



GARDINER FOUNDATION

# Funding Program

## Guidelines

*Enquiries to:*

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## **Part 1: Overview**

### **1.1 Gardiner Foundation at a glance**

The Gardiner Foundation is an organisation that is deeply embedded in the Victorian dairy industry and uses its independent structure to invest in projects that have significant impact on that industry and the wider community.

The Victorian Dairy Act created the Foundation in 2000 with initial Member organisations including the Victorian Farmers Federation Property Trust Ltd on behalf of the United Dairyfarmers of Victoria Commodity Group of the VFF; Milk Processors Association of Victoria Inc, and Victorian Dairy Products Association Inc.

Headquartered in the Melbourne CBD the Foundation is structured as a company limited by guarantee led by a well-networked, multi-skilled Board of five industry leaders. The Foundation employs a small team of people who are deeply embedded in boards and committees that identify priority issues and respond with investment in innovation across the dairy value chain. The Foundation is also delighted to have as its Patron the Governor of Victoria, Professor David de Kretser AC.

### **1.2 Contributing to Victoria's dairy industry**

Since beginning operations in 2000 the Foundation has invested in excess of \$30m in cash contributions to 440 projects. With partner co-funding this represents \$130m in new innovations across the dairy value chain. At any one time the Foundation typically has a portfolio of 90 active projects, which with partner investments represents around \$25m of new innovation.

Key investment streams include longer-term Capability Building and annual rounds of funding in Innovation and Community and People Development. Approximately half of the Foundation's investment directly impacts on-farm operations the other half directly impacts manufacturing, the science underpinning health claims and community development.

The Gardiner Foundation makes business decisions based on its vision and commitment to:

- Supporting projects that positively impact the dairy industry or dairying communities in Victoria.
- Being responsive to the changing needs of the industry.
- Aligning with the overall priorities of the industry, and working towards shared goals.
- Encouraging innovation and forward thinking ideas and projects.

### **1.3 How we make a difference**

The Foundation contributes to the Victorian dairy industry in a unique way because it:

- Has an independent structure that is agile and can respond to changing priority issues.
- Can invest in areas where other major funding bodies may be limited by their structure or funding guidelines.

- Can use mechanisms that leverage funding quickly and effectively.
- Is heavily focussed on delivering projects that directly impact the Victorian dairy industry at farm, factory, consumer or community levels.
- Is one of few industry organisations working across the complete dairy value chain and is a key investor in strengthening small dairy communities.

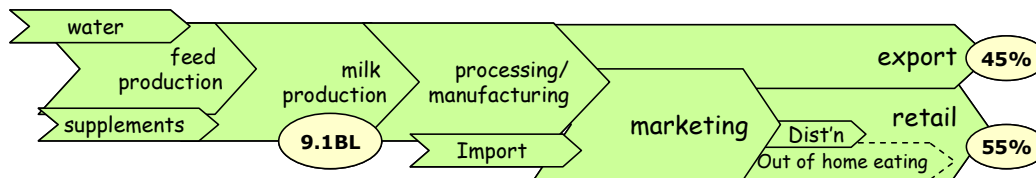
#### 1.4 Priority issues

Agriculture today faces challenges that require innovative thinking, good planning and a whole of industry approach. As such the Gardiner Foundation considers project applications in the context of the overall dairy environment.

Dairy Australia provides the Australian dairy industry with an annual Situation and Outlook Report. In periods of rapid change in the operating environment, for example changes in climatic conditions or market returns, Dairy Australia provides additional reports to a wide range of industry stakeholders.

The Foundation encourages applicants for funding to be aware of the latest Dairy Australia Situation and Outlook Reports and to ensure their proposed project is aligned with the industry's priority issues. Details of the latest Dairy Australia reports can be found at [www.dairyaustralia.com.au](http://www.dairyaustralia.com.au)

Of particular value is Dairy Australia's description of the dairy value chain. This analysis gives applicants for Foundation funding a very sound understanding of where their proposed project makes an impact in that chain and who the suppliers and customers may be when the project is commercialised.



The use of Dairy Australia's Situation & Outlook Reports together with the fact that the Foundation's Directors and employees are deeply embedded in the Victorian dairy industry's processes for identifying and responding to priority issues ensures the Foundation's investment is aligned with those issues.

