



2023 Protecting Our Places Application Guide

Protecting Our Places Grants Program
NSW Environmental Trust

Department of Planning and Environment



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How to use this guide

This guide is designed to provide step-by-step directions to help you complete and submit your application to the 2023 Protecting Our Places Grants Program.

Your application will consist of 2 components:

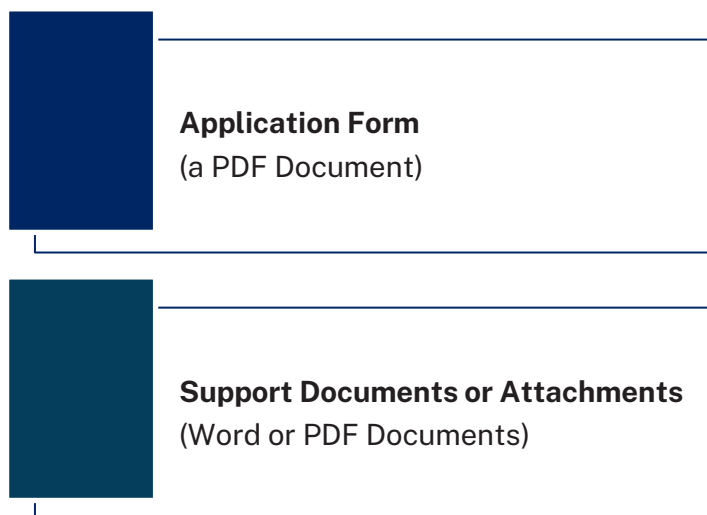


Figure 1 Components of Protecting Our Places grant application

The following resources will help you complete your application and are available on the Protecting Our Places Grants Program webpage:

- 2023 Application Form
- Sample Letter of Support and Tips (Protecting Our Places)
- Sample Letter of Endorsement and Tips (Protecting Our Places)

[Go to Protecting Our Places Grants Program webpage](#)

Supporting documents may be submitted either as Word or PDF documents.

Applications must not be larger than **50MB**.

Feedback

We appreciate feedback on the Trust’s application process. There are some questions at the end of application form for you to provide some feedback, but you can also contact the Trust directly if you wish.

Enquiries or questions

NSW Environmental Trust

Telephone: 02 8837 6093

Email: info@environmentaltrust.nsw.gov.au

How to apply

Step 1

Open the application form from the **Trust's website** (refer to *Section 1.5 – More information* for the link).

Download and save a copy of the form to your computer.

Complete the form using help from this **Application Guide**.

Step 2

Email your entire application to the Trust, including:

- completed application form
- two mandatory maps (Project Location Map, Project Works Map)
- letters of support (optional but preferred)
- letter of endorsement if your organisation is governed by a board or management/steering committee

Applications should be sent to apply@environmentaltrust.nsw.gov.au

Closing date: 5 pm, Friday 24 March 2023

Late, ineligible, or incomplete applications will not be accepted.

Important information for Step 2

- A maximum of 2 applications can be submitted per organisation, however, only one application may be funded.
- Applications must not be larger than **50MB**.
- Applications must be submitted via email.

Step 3

The Trust will acknowledge receipt of your emailed application within 3 working days.

Within 2 weeks of the closing date, you will receive a confirmation email with a unique reference number for your application (e.g., 2023/PP/0023). This reference number should be used in all correspondence with the Trust.

Note

If you have not received notification of receipt of your email within 3 working days, **it is your responsibility** to contact the Trust to ensure that your application has been received.

Information on the assessment and approval process can be found in the **Program Guidelines** (refer to *Section 1.5 – More information* for the link).

Application form

The application form is split into 5 parts as outlined below.

In addition to your application form, you will need to submit 2 maps – a Project Location Map and a Project Works Map. Additional attachments can be added but only if you think they enhance your bid for funding.

Application form

Part A About your organisation and people

Part B About your project

Part C Referees

Part D Application evaluation

Part E Submission checklist

Supporting documents (attachments)

These must include 2 site maps (Project Location Map and Project Works Map) and may also include: your organisation's letter of endorsement, letters of support, studies undertaken on the site, etc. and must be either a Word or a PDF document.

Important information

All applicants should use the step-by-step instructions provided in this guide when completing each section of the **Application Form** (refer to *Section 1.5 – More information* for the link).

