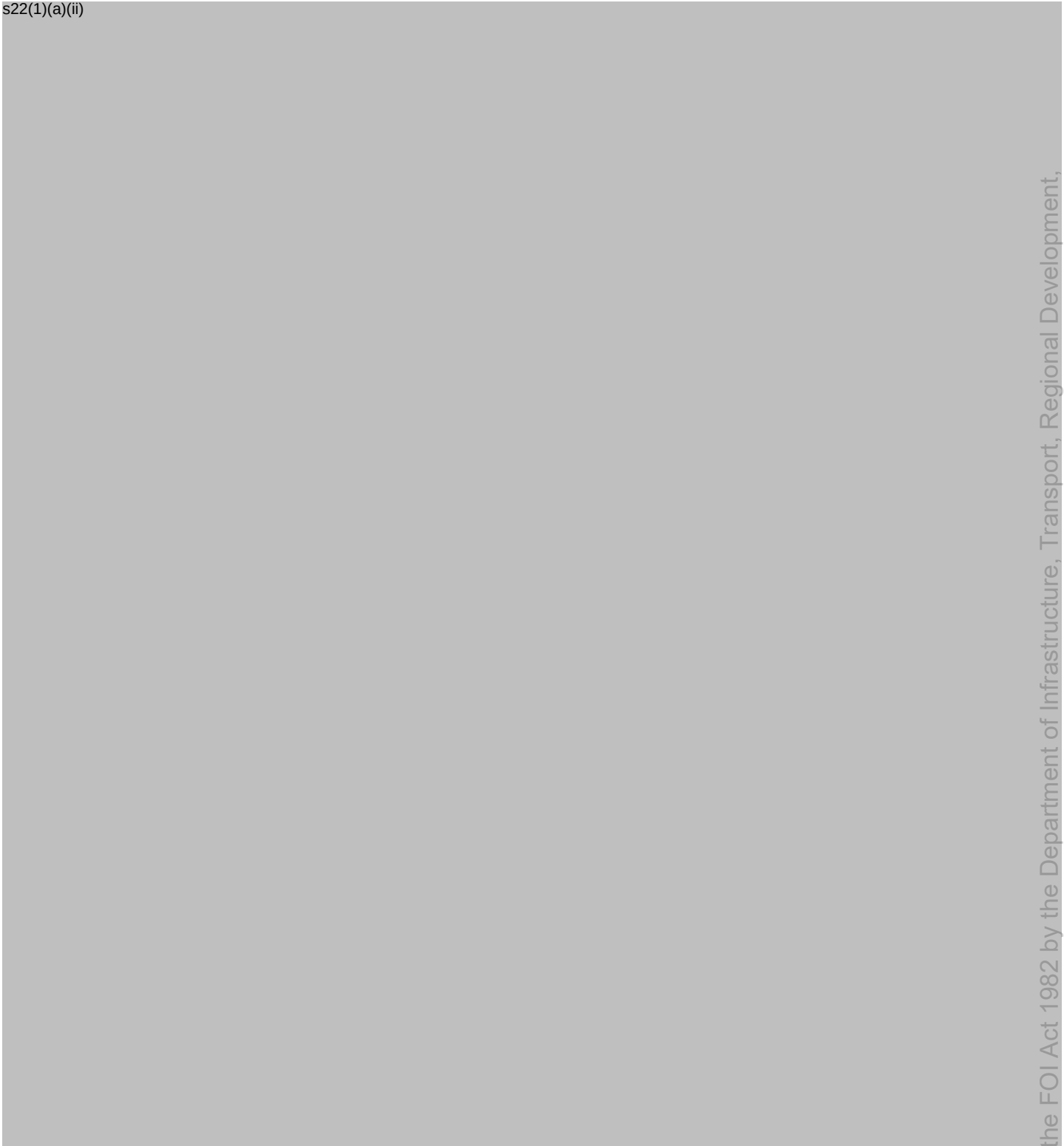
s22(1)(a)(ii)