#### 1.5 Innovation in the Victorian dairy industry

The Foundation defines innovation as a two staged process, the “*research and development*” needed to create new science, processes or services AND “*commercialisation*” whereby that new science, process or service delivers impact at farm, factory, consumer or community level.

#### 1.6 Drivers for Gardiner Foundation funding

The Foundation has identified three drivers that underpin its investment. These are:

### 1.6.1 Capability Building

The Foundation is committed to building the capability of the dairy industry to provide the capacity and resources the industry needs to succeed in an often volatile and rapidly changing environment.

The Foundation defines “*capability*” as the power to achieve desired outcomes and having the capacity to do so. By investing in capability in underpinning science, technology or services the Foundation creates a highly capable, agile and responsive infrastructure that provides relevant and timely support to the Victorian dairy industry on priority issues for the public good.

Recent examples of the Foundation’s investment in capability building are:

- **\$2m invested in better pastures** (Molecular Plant Breeding CRC).
- **\$1m invested in enhanced feed conversion efficiency.**  
(Department of Primary Industries and Dairy Futures CRC)
- **\$1m invested to establish Dairy Innovation Australia Limited.**
- **\$5m invested to create a \$12.5m Dairy Health & Nutrition Consortium.**

In the 2010 funding round applicants may apply for up to \$1.5 million with projects seeking funding at the higher end of the scale expected to have significant co-investment and be of 3 years’ duration.

### 1.6.2 Innovation

Ongoing innovation is critical to the future prosperity of the industry and, as such, supporting investment in this area is key to the Gardiner Foundation.

Applicants for funding are encouraged to build a business case around innovation that will impact at farm, factory, consumer or community level. The Foundation actively encourages projects that demonstrate best practice innovation process. These include: global networks to avoid duplication of work being completed overseas; more effective links between science providers and end users, ensuring intellectual property does not become a barrier to innovation; and, “open innovation” which allows end users to collaborate on underpinning innovation thereby using limited funding with maximum impact.

Recent examples of the Foundation’s investment in innovation are:

- **\$1m to extend the lactation of dairy cows.**  
(Department of Primary Industries)
- **\$1.5m to improve potable water utilisation and reduce effluent in dairy processing.**  
(The University of Melbourne and Department of Primary Industries)
- **\$700k to cut production costs and improve functionality of milk powder.**  
(Dairy Innovation Australia Limited)
- **Other investments to use ultrasonics as a novel processing aid, the reduction of bio-films to extend production runs and development of methods which determine the provenance of milk powder.**  
(CSIRO Food and Nutritional Sciences)

In the 2010 funding round applicants may apply for up to \$750,000 with projects seeking funding at the higher end of the scale are expected to have significant co-investment and be of 2-3 years’ duration.

### 1.6.3 Community & People Development

Investing in the people and communities that make up the dairy industry is critical to the sustainability of dairy farming in Victoria. The Gardiner Foundation is committed to strengthening dairy communities and providing opportunities for the development of capability and leadership skills in dairy people.

Demographic data shows the Australian workforce is shrinking for the first time in 60 years. An imperative for dairy is to ensure it competes with other sectors to “*attract, retain and develop*” talented people.

The same demographic data shows that of 100 000 people who work in the Australian dairy industry 60 000 live in, and contribute to small rural communities of less than 5000 people.

The Foundation has a proud track record of investing in Community and People Development.

Recent investments include:

- **Pioneering Cows Create Careers project which provides Year 8 and 9 students with a first taste of dairy and now runs nationally.**  
(Lions Club of Strzelecki/Jaydee Events Pty Ltd)
- **Building the Young Dairy Development Program to a State-wide program with 1000 members.**  
(United Dairyfarmers of Victoria)
- **Building the Sustainable Dairy Farm Families initiative now operating as the National Centre for Farmer Health funded by the Victorian Government.**  
(Western District Health Service)
- **Developing a Volunteerism in Small Communities project now run across South Western Victoria.**  
(Community Connections (Vic.) Ltd/South West Community Capacity Building Consortium)
- **Pioneering the DairySAGE Mentoring Program that now runs across Victorian and Queensland dairying areas.**  
(WestVic Dairy Inc)
- **Leadership Programs that have helped develop the next generation of dairy leaders.**  
(Alpine Valleys, Fairley and Gippsland Community Leadership Programs, Community Leadership Loddon Murray and Nuffield Australia)

In the 2010 funding round applicants may apply for up to \$250,000 with projects seeking funding at the higher end of the scale expected to have significant co-investment and be of 2-3 years' duration.