Information on the criteria used by the Technical Review Committee when assessing applications can be found in the **Program Guidelines** (refer to *Section 1.5 – More information* for the link).

Part A: About your organisation and people

Applicant and organisation details

Question A1: Applicant details

Please provide all relevant information about your organisation.

Here, and in Question A2, you should double-check that your organisation meets the eligibility criteria (refer to the **Eligibility** section of the **Program Guidelines** (refer to *Section 1.5 – More information* for the link).

Question A2: What is the legal status of your organisation?

You may need to submit additional documentation, such as evidence of the organisation's objectives, purpose, or mission statement, to support your eligibility for the program as an attachment with your application. Depending on the status of your organisation, refer to the links included within this section of the Application for further information.

Eligibility assessments

When assessing your application, the Technical Review Committee will review your eligibility to ensure the program remains available only to not-for-profit Aboriginal lead organisations that have a genuine link with the local Aboriginal community and that the project provides direct benefits and outcomes to and involves and consults with the local Aboriginal community and stakeholders.

Question A3: Has this application been endorsed by your organisations governing body/board?

Written confirmation that your body/board is aware of the project and their endorsement is required. It is important for them to confirm their understanding and commitment to support the proposed activities.

If yes, please attach a letter indicating this support. If no, then explain when approval will be granted.

Note: failure to include a letter of endorsement without an adequate reason, may impact the assessment of your application.

Question A4: Who is the applicant's primary contact?

Who is the person that will be the main, and most appropriate, contact person for the application? This will be the person the Trust will notify of the outcome of your application and does not need to be the person completing the form.

Should you be successful in gaining funding, you can choose another person, if necessary, to be the contact for the project moving forward.

Question A5: Who has authorised the application?

This person must have the authority delegated by your organisation to approve this application. They will also become the secondary contact.

If your organisation is unincorporated, it is essential to have an external manager that is an incorporated not-for-profit organisation (or government entity) to be eligible to apply. Please include details of the external manager's primary contact here.

Projects supported by an external manager

If your organisation or group is not incorporated or cannot manage the financial aspects of the project for other reasons, you may nominate another organisation to auspice the grant funds on your behalf – an External Manager. The nominated External Manager must be an incorporated or registered organisation (e.g., LALC, NGO, local council).

The Trust expects the project to be led and implemented by the applicant (an Aboriginal group or organisation), not the external manager. Refer to *Section 1.5 – More information* for the link to the Role of the External Manager tips and information.

Note:

Funding Agreements are prepared in the external manager's name, who signs on behalf of the applicant. Payments are made to the external manager who is responsible for dispersing funds on the Grantee's behalf and for the preparation of financial reports.

The Trust recommends that an agreement be reached, in writing, between the Grantee and the external manager, such as an MOU (Memorandum of Understanding), to provide clear understanding of each group's roles and responsibilities throughout the project.

Question A6: Current status of your organisation?

This section helps the Technical Review Committee gain a sense of the age, size, and scale of your organisation. It is also important for the Trust to understand how your organisation makes decisions. The size of your organisation will not influence the Technical Review Committee's decision to grant funding, it simply helps them form a better understanding of who you are.

Question A7: Insurance

It is a condition of your grant that you have adequate insurance cover, including public liability insurance of \$10 million (minimum), workers' compensation and volunteer insurance. You are also required to ensure the policy remains active over the full duration of your project.

Question A8: Has your organisation previously received Environmental Trust funding?

This helps us understand the history of works carried out on site and any previous experience your organisation may have.

Question A9: Has your organisation received grant funding for this project site from a body other than the Trust?

Knowledge of the receipt of funding for this site from a body other than the Trust helps the Technical Review Committee understand how various grants might be integrated to maximise the environmental and cultural benefits of this Protecting Our Places funding at your site.

Part B: About your project

1.1 Tangible environmental outcome

Question B1: Project title

Provide a title for your project. Your title should be descriptive of your intended outcomes and where possible, include the Aboriginal location name. If your application is successful, this project name will be used on all grant documentation and for promotional purposes.

Question B2: Project summary – tell us what your project is about

Your project summary should provide a brief overview of what you want to do, and include some details on objectives, activities, and the proposed outcomes of your project. Ensure that the summary clearly describes the environmental outcome you hope to achieve. This project summary will be used to promote your project in reports and media.