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s22(1)(a)(ii)



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Introduction

I, Jim Betts, Secretary of the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (the department), issue these accountable authority instructions (AAIs) under section 20A of the [Public Governance, Performance and Accountability Act 2013](#) (PGPA Act) to officials on matters relating to the use of public resources in the delivery of policies, programs and services. These instructions apply to all officials in the department, which include:

- all persons employed under the [Public Service Act 1999](#) by the department
- any persons whose services are made available to the department in connection with the performance of any of the department's functions (e.g. Australian Public Service (APS) employees of other APS agencies seconded to the department)
- officials of other entities that use or manage public resources for which the Secretary of the department is responsible
- contractors and consultants engaged to provide services that require them to exercise powers or functions under the PGPA Act or a rule made under it.

To assist officials in understanding their duties and responsibilities, the instructions contain links to relevant legislative requirements, guidance material, delegations and other instructions.

These AAIs should be carried out in accordance with the department's policies and procedural documents available on the Intranet. If the name of an office, position, team, branch, division or group in the department changes and that organisational unit continues performing the same functions and duties under the new name, then the instructions to that organisational unit under these AAIs continue unaffected.

All officials must comply with directions contained within these AAIs, which come into effect on the release date on page 1.

All previous AAIs are revoked.

These AAIs must be reviewed every two years, or more frequently if there are significant changes to the structure of the department or amendments to existing, or implementation of new, Australian government policies that relate to matters in the AAIs.

Duties and responsibilities of officials

Sections 25 to 29 of the PGPA Act impose the following duties on all officials:

- A duty of care and diligence – you must act with a standard of care that would be exercised by a responsible person if they were in your position. The key consideration in determining whether you have exercised care and diligence will be whether you have taken reasonable steps, in the circumstances, to assess the potential consequences of your actions.
- A duty to act honestly, in good faith and for a proper purpose – you must act in a sincere and honest way when performing the tasks you are undertaking.
- A duty in relation to use of position – you must not use, or attempt to use, your position improperly to gain a benefit or advantage (either financial or non-financial) for yourself or any other person, or cause detriment to the department, the Commonwealth or any other person.
- A duty in relation to use of information – you must not use, or attempt to use information accessed, gained or made available by virtue of your position within the department to gain advantage (either financial or non-financial) for yourself or any other person, or cause detriment to the department, the Commonwealth or any other person.
- A duty to disclose interests – if you have a material personal interest that relates to the affairs of the department, you must disclose the interest, in writing (see [Disclosure of interests](#)).

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To meet these duties, officials are expected to exhibit a minimum standard of behaviour in exercising their powers or performing their functions. An official must comply with the finance law, which includes the PGPA Act, the [Public Governance, Performance and Accountability Rule 2014](#) (PGPA Rule), any other instruments made under the PGPA Act (including these instructions), and an Appropriation Act.

For more information on these duties, see [Resource Management Guide No. 203: General duties of officials](#) on the Department of Finance website.

Prescribed officials

Contractors and consultants are prescribed as officials in accordance with section 13 of the PGPA Act and section 9 of the PGPA Rule where they are:

- an independent contractor, consultant or an employee of an independent contractor or consultant
- engaged to provide services and are required to exercise a power, perform a function or discharge a duty conferred by the PGPA Act or a Rule made under it or the *Financial Framework (Supplementary Powers) Act 1997*
- capable of being identified by name by the Secretary for the purposes of the PGPA Rule (item 1A of the table in subsection 9(1) of the PGPA Rule), in relation to the exercise of the power, the performance of the function or the discharge of the duty
- engaged under an arrangement that:
 - states the individual will be an official of the department
 - specifies the powers that they will be required to exercise
 - meets all relevant criteria set out in [Resource Management Guide No. 212: Prescribing officials for non-corporate Commonwealth entities](#).

The Secretary may issue financial delegations to contractors or consultants who have been prescribed as officials, where appropriate.