### 1.7 Gardiner Foundation funding processes

The Foundation's funding programs are highly competitive, merit based programs with assessment processes designed to ensure only the highest quality projects are funded. The assessment process is undertaken by a multi-skilled team of senior industry leaders.

Applicants for funding are requested to submit a compelling business case based on four selection criteria (refer to 1.9):

- What is the unique proposition being developed? Applicants need to demonstrate that the proposition is new, an adaptation from another industry



to dairy or an adaptation of overseas technology to a Victorian dairy industry environment

- What is the impact of the project at farm, factory, consumer or community level?
- A detailed project plan is required with objectives, milestones and project management details clearly articulated. This project plan must demonstrate that the project will deliver impact for the Victorian dairy industry.
- The skill balance and track record of the project team to deliver the stated outcome.

Applicants are encouraged to contact the Foundation with their proposed project concepts. The Foundation's Program Managers provide feedback and advice on how the draft application could be further developed. Most successful applications have received feedback three or four times in the development phase.

The Gardiner Foundation generally does not expect to be the sole funder of projects, and applicants are encouraged to contribute to project budgets and/or seek additional funds from other sources. In-kind contributions can be valued and included in the project budget.

Project funding will only be made available after an application has been lodged, the competitive selection process completed, the Foundation Board approval is in place, and a Project Agreement between the applicant organisation and the Foundation has been signed. Projects will not receive more than the amount outlined in the signed Agreement.

To be eligible for funding the applicant must:

- Have an Australian Business Number.
- Be financially sound, with a demonstrable and established track record.
- Demonstrate the ability to fund, or secure third party funds for part of the project costs.
- Demonstrate commitment and capacity to resolving the project challenge/s and following through outcomes and impacts which benefit at least one sector of the Victorian dairy value chain.

The Foundation considers eligible activities for funding to include development related activities, as well as costs directly associated with delivering impact at farm, factory, consumer or community level. It is expected that activities funded by the Gardiner Foundation would be predominantly undertaken within Victoria and would demonstrably benefit the Victorian dairy industry.

Foundation funding is not available for:

- Ongoing commercial activity.
- Purchase of land or building expenditure other than minor maintenance of community facilities.
- Remuneration and related costs of personnel not directly engaged in project activity.
- Formal education courses.
- Salary, overheads or other costs of government funded agencies (except where a fee for service is normally charged).
- Projects seeking funding of a recurrent nature.
- Welfare projects.

## 1.8 Project Applications & Assessment Process

The Assessment Process is undertaken by a multi-skilled team of senior industry leaders. All assessors sign a Confidentiality Agreement with the Foundation. Assessors independently score each application against each of the four Selection Criteria. There is an equal rating on each criterion. Scores are returned and collated by Foundation staff. The Chief Executive of the Foundation then chairs a meeting of assessors. The objective of this meeting is to discuss outlying scores – where individual assessors have scored a particular criterion higher or lower than others. This process effectively ranks applications and ensures only the best projects are funded. If a conflict of interest arises the assessor will not take part in the assessment of that Application.

Dairy Australia is provided with a list of applications by title, project description and funds requested. Dairy Australia feedback is a double check that the project applications are aligned with industry priority issues and that there is no duplication of funding.

Closing Dates for Applications are final and no extension of time will be considered.

Applicants are provided with feedback on the assessment of their application. Resubmissions of unsuccessful Applications that have been improved by the feedback process are encouraged. These resubmissions are processed in the next available round of funding.

The assessor's recommendations for funding are submitted to the Foundation's Board for final approval before an "Offer of Funding" is made to the successful applicant.

## 1.9 Selection Criteria

### 1.9.1 Criterion 1 - Identifying a Unique R&D Challenge

To meet this application criterion, an Applicant shall clearly articulate why the challenge being addressed deserves to be funded.

- This case may be based on the fact that the issue being addressed has never been funded before as an R&D Project.
- It may also be that the project or challenge is unique because it adapts innovative processes, technologies or products in a new, different, and creative way or area of work.

Please indicate whether similar or related research is being undertaken, within Australia or internationally, and by whom.