Question B3: Project Location – where will the project take place?

Describe the geographical location of your project, including the name of the site (if it has one), the address, and a general description of the location.

Specify the project's relevant Local Aboriginal Land Council area, Local Land Service region, Local Government Area, and state electorate. This information is required for program reporting purposes. Links provided in the application form can assist to identify this information.

Provide the decimal degree coordinates for your project location. You can find these using a conventional map or visit **Google Maps** (refer to *Section 1.5 – More information* for the link). To find the decimal degree coordinates on **Google Maps** locate your site, **right click** on the map on the project location and in the menu that appears select **what's here**. The coordinates will appear in the search box. Copy these coordinates into the latitude and longitude spaces provided in the application form.

For example: Latitude -32.190189 Longitude 149.945062

Maps

Maps are the only mandatory attachments that you need to provide. Your **Project Location Map** must show the project boundaries within a regional context. It should include major regional landmarks, such as rivers, major roads, towns or cities, and national parks, as well as standard inclusions like a scale, north point, and legend. It allows the Technical Review Committee to understand where the project is located within the landscape and how it will interact with other environmental assets.

Your **Project Works Map** must clearly show the on-ground activities proposed in your application.

The Trust recommends that you keep the file names for your map short and concise. For example, Scrubland Culture Custodians Network used 'SCCN Project Location Map'.

You can get some tips on how to prepare a map using the Trust's **Guide to Application Maps** (refer to *Section 1.5 – More information* for the link).

Below is an example of a **Project Location Map**. Not including maps means your application is incomplete which may prevent it from being assessed.