2.4 Grants

For the purposes of the Commonwealth Grants Rules and Principles 2024 (CGRPs), a 'grant' is an arrangement for the provision of financial assistance by the Commonwealth or on behalf of the Commonwealth:

- a. under which relevant money or other Consolidated Revenue Fund money is to be paid to a grantee other than the Commonwealth, and
- b. which is intended to help address one or more of the Australian Government's policy outcomes while assisting the grantee achieve its objectives.

The CGRPs apply to all forms and types of grants. Grants may take a variety of forms, including payments made:

- a. as a result of competitive or non-competitive selection processes
- b. where particular eligibility criteria are satisfied, or
- c. on a one-off ad hoc basis. Grants provided on a one-off ad hoc basis include a circumstance where all of the following apply:
 - i. there is an urgent need for payment to a person or body to address an unexpected or unforeseen need, and
 - ii. there is not an opportunity to establish a competitive or other non-competitive process to consider potential applicants, and
 - iii. the grant is to be made available only to one, or a very small number of, persons or bodies, and
 - iv. the grant is not expected to be repeated or made on an ongoing basis.

Types of grants may include, but are not limited to grants that: provide for research; provide for the delivery of services; help fund infrastructure; or help build capacity.

However, there are various types of arrangements that may provide financial assistance but are not grants for the purposes of the AAI. The CGRPs provide a list of these arrangements.

Instructions – officials involved with grants administration

You must establish and document whether a proposed activity is a grant before applying the CGRPs.

You must comply with relevant legislation and government policies, including to:

- act in accordance with the CGRPs
- have regard to all of the key principles set out in the CGRPs which apply to grants administration
- disclose information that the government requires to be notified
- disclose any current or prospective personal interest that might create a conflict of interest (see [Disclosure of interests](#))
- not use clauses in grant agreements that seek to limit, prevent or ban a not-for-profit organisation from advocating on policy issues.

You must use competitive, merit-based selection processes to allocate grants, unless specifically agreed otherwise by a minister, accountable authority or delegate. Where it is proposed to use a method other than a competitive, merit-based selection process, the rationale for using a different approach should be documented and included in the grant opportunity guidelines.

You must use a Grants Administration Hub to manage grant arrangements, unless an exemption or deferral has been provided by the relevant decision maker (as per the whole-of-government grant administration arrangements).

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Instructions – officials involved in developing grant opportunity guidelines

Officials are encouraged to develop forecast grant opportunities. These can support early consultation with stakeholders and provide potential grant applicants with an opportunity to plan projects and applications. Where forecast opportunities are developed, these must be published on GrantConnect.

You must ensure that grant opportunity guidelines are:

- developed for all new granting activities, and revised whenever significant changes are made to the granting activity
- consistent with the CGRPs
- made publicly available on GrantConnect (and another approved site if appropriate), except when there is a specific policy reason to not publicise the grant opportunity guidelines.

You must only release grant opportunity guidelines once the approval process for new or revised program guidelines has been completed.

This process includes conducting a risk assessment of the granting activities and associated grant opportunity guidelines. The risk assessment is completed in consultation with the Department of Finance and the Department of the Prime Minister and Cabinet, to obtain agreement on the risk level of the granting activity. The assessed level of risk will determine the process for gaining approval to publish the guidelines.

Instructions – officials involved in entering into grant agreements

Before entering into a grant agreement (or making a grant payment if there is no agreement), you must ensure that:

- you have legal as well as policy authority to enter into the grant
- the requirements for approval in these instructions have been met (see [Approving commitments of relevant money](#))
- ensure probity requirements are considered and addressed, including disclosure of interests (see [Disclosure of interests](#) and [Probity](#))
- where the grant agreement is managed through a Grants Administration Hub, there is an arrangement in place with the Hub to manage the grant.

Instructions – supporting the minister

You must ensure that the portfolio minister is advised of their responsibilities under the PGPA Act, the CGRPs and other relevant rules.