### 1.9.2 Criterion 2 - Outcome/Impact of the Project

The Foundation's mission is to invest in projects that have a significant impact on the industry or wider communities.

In this section of the application, applicants are encouraged to clearly articulate:

- What is the demonstrable outcome/impact of the project?
- Who are the end users (their demographic, location etc..)?

- Where on the Dairy Value Chain (see 1.2) does the project sit?
- What measures of success does the Project Team want to be assessed against after the completion of the project?
- With “innovation” as the focus a laboratory or pilot concept will need to be scaled up for deployment at farm, factory or community level. The steps and risks associated with scale-up should be clearly articulated in this section of the application.

### 1.9.3 Criterion 3 - Project Plan

This criterion allows Applicants to detail their Project Plan. As a minimum the Project Plan shall include:

- Clearly identified, milestones that are - Specific, Measurable, Assignable, Realistic and Timely, detailing a clear path to market.
- Gantt chart outlining key activities and a critical path analysis of project milestones.
- Any “Go/No Go” decision points or “stage gates” for determining the viability of continuing the project.
- Details of any subcontractor agreements.
- Details of any intellectual property agreements (if applicable).
- Detailed Project Budget and proposed Milestone/Payment Schedule.

The Foundation will monitor progress of the project at least three times per year. Project milestones and payment schedules should anticipate this process. The Milestone/Payment Schedule will form part of the Project Agreement. All payments should be linked to milestone reports which inform the Foundation of the activities achieved for that milestone.

The Financial Plan should outline the budgeted resources, cash, and in-kind contributions from all participants (including the provision of staff, facilities and other resources). It must demonstrate how the project will leverage investment and in-kind contributions from other relevant organisations/agencies. Financial reports are required with Annual and Final Reports and should report on expenditure against the budget as contained in the application.

*Please note:*

The first project payment can be made after execution of the Project Agreement. The final payment (at least 10% of the total Gardiner investment) will be paid after receipt and evaluation of the Final Report and Financial Report.

In most cases it is considered essential to complete a patent search / literature review prior to submitting the project application to prove the research is relevant and enhance the background knowledge/skills of the research team.

#### 1.9.3.1 Reporting

Successful applicants will receive a CD containing amongst other things, project report templates for milestone/annual reports and the final report. These templates include financial report templates which are required to be completed for annual and final reports.

Project outcomes and reports will as a general rule be made available and/or distributed to industry stakeholders and the wider community. Therefore, the

outcomes should be communicated in plain English taking into consideration the target audience.

### **1.9.3.2 Steering Committee**

It is expected that the project will be guided by a management committee (as outlined in the Project Agreement). As the Foundation is focused on impact, it would normally be the practice to have a wider Steering Committee comprising a representative of the applicant/project organisation, the Gardiner Foundation (most likely the Portfolio Manager), relevant experts and end user representatives (i.e. farmers or manufacturers) who would have the power to recommend variations to the project direction where required.

### **1.9.4 Criterion 4 - Project Team – Skill Balance & Track Record**

This criterion provides Applicants with the opportunity to demonstrate that they have carefully thought through the skills that will be needed to develop the project concept and drive it to a demonstrable outcome.

The Foundation is looking for objective evidence of a skills balance in the Project Team that:

- Will deliver the described outcome/impact, and;
- Demonstrates team members, both individually and collectively, have a track record of completing excellent projects that deliver benefit at farm, factory, community or consumer level - on time and on budget.

The Selection Panel will review Team members' CVs as part of the assessment process (CV template can be found at the end of the application form).

If the Application is successful, it will form the basis of the Project Agreement between the Applicant and the Gardiner Foundation.

## **2.0 Acknowledging the Foundation's Letter of Agreement or Project Agreement**

The Foundation has developed a Letter of Agreement for projects requesting up to and including \$50,000 and a boiler plate contractual agreement for projects requesting over \$50,000.

These Agreements are provided on the Foundation's website. Applicants are asked to have their legal advisors review the relevant document and make contact with the portfolio manager to discuss any requested changes. Any discussions should occur well in advance of an application being submitted. Request for changes will be taken into account as part of the project evaluation and selection process.

Applicants are then asked to attest on the application to the fact that if offered funding they will accept the relevant Agreement as the basis for the contract between the Foundation and Applicant. This process has radically shortened the timeframes between application and actual funding.