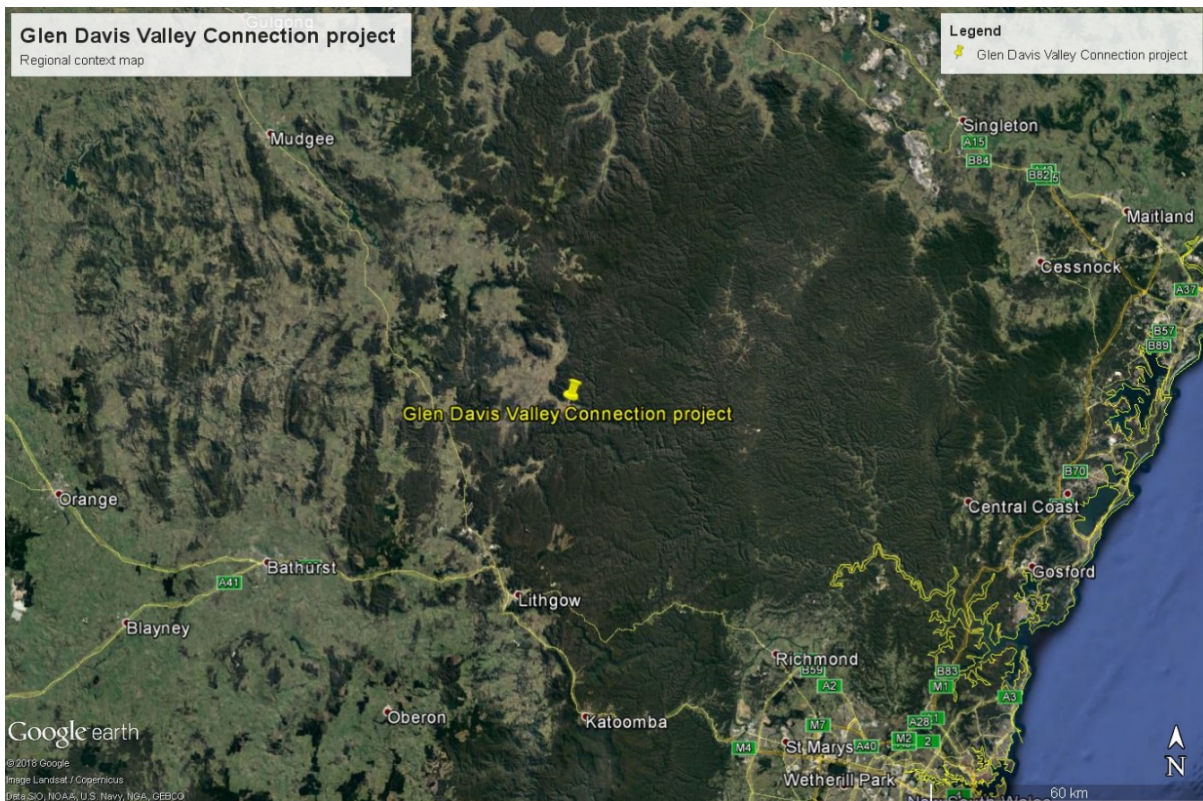


Figure 2 Example of a Location map of the Glen Davis project site

Important

Your Project Location Map should:

- be A4 (anything larger than A4 will not be sent to the Technical Review Committee)
- include a scale, north point, and legend
- show the project boundary within the regional context
- include all major landmarks.

Question B4: Project Works Map – to show what works will occur on site?

A **Project Works Map** must be submitted with your application. It is specifically focussed on your project site and should provide a clear picture of your project’s activities and/or work zones. It is also helpful to include standard mapping elements such as a scale, north point, and legend. These will allow the Technical Review Committee to clearly understand what you are planning for your project. It is good to think of the map as a visual representation of all the words you have written in your application.

Maps should be produced using either a Geographic Information System (GIS), NSW Spatial Viewer, or similar free mapping software such as Google Earth. If you are unfamiliar or do not have access to GIS, your local council or Local Land Services should have GIS officers who can assist you.

The Trust recommends that you keep the file names for your map short and concise. For example, Scrubland Culture Custodians Network used 'SCCN Project Works Map'.

You can get some tips on how to prepare a map using the Trust's **Guide to Preparing Application maps** (refer to *Section 1.5 – More information* for the link).

Below is an example of a **Project Works Map**. Not including maps means your application is incomplete, which may prevent it from being assessed.