Where a minister approves the proposed expenditure of relevant money for a grant in accordance with section 71 of the PGPA Act, they must be satisfied, after making reasonable inquiries, that the grant would be a proper use of public resources.

You must ensure that the minister receives advice from the department on the proposed grant, as required under the CGRGs/CGRPs before the minister makes a decision.

Each time a minister who is a member of the House of Representatives approves a grant in respect of their own electorate, you must ensure that the minister writes to the Finance Minister advising of the details.

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This requirement does not apply where grants are awarded nationally, state or region-wide on the basis of a formula, and any of those grants fall in the minister's electorate. Business areas should include a letter to the Finance Minister at the same time as they submit their recommendations to the minister for approval.

You must also ensure that the minister, whether from the Senate or the House of Representatives, reports to the Finance Minister on all instances where they have approved any grants that the entity recommended be rejected, as well as any decisions not to approve recommended grants. Where this has occurred, the basis of the approval/rejection of each grant must be recorded. This report needs to be provided to the Finance Minister as soon as possible after the decisions have been made by the relevant minister. Such decisions will also need to be reported on GrantConnect. The Enterprise Grants Management Office will provide guidance on how to do this.

Instructions – officials involved in reporting on grants

You must:

- ensure information on individual grants is published in accordance with the timelines and guidance specified in the CGRPs and GrantConnect
- consider whether public reporting of a grant would be contrary to the *Privacy Act 1988*, other statutory requirements, or the specific terms of the grant agreement – you must publish as much information as legally possible and must document the reasons for not fully reporting
- consider whether publishing grant information could adversely affect the achievement of government policy outcomes – if it is likely to adversely affect outcomes, an exemption from public reporting can be sought from the Finance Minister
- retain information on individual grants in accordance with guidance specified in the CGRPs, for at least two financial years – if this is not practicable, you must retain appropriate records of the information and ensure that these records are available on request
- identify whether a grant agreement contains special confidentiality provisions (i.e. clauses added that are over and above the standard confidentiality clauses)
- ensure that the department complies with any other grant reporting requirements.

The department's Enterprise Grants Management Office provides an advisory service for grant programs. Officials should engage with the Enterprise Grants Management Office early in the:

- development of any New Policy Proposal which contemplates new grant funding
- design and establishment of a new grant program to ensure the most appropriate model is selected and to determine the level of advice and support required.

When grant opportunity guidelines are updated, the process must include conducting a risk assessment of the grant activities and associated guidelines. This process includes consultation with the Department of Finance and the Department of the Prime Minister and Cabinet, to obtain agreement on the risk level of the grant activity.

The assessed level of risk will determine the process for gaining approval to publish the grant opportunity guidelines. Business areas proposing updates to existing guidelines or minor changes to guidelines for future rounds should contact the Department of Finance to seek advice on the need to resubmit guidelines for review.

To support public accountability and transparency the CGRPs require all one-off ad hoc guidelines to be published.

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Additional information	
Legislative requirements	PGPA Act : s15, s21, s23, s52, s71, s103 PGPA Rule : s18, s29 FFSP Act : s32B FFSP Regulations : Schedules 1AA and 1AB Privacy Act 1988 Commonwealth Grants Rules and Principles 2024
Australian Government policies and guidance	Commonwealth Risk Management Policy Grants Toolkit Resource Management Guide No. 410: Commonwealth Grants Resource Management Guide No. 411: Grants, procurements and other financial arrangements Resource Management Guide No. 415: Commonwealth grants and procurement connected policies
Related AAI	Fraud and corruption control Disclosure of interests Probity Approving commitments of relevant money Entering into and administering arrangements
Internal delegations	Financial Delegations
Internal guidance and documents	Intranet: Enterprise Grants Management Office
Contacts	Procurement and Grants Section, Financial Management Branch EGMO@infrastructure.gov.au

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Financial Year	Matters referred
2021-22	1
2022-23	1
2023-24	2
2024-25	0
2025-26	0
Total	4

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