Successful Applicants will be expected to execute the relevant Agreement within 30 days from the date of receipt of the "Letter of Offer" and the Agreement.

Failure to sign the Agreement within the specified period of 30 days will lead to reallocation of funding to another applicant.

## 2.1 How to fill out the Application Form

Selected tables from the application form are presented in 2.3 with example data. Please contact the Portfolio Manager if you have any further questions regarding the application form and information required.

## 2.2 Submission of the Application Form

The application form must be typed and is available on the Gardiner Foundation website:

[www.gardinerfoundation.com.au](http://www.gardinerfoundation.com.au) or by phoning 03 9606 1900.

The Project Application should be

- completed and signed, **particularly noting the conditions in the 'Declaration and Consent' section**
- printed in **7 unbound copies (please do not bind or staple)**
- lodged by post or delivered to the Gardiner Foundation (address below)
- **by close of business (5.00pm), 26<sup>th</sup> March 2010**
- additionally an **electronic copy of the full application (signed)** must be provided, either on CD accompanying the print copies of the Application, or by email to **applications@gardinerfoundation.com.au** and  
**Innovation**  
**megan.dyer@gardinerfoundation.com.au** or  
**Capability Building**  
**craig.miller@gardinerfoundation.com.au** or  
**Community and People Development**  
**michael.tippett@gardinerfoundation.com.au**

Project applications must be lodged by post or delivered to:

**<Insert funding program title here> Program**  
**Project Application**  
**Gardiner Foundation**  
**Level 5, 84 William Street**  
**MELBOURNE VIC 3000**

## 2.3 Example Application Form Questions and Answers

### 2.3.1 EXAMPLE ONLY

2.2.2.2 (d) What is the desired impact of the project 12 months after completion of the funding?

#### Example A

12 months after the completion of Gardiner Foundation funding, the 11 Dairy Business Network groups will be continuing to run and farmers will have improved business analysis and planning skills; farm businesses will be achieving individual goals; farmers will have improved understanding of the measures of business profitability; and farmers will have an increased understanding of and are better able to manage risk.

#### Example B

12 months after the completion of Gardiner Foundation funding farmers will reduce the fluctuation in protein supply by one standard deviation over 5 years. The milk company will have increased returns and in turn increased returns for the suppliers by up to \$10million per annum. The knowledge and capabilities to sustain and continuously improve matching milk supply with manufacturing and market needs to benefit both processors and farmer suppliers.

#### Example C

At the conclusion of 12 months after Gardiner Foundation funding has ceased, successful mentoring programs will continue to be successfully implemented throughout the dairy regions providing mentees with the opportunity to improve their personal development, enlarge their networks, make business gains and receive community recognition.

#### Example D

At the conclusion of 12 months after Gardiner Foundation Funding has ceased, the experiences learned and the data identified from the project will be made available to all dairy farmers throughout Victoria to assist them in making changes to their farming practices and procedures. The enhanced diagnostic process will enable farmers to more accurately identify the mix of systems tools needed to improve their resilience to economic changes in the market and to manage such change.

2.3.2 EXAMPLE ONLY

Table 2.2.2.3 (a)