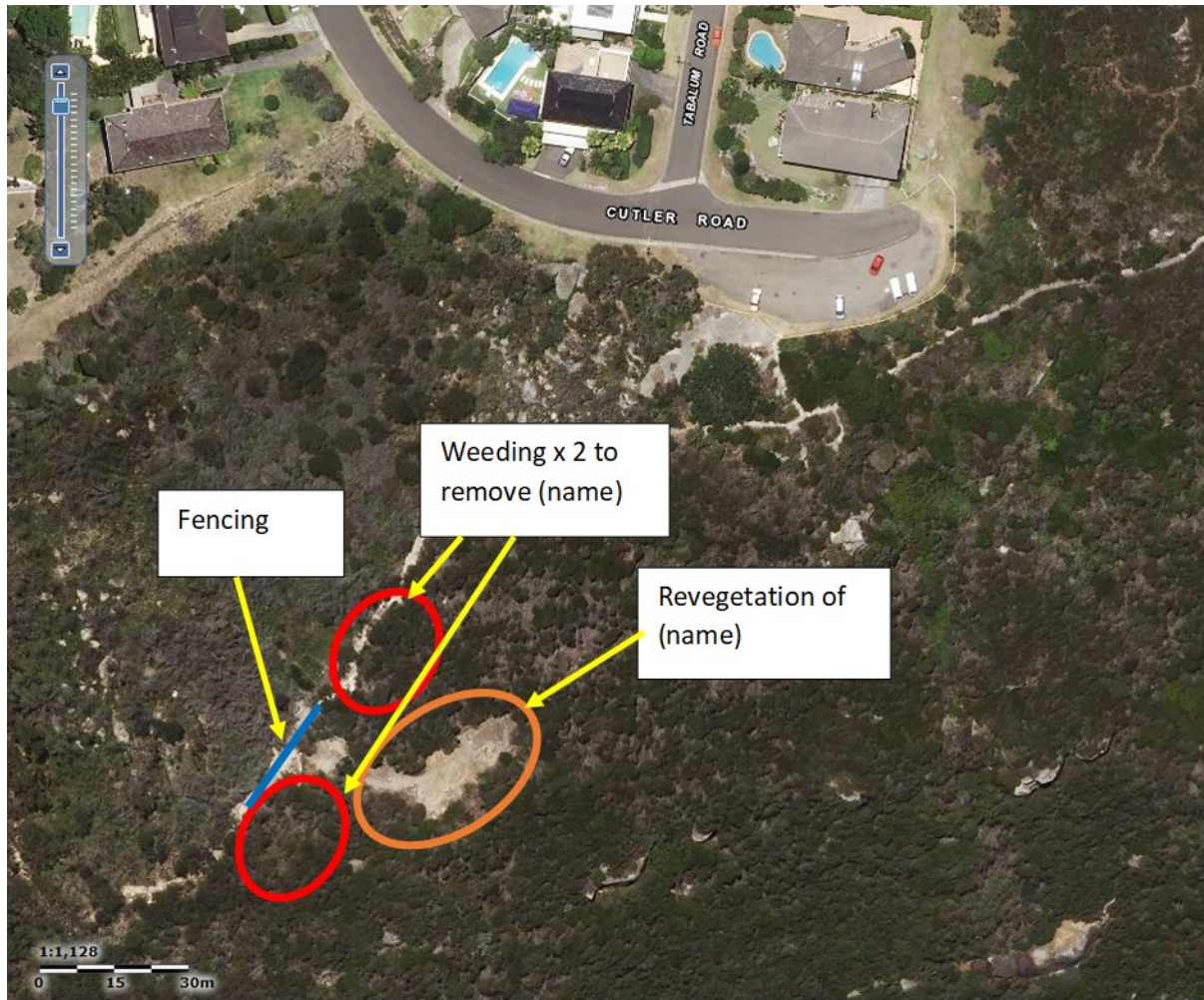


Figure 3 Examples of a Project Works map located in the Glen Davis Valley

Important

Your Project Works Map should:

- be A4 (anything larger than A4 will not be sent to the Technical Review Committee)
- show activities and/or work zones within the project boundary
- include a scale, north point, and legend.

Question B5: Land ownership – who owns the land and/or holds a lease over the land?

Attach to your application written approval, as a Letter of Support for the project (refer to *Section 1.5 – More information* for the link) for your proposed works, from the landowner or manager and, if a lease exists, the leaseholder. If, when you lodge your application, you are awaiting approval from the owner and/or leaseholder, explain the cause of the delay.

1.2 Project justification

Question B6: What are the environmental issues or problems you want to address?

It is important to clearly describe the environmental issue you are addressing and explain its significance to the NSW environment. Use evidence to demonstrate that there is a strong need for action. The issues must directly relate to your project site and cannot be generic, like stating ‘climate change’.

It is also important to identify why the site and/or issue is important to your community.

Question B7: What knowledge or information do you have about the issue or problem? Please include any information about the cultural significance of the site

Briefly describe how you and/or your community know that this is an issue/problem and how you came to know it exists. This may relate to known environmental impacts, poor site access, reports, or expert advice.

Question B8: What studies, reports, assessments, or management plans exist for the site and/or the environmental issues?

Not all sites will have had studies undertaken to identify the environmental issue or problem. If, however, the documentation does exist that identifies the environmental issue or problem for your proposed area of work, please reference them (e.g., local environment plans, catchment plans, vegetation management plans, plans of management, state of the environment reports, etc.).

Evidence is not essential. If no studies exist, your application will still be considered.

Question B9: What work do you want to do? List activities in sequence.

List the activities you will do in the sequence you plan to do them. You can use dot points. Include all the works required for your project to be a success, for example:

- talk to community Elders about what they think should happen at the site, etc.
- develop site plans and get agreement by community and partners
- request licences, permits and quotes
- calculate the number and type of plants required
- calculate the length and type of fencing required
- calculate concrete required for fence posts
- identify the best time and conditions to plant
- ordering plants and fencing materials
- site preparation including removal of weeds

- training community members in planting and fence construction
- store and water plants safely before planting
- store fencing material safely before use
- when planting is done, hold a community open day on site
- this list will help you later when we ask for budget information.

Question B10: What environmental benefits do you want to achieve? Please also include the cultural benefits here.

This question allows you to outline your anticipated project environmental and cultural objectives. Objectives describe the desired result that you plan to achieve. They should focus on the results, not how you get there, you have covered this in **B9**.

Another way of looking at it is to think about what success would look like once you have completed your project. What will you see on site, what will you have achieved, what would success look like? To be successful your project must have tangible environmental benefits, as well as cultural benefits. You can list your objectives using dot points, for example:

- By the end of the project, the 30-hectare vegetation corridor linking Home Station with Scrubland National Park will be supported with over 2,000 new plants. One hundred units of coarse woody debris will be installed as habitat for ground nesting birds, pest reduction activities will be completed in line with existing Local Land Service plans, and weeds will be reduced to 10%. Six interpretive signs will be installed along an improved and clearly defined 5-kilometre walking track within the national park.
- Remove the weeds and revegetate the site with native species so that we can build a nature walk and conduct cultural gatherings on-site while also encouraging tourism.
- Engage the community in the project so that we gain their support and participation in the works to be undertaken and the future use of the site.
- Enrol 5 community members at TAFE in the Certificate IV in Conservation and Ecosystem Management and provide them with employment on the project undertaking work that aligns with their studies.
- Develop a site management plan to ensure community involvement in the site's preservation once the project is complete.

Question B11: Mandatory project management workshops

As outlined in the **Program Guidelines** (refer to *Section 1.5 – More information* for the link), the Trust will deliver mandatory project management workshops regionally, depending on the location of the successful grantees, early in project planning (Stage 1). We ask that you consider this now and tentatively name who will attend these workshops on behalf of your organisation. Please note that they should be people expected to have a key role in the project development and delivery.

These workshops occur over 2 orbits, both 2-days in duration:

- Orbit 1 is scheduled for **September/October 2023**
- Orbit 2 is scheduled for **October/November 2023**

You can contact the Trust directly should you wish to discuss this further.

Question B12: Is the protection of a specific threatened species the primary focus of your project?

If your project will focus on a threatened species, provide information on that species and its conservation status. For assistance, go to **Saving our Species Threatened Species profile search** page or the department's **Threatened Species** web pages (refer to *Section 1.5 – More information* for the link).

Table 1 Example of threatened species

No.	Common name	Scientific name	NSW conservation status
1	Eastern chestnut mouse	<i>Pseudomys gracilicaudatus</i>	Vulnerable
2	Leafless tongue orchid	<i>Cryptostylis hunteriana</i>	Vulnerable
3	Superb parrot	<i>Polytelis swainsonii</i>	Vulnerable
4	Greater glider	<i>Petauroides volans</i>	Endangered

Question B13: Will your project be carried out in a threatened ecological community?

If your project will be implemented in an area where there is a threatened ecological community (TEC), provide information on the community type and how you know it's present within your proposed area of works (e.g., plan of management, mapping, etc.).

For more assistance, please go to the **Bionet Atlas** (refer to *Section 1.5 – More information* for the link) search page and follow the instructions below:

1. Which species or group?

2. Legal Status? Select: Communities

3. What area? Select: All records

4. Period of records Select: Select a geographic area
Under Geographic area select: LGA
Then identify your LGA

Click Submit search button at the bottom of the page Select: All records

Click the information icon on the right-hand side of the table which will open a tab containing the profile of the threatened community you have selected. There may be multiple threatened communities across or on your project site.

Figure 4 Instructions for Bionet Atlas search page

Question B14: Is this project part of a larger, ongoing program?

Please outline what is already being done, if anything, about the issue/problem you are addressing. How does your project fit in with the larger program? How is it different? How will your project build on previous work?

If nothing is currently happening, please state this.

Question B15: Are the environmental issues, or the activities proposed, core business or the legal responsibility of any person or organisation involved in the project?

The Trust will not fund projects that are clearly the core business of local or state government authorities, private landholders, or the applicant organisation.

Core business can be difficult to define as it varies for different organisations. As a general guide, core business is considered to be the essential business or legal responsibility of an individual or organisation. The Trust will not fund core business, however, will consider funding works that are related to, or additional in nature to the organisation's usual work or responsibilities.

Please see sections Eligible activities and Ineligible activities in the Program Guidelines for more information (refer to *Section 1.5 – More information* for the link).

1.3 Capacity to deliver

Question B16: Collaborators

Provide details of up to 4 key people who will be working with you on this project. Outline their roles and responsibilities within the project. To assist in the project's success, we recommend you ensure that there are adequate levels of supervision, skills, knowledge and support available throughout the project lifespan.