<b>Task No.</b>	<b>Task Description</b> List of all project activities that must be completed in order to achieve project milestones. Milestones are significant points in the project and should coincide with a report to the Foundation. Milestones to be indicated in BOLD	<b>Start Date</b>	<b>Finish Date</b>	<b>Duration</b>	<b>Amount proposed to be payable by GGDF (excl. GST)</b>	<b>Amount payable by applicant &amp;/or collaborators (cash and in-kind, excl. GST)</b>	<b>Costs</b>
<b>1</b>	<b>Contract Signed</b>	<b>29/06/2010</b>		<b>MS</b>	<b>\$175,000</b>	<b>\$60,072</b>	<b>\$235,072</b>
1.1	PhD Project Yr 1	29/07/10	19/07/11	254d	25000	0	\$25,000
1.2	PhD Project Yr 2	20/07/11	8/07/12	254d	25000	0	\$25,000
1.3	PhD Project Yr 3	11/07/12	29/06/13	255d	25000	0	\$25,000
1.4	Industry Reference Group (IRC) Meeting and Planning day	1/07/10	1/07/10	1d	\$6,500	4000	\$10,500
1.5	Experimental Design	1/07/10	28/07/10	1mo	\$21,200	7000	\$28,200
1.6	Experiment 1: Proof of Concept	29/07/10	17/11/10	4mo	\$72,300	49072	\$121,372
<b>2</b>	<b>Result from Exp. 1 validate concept: Continue to stage 2</b>	<b>17/11/10</b>	<b>17/11/10</b>	<b>MS</b>	<b>\$81,000</b>	<b>\$126,178</b>	<b>\$207,178</b>
2.1	IRC Meeting	18/11/10	18/11/10	1d	\$5,000	4500	\$9,500
2.2	Researchers trained in method X	19/11/10	25/11/10	1w	\$5,000	6000	\$11,000
2.3	Experiment 2	26/11/10	17/02/11	3mo	\$31,512	61000	\$92,512
2.4	Experiment 3	18/02/11	14/04/11	2mo	\$39,488	54678	\$94,166
<b>3</b>	<b>Result from Exp 2 &amp; 3 support proceeding with project: Go to field trials. Annual Report submitted to GGDF &amp; found to be</b>	<b>14/04/11</b>	<b>14/04/11</b>	<b>MS</b>	<b>\$100,000*</b>	<b>\$178,050</b>	<b>\$313,050</b>

	<b>satisfactory</b>						
3.1	IRC Meeting	15/04/11	15/04/11	1d	\$5,000	4500	\$9,500
3.2	Preparation for Field Trials	16/04/11	8/07/11	3mo	\$35,000	58250	\$93,250
3.3	Full Field Trial	9/07/2011	17/02/2012	8mo	\$95,000	115300	\$210,300
<b>4</b>	<b>Full Field Trial Commences</b>	<b>9/07/11</b>	<b>09/07/11</b>	<b>MS</b>	<b>\$90,000</b>	<b>\$46,250</b>	<b>\$136,250</b>
4.1	Processing Plant Impact Analysis	9/07/11	17/02/12	8mo	\$74,550	40250	\$114,800
4.2	IRC Meeting	1/10/11	1/10/11	1d	\$5,000	4500	\$9,500
4.3	Farm Day	4/10/11	4/10/11	1d	\$10,450	1500	\$11,950
<b>5</b>	<b>Field Trial Successful: Go to scale up</b>	<b>17/02/12</b>	<b>17/02/12</b>	<b>MS</b>	<b>\$100,000*</b>	<b>\$55,650</b>	<b>\$190,650</b>
5.1	IRC Meeting	18/02/12	18/02/12	1d	\$5,000	4500	\$9,500
5.2	Field Trial 2	21/02/12	5/08/12	6mo	\$61,100	21850	\$82,950
5.3	Processing Scale Up	21/02/12	5/08/12	6mo	\$40,200	19800	\$60,000
5.4	Product Analysis	8/08/12	2/09/12	1mo	\$28,700	9500	\$38,200
<b>6</b>	<b>Product Analysis supports proceeding to production trial</b>	<b>1/02/2013</b>	<b>1/02/2013</b>	<b>MS</b>	<b>\$90,000</b>	<b>\$222,800</b>	<b>\$312,800</b>
6.1	Production Run	5/09/12	23/12/12	4mo	\$25,700	78400	\$104,100
6.2	Product Evaluation	26/12/12	13/04/13	4mo	\$25,700	78400	\$104,100
6.3	Communications	16/04/13	8/06/13	2mo	\$10,400	66000	\$76,400
6.4	Project Wrap, Evaluation & Final Report	11/06/13	29/06/13	15d	\$28,200	0	\$28,200
<b>7</b>	<b>Final and financial report submitted to GGDF &amp; satisfactory</b>	<b>29/06/13</b>	<b>29/06/13</b>	<b>MS</b>	<b>*\$70,000</b>	<b>\$0</b>	
7.1	Submit Phd Thesis	29/06/2013		0d			\$0.00
				<b>Project Total:</b>			<b>\$1,395,000</b>

\*\$35,000 withheld as final payment (10% of Gardiner Foundation contribution).

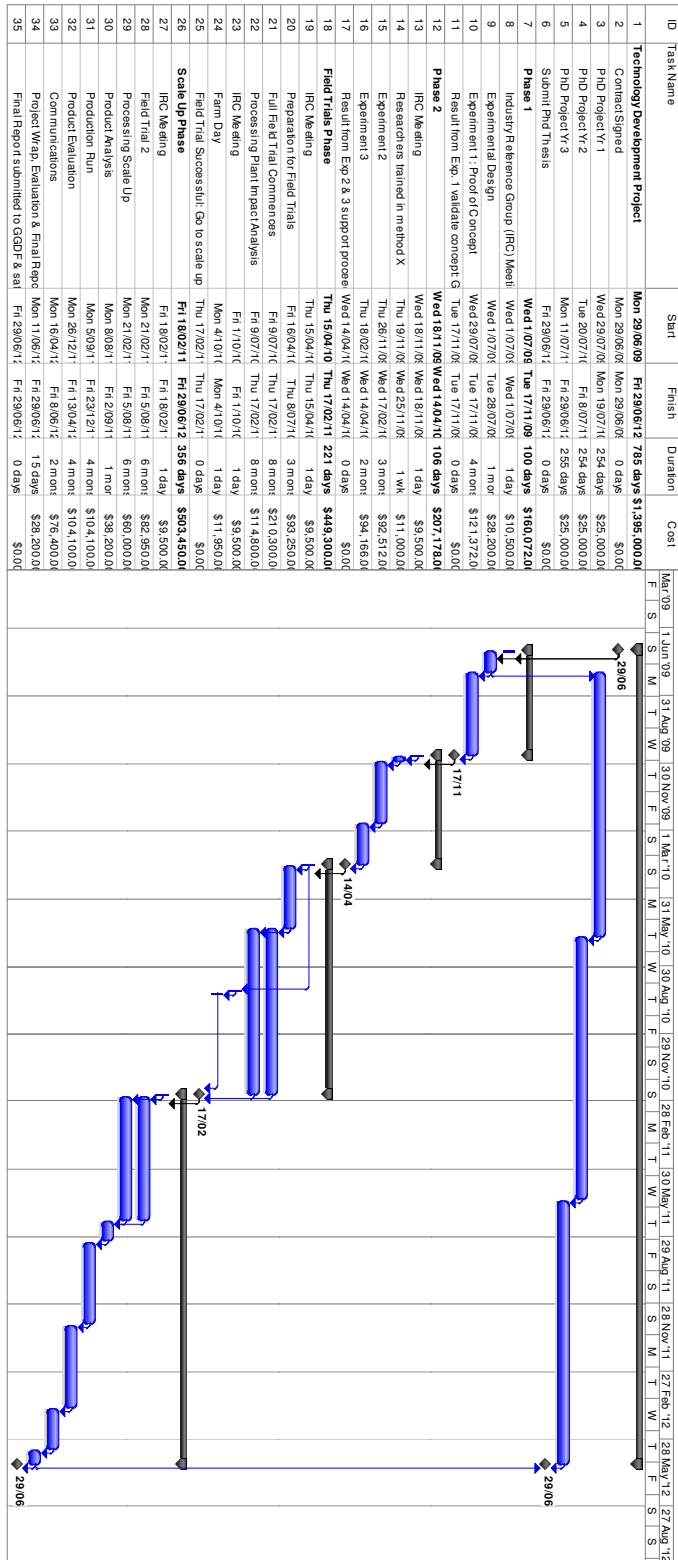


### 2.3.3 EXAMPLE ONLY

**2.2.2.3 (e) Project Budget** Please provide full details of the budget for your project.  
**Do not include GST.**  
The following template and expense item examples are to use as a guide only. Insert/delete lines and expense items as required.  
Please note, Years 3 and beyond only applicable to Major Projects (other than PhD 3-year projects).