Note: While contractors may assist you in developing your application, if the application is successful, you will still be required to show that the engagement process was competitive.

Table 2 Example of project collaborator list

Names, positions, and group/organisation	Reason for involvement	Intended role in project design and delivery	Confirmed Yes/No
Mara Jones, Coastal LALC	LALC Project Coordinator	Project Manager	Yes
Jesse Burton, Blue Sky Council	Significant project management experience (10 years with council)	Project Administrator and manager of River Reserve	Yes
Local Aboriginal youth	Development of land management skills and knowledge	Trainees	No
Jo Brown, Coastal Landcare Network	Bushcare volunteer 15 years	Volunteer in River Reserve	Yes
Tyler Smith, Coastal TAFE	Head Teacher Cert II Conservation and Land Management	Bush Regeneration training	Yes

Question B17: Experience

The Technical Review Committee will consider any previous experience your group or organisation has in implementing environmental projects, as well as their size and how well they worked.

Experience is not mandatory and first-time applicants are encouraged to apply as support and training will be provided to successful grantees.

Question B18: Please declare any real, potential, or perceived conflict of interest

Applicants are required to declare any real, potential, or perceived conflict of interest that they would reasonably be aware of in relation to the awarding of a grant.

This is particularly relevant where the project is to be carried out by the applicant or a contractor closely associated with the applicant, or where the applicant will derive a personal or family benefit from the project. Each situation will be assessed on its merits and the governance arrangements in place to manage potential/perceived conflict.

Note: It is better to declare any potential conflicts and have them cleared on consideration rather than withholding information.

1.4 Indicative project budget

Question B19: Please provide an indicative budget breakdown of the funding you are seeking

You need to provide an indicative budget for both the planning and implementation stages of your project. This will include general expenditure items and their amounts. Please ensure that only eligible activities are listed for each stage

Stage 1 – Planning

The main Stage 1 activities include:

- obtaining agreements with partners, such as MOUs or Committee Terms of Reference
- consulting community and stakeholders
- obtaining any licences, permits or approvals
- associated costs to attend both 2-day **mandatory** capacity building workshops by key project personnel.

Your total Stage 1 budget is a maximum of \$12,000. Do not list on-ground implementation activities (e.g., fencing, weeding, safety training, bush regeneration, etc.) in Stage 1 as they are Stage 2 activities.

Stage 2 – Implementation

Your total Stage 2 budget is a maximum of \$68,000. This being \$67,000 for project activities and \$1,000 for a mandatory independently audited financial statement at the end of the project, which is already identified in the budget template.

Eligible activities include a wide range of on-ground environmental and cultural management activities, including:

- seed collection, type, and quantity
- number of native tubestock to be planted
- weed removal, manual or chemical treatment
- track construction with signage to preserve/protect cultural/environmental assets
- length and type of fencing
- number of ecological/cultural burns
- design, manufacture, and erection of interpretive signage
- design and distribution of educational resources
- pest animal baiting, trapping, shooting

- erosion control activities based on site needs
- habitat creation based on site and animal needs
- formalisation of tracks to control access
- removal of dumped waste, quantity, type, and method of removal
- design manufacture and erection of warning signage
- training for project participants to do project related works
- wages for project participants to do project related works
- project management and project administrative costs
- when entering dollar amounts into budget tables, please do not enter the comma or \$ sign, so that the auto-sum feature will calculate the total amount for you. (e.g., \$10,000 should be entered as 10000).

Table 3 Example of budget breakdown – Stage 1 – Planning

Stage 1 – Planning (maximum \$12,000) Expenditure item	Estimated funds sought from the Trust \$	Estimated contribution by others \$
Hours for project planning (7 hrs/day for 7 days @\$42/hr)		2058
Hours attending mandatory project management workshop (7 hrs/day for 4 days @ \$42/hr) for 2 participants		2352
Archaeological and site surveys	4500	
Aboriginal Heritage Impact Permit (AHIP)	500	
Community consultation meetings and catering x 3 meetings @\$650/meeting	1950	
Elder (Project Ambassador) 7 hrs/day for 4 days @\$30/hr	840	
Project Management 7 hrs/day for 14 days @\$42.95/hr	4209	1000
Stage 1 Planning Total:	12000	5410