INCOME (\$)	Year 1	Year 2	Year 3	Beyond	Total
<b>Cash Contributions</b>					
<b>GF funding sought</b>	<b>\$256,000</b>	<b>\$225,000</b>	<b>\$225,000</b>	<b>\$N/A</b>	<b>\$706,000</b>
Funds from your organisation	\$100,000	\$105,000	\$72,000	\$N/A	\$277,000
<b>Funds contributed from other sources:</b>					
1. The University of X	\$25,000	\$25,000	\$25,000	\$N/A	\$75,000
2. Big Dairy Technologies Inc.	\$10,000	\$5,000	\$5,000	\$N/A	\$20,000
<b>Total funds contributed from your company and other sources</b>	<b>\$135,000</b>	<b>\$135,000</b>	<b>\$102,000</b>	<b>\$N/A</b>	<b>\$372,000</b>
<b>In-Kind Contributions (Please provide further details of contributions in section 2.2.2.3 (e))</b>					
In-kind from your organisation	\$67,000	\$67,000	\$70,000	\$N/A	\$204,000
<b>In-Kind contributed from other sources:</b>					
1. The University of X	\$23,000	\$23,000	\$25,000	\$N/A	\$71,000
2. Big Dairy Technologies Inc.	\$4,000	\$4,000	\$4,000	\$N/A	\$12,000
3. Big Milk Inc.	\$10,000	\$10,000	\$10,000	\$N/A	\$30,000
<b>Total In-Kind</b>	<b>\$104,000</b>	<b>\$104,000</b>	<b>\$109,000</b>	<b>\$N/A</b>	<b>\$317,000</b>
<b>TOTAL INCOME</b>	<b>\$495,000</b>	<b>\$464,000</b>	<b>\$436,000</b>	<b>\$N/A</b>	<b>\$1,395,000</b>
EXPENDITURES (\$)	Year 1	Year 2	Year 3	Beyond	Total
<b>Cash Expenses</b>					
Salaries					
1. Our Organisation. → Research Assistant	\$ 60,000	\$ 60,000	\$ 60,000	\$N/A	\$180,00
2. The University of X. → Post Doc. x 2	\$170,000	\$170,000	\$170,000	\$N/A	\$510,000
PhD Stipend(s)	\$25,000	\$25,000	\$25,000	\$N/A	\$75,000
Administration overheads	\$5,000	\$2,000	\$2,000	\$N/A	\$9,000
Operating costs	\$110,000	\$88,000	\$40,000	\$N/A	\$238,000
Communication - strategy and implementation	\$4,000	\$5,000	\$20,000	\$N/A	\$29,000
Education & Training	\$5,000	\$0	\$0	\$N/A	\$5,000
Professional planning/advice	\$1,000	\$0	\$0	\$N/A	\$1000
Industry Reference Group Costs / consultation	\$4,000	\$4,000	\$4,000	\$N/A	\$12,000
Travel expenses	\$5,000	\$5,000	\$5,000	\$N/A	\$15,000
Venue/meeting hire	\$2,000	\$1,000	\$1,000	\$N/A	\$4,000
<b>Non-Cash Expenses</b>					
Salaries (further details attached)	\$55,000	\$55,000	\$55,000	\$N/A	\$165,000
1. Our Organisation. 2. The University of X.	\$23,000	\$23,000	\$25,000	\$N/A	\$71,000
Administration overheads	\$12,000	\$12,000	\$15,000	\$N/A	\$39,000
Industry Reference Group Costs / consultation					
1. Big Dairy Inc.	\$4,000	\$4,000	\$4,000	\$N/A	\$12,000
2. Big Milk Inc	\$4,000	\$4,000	\$4,000	\$N/A	\$12,000
Others (specify)					
1. Big Milk Inc. (details attached)	\$6,000	\$6,000	\$6,000	\$N/A	\$18,000
<b>TOTAL EXPENDITURES*</b>	<b>\$495,000</b>	<b>\$464,000</b>	<b>\$436,000</b>	<b>\$N/A</b>	<b>\$1,395,000</b>

**2.3.4 Sample Gantt Chart**





### 2.3.5 EXAMPLE ONLY

#### **2.2.2.4 (c) Outline the suggested governance for this project.**

- *Day to Day Management – In additional to regular informal meetings of team members, the project team with meet on a monthly basis (project management meetings). The meetings will be minuted.*
- *Project Steering Committee – The project partners and investors will meet at least four times per year to govern the project. These meetings will be co-ordinated by the project leader and each meeting will be minuted (scribe to be assigned from within the project team). The chair will be nominated at the first meeting (normally the project leader).*
- *Industry Reference Group – A reference group of relevant industry members will be established to ensure the project remains on track with industry priorities and the work conducted is relevant. This group will meet at least two times per year. Those already confirmed as members of the IRG are: ... Others that will be approached include:... These meetings will be co-ordinated by the project leader and each meeting will be minuted (scribe to be assigned from within project team) and independently chaired (someone not a project partner / team member – normally from within the industry).*