Table 4 Example of budget breakdown – Stage 2 – Implementation

Stage 2 – Implementation/on-ground activities (maximum \$68,000) Expenditure item	Estimated funds sought from the Trust \$	Estimated contribution by others \$
Local Council contribution for signage		5000
Bush regeneration supervisor (contractor) (7hrs/day for 40 days @ \$45/hr)	12600	
Fencing materials – 2 km (2 barb, 3 plain wires, strainers, droppers etc.)	2478	
Employment of 3 young people – training and on-site works	25000	
TAFE – Conservation and Ecosystem Management modules (Commonwealth funded)	0	7500
2000 plant tube stock x \$1.50 per plant	3000	
Materials and PPE	750	
Tools	750	
Open day community event, including promotional materials	1500	
Elder (Project Ambassador) 7 hrs/day for 4 days/year x 2 @\$30/hr	1680	
Project Management 7 hrs/day for 64 days @\$42.95/hr	19242	
Mandatory independently audited financial statement	1000	
Stage 2 Implementation Total:	68000	12500
Total Project Value:	80000	17910
Stages 1 and 2		
Note: Trust funds maximum \$80,000		

1.5 More information

- [2023 Program Guidelines](#)
- [2023 Application Form](#)
- [2023 Sample Letter of Support and Tips](#)
- [2023 Sample Letter of Endorsement and Tips](#)
- [Bionet Atlas](#)
- [Department of Planning and Environment Threatened Species webpage](#)
- [Google Maps](#)
- [Guide to Preparing NSW Environmental Trust Application Maps](#)
- [Role of the External Manager tips and information](#)
- [Saving our Species Threatened Species profile search](#)

Part C: Referees

We require **2 independent and external referees** to support your project.

Referees should be outside of your organisation and not be actively involved in the project. However, they should be able to verify your organisation's capability to undertake the project and the merits of the project. They must be available during the application assessment period.

Part D: Application feedback

The Trust uses feedback confidentially to help guide future program design. Please take a few moments to provide us with some information.

Part E: Application submission

It is recommended that you read all sections of the **Program Guidelines** (refer to *Section 1.5 – More information* for the link), particularly those sections covering the objectives of the program, eligibility, and assessment criteria.

Applicants must adhere to specific naming instructions for submitting their application documents (see below).

Document naming

Application Form: Organisation name – POP Application

Attachments: Organisation name – Project Location Map (**mandatory**)

Organisation name – Project Works Map (**mandatory**)

Organisation name – Letter of Endorsement from *insert organisation name* (**mandatory**)

Partner/Stakeholder name – Letter of Support (**optional but preferred**)

Organisation name – Site photo 1 of 1 (optional)

Organisation name – Management Plan extract (optional)

Before submitting your application, please refer to the application submission process in the application form and ensure that you can tick off each item in the Grant Application Check List (see *Part E: Application submission* of the **Application Form**).

Note

Any application that is late, incomplete, or ineligible will not be considered.

Supporting documents may be submitted either as Word or PDF documents. Applications must not be larger than 50MB.

Contact Trust Administration before **24 March 2023** if you have any issues in submitting your application on time.

Glossary

Activities	Significant steps or actions that are needed to produce the identified projected outputs. They relate to dates by which specific actions will be achieved. They map out the key steps for the project and set dates for ensuring the program's objectives are met.
Collaborators	Individuals or organisations that have reached a formal agreement to collaborate on a project. They directly contribute to the project with time, money, and resources, and incur any risks and benefits from it.
Tangible	Something that is real or physical/concrete.
Threatened Species	Threatened Species are any species (including animals, plants, fungi, etc.) which are vulnerable to or in danger of becoming extinct soon. Species that are threatened are sometimes characterised by the population dynamics measure of critical depensation, a mathematical measure of biomass related to population growth rate.
External manager	<p>An organisation responsible for auspicing grant funds and financial reporting obligations of the project on behalf of the applicant should a project be awarded (where the applicant organisation is either unincorporated or will be unable to manage the grant funds).</p> <p>A senior representative for the external manager organisation (e.g., General Manager, Chairperson, CEO or Executive Officer) is required to confirm the accuracy of the information within the application and be able to commit the organisation to the financial management of the project, if funded. They will be signatory to the funding agreement.</p>