



**Australian Government**  

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**Department of Immigration  
and Multicultural Affairs**

# Living in Harmony Programme

## **Guidelines for Partnerships**

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## **1. LIVING IN HARMONY PROGRAMME**

### **1.1 INTRODUCTION**

The Living in Harmony programme seeks to promote Australian values, especially mutual respect and mutual obligation, to engage the whole community and address issues of intolerance in Australia.

### **1.2 OBJECTIVES OF THE PROGRAMME**

The aims of the Living in Harmony programme are to promote:

- the importance of all Australians respecting one another
- understanding and commitment to other Australian values - such as commitment to democracy and the rule of law, egalitarianism, equality, freedom of speech and religion, a sense of fairness and a fair go, and English as the national language
- integration and social cohesion
- mutual obligation
- participation and a sense of belonging for everyone, and
- celebration of our successes as Australians, particularly in integrating migrants into our community.

The Living in Harmony programme involves the whole Australian community. The outcome sought is a stronger, more resilient and unified society where individuals respect one another, where everyone is loyal to Australia and committed to a shared future characterised by peace, stability and opportunity.

### **1.3 ELEMENTS OF THE PROGRAMME**

The Living in Harmony programme is implemented through several complementary elements:

- A. Funding of local community projects that respond to issues in local communities
- B. Collaborative partnerships to address strategic national or regional issues
- C. A public information strategy which includes Harmony Day
- D. Ad hoc discretionary grants for crisis and significant emerging issues.

These guidelines set out the directions, criteria and processes for the development of partnerships as part of the broader Living in Harmony programme.

## **1.4 PARTNERSHIPS**

The central strategy of the Living in Harmony programme is the funding of community projects designed to engage the whole community in addressing local issues. However, the Australian Government recognises the benefits of delivering outcomes more broadly, to address issues that reach beyond local communities.

The partnerships programme seeks to establish collaborative relationships and projects between the Department of Immigration and Multicultural Affairs (the department) and key organisations that have the capacity to work on a regional or national scale and to address widespread, systemic and strategic issues.

Partnership projects are a ‘catalyst’ to transform a situation or issue, and transform the partners’ ways of responding to an issue.

The department is an active partner and thought leader in the development and implementation of partnerships.

Partnership projects should be inherently sustainable and have an on-going impact after funded activities are completed, either as models for application elsewhere or by becoming imbedded in the usual operation of the partner organisation.

The 2006 Federal Budget provided \$800,000 per year for four years for an expanded regionally and nationally targeted partnerships programme with government, business and community organisations.

## **1.5 STRATEGIC DIRECTIONS**

The partnerships programme seeks to address strategic, regional or national issues. Partnerships involve the department working collaboratively with large community, corporate and government bodies.

The expanded funding announced in 2006 has increased the capacity of the partnership programme to address strategic, national and regional issues, to focus on specific sectors and to address a range of long term issues each year. The partnerships seek tangible outcomes that are not usually limited to a single local area.

In the four years from July 2006 to June 2010, the partnerships will be directed to:

- Focus on engaging the broad Australian community through partnerships with major community institutions and in the sport and local government sectors;
- Develop regional responses to issues and achieve regional outcomes;
- Build on work done in previous partnerships, for example in the media sector and on interfaith issues (although recurrent funding of partners is discouraged); and
- Reflect the priorities determined for the annual Living in Harmony community project funding rounds.

## 2. CRITERIA FOR PARTNERSHIPS

The following criteria are used in developing and assessing Living in Harmony partnership proposals.

<b>ASSESSMENT CRITERIA</b>
<p><b>1. ELIGIBLE ORGANISATION</b> Partner organisations would usually be national or key organisations with a capacity to implement projects and outcomes across regional, national or sectoral areas.</p>
<p><b>2. ELIGIBLE PROJECT</b> Partnerships must address a broad regional, national or sectoral issue consistent with the objectives of the Living in Harmony programme. Proposals must clearly identify the strategic issue that they seek to address and how the project will promote Australian values, mutual obligation and engage the whole community.</p>
<p><b>3. PROJECT STRATEGY</b> Partnerships must identify appropriate strategies to address the issue to which they are responding, for example strategies to engage other organisations. They must produce outcomes and have the capacity to sustain outcomes after the funding period.</p>
<p><b>4. COMMUNITY AND STAKEHOLDER SUPPORT</b> Partners need to have key community and stakeholder involvement and support or the capacity to gain this support to deliver the proposed activities.</p>
<p><b>5. PROJECT WORK PLAN</b> The work plan must be comprehensive, measurable and achievable. Partnership projects should be of 12 months to 3 years duration.</p>
<p><b>6. FUNDING AMOUNT AND BUDGET</b> The activities must be costed with a realistic, itemised budget that represents value for money. Partners are usually expected to make an in-kind contribution.</p>
<p><b>7. PROJECT MANAGEMENT CAPACITY</b> The organisation needs to have the capacity to manage projects of a community relations nature.</p>
<p><b>8. FINANCIAL MANAGEMENT CAPACITY</b> The organisation needs to have the capacity to administer funds in accordance with the Australian Government's accountability requirements.</p>

These criteria are outlined in more detail below.

## 2.1 ELIGIBLE ORGANISATION - WHO CAN BE FUNDED?

### Eligible organisations

Partners will be organisations with a capacity to implement activities and achieve outcomes across regional, national or sectoral areas. Partnerships will usually be with national or iconic organisations and can be established with a single organisation or with a consortium or group of organisations to deliver national or regional outcomes.

Partners may be regional or national, community, sporting, volunteer or industry associations. Partnerships may also be established with business and government organisations, or with incorporated, not-for-profit organisations where these are appropriate to the strategic outcomes sought. For the purposes of this programme, a not-for-profit organisation is an organisation which is not operated for profit or for the individual gain of its members or promoters. An incorporated organisation is one incorporated under the relevant Commonwealth, state or territory legislation. Partner organisations should be registered for the GST.

Partnerships will seek to reach beyond single, local communities. For example, rather than working with a single school, sports club or local government authority, partnerships will work with schools associations, sports codes or councils across the nation or across entire regions. Alternatively, partnerships may be developed with organisations that have the capacity to develop approaches and models that can be implemented across such broad areas.

### Ineligible organisations

Partnerships will not usually be entered into with individuals, unincorporated organisations, Australian Government, state or territory government agencies. However, in some circumstances this may be considered, particularly if the partnership could address a broad strategic issue.

Previous Living in Harmony funding recipients may submit partnership proposals but it should be noted that the intention is to provide funding to start new projects and approaches and to spread the influence of the programme as widely as possible.

## 2.2 ELIGIBLE PROJECT - WHAT WILL BE FUNDED?

**A.** Partnerships should address a **broad regional, national or sectoral issue** consistent with the objectives of the Living in Harmony programme. The proposal must clearly identify the strategic issue that it seeks to address within the organisation's area of operations or capacity to influence.

**B.** Partnerships must **address the Living in Harmony programme objectives** and seek to:

- **promote understanding and commitment to Australian values**, especially mutual respect and mutual obligation; and
- **promote better relations** between people and groups of different backgrounds.

**C.** Projects must only involve activities taking place **entirely within Australia** and will generally be of **12 months to 3 years duration**.

**D.** Partnership proposals must include clear ways to **achieve and sustain outcomes** beyond the period of project funding. Where the partnership project deals with an organisation's own sphere of operation, the intention is that the outcomes **become imbedded** in the partner's normal operations.

**E.** Partnerships may **reflect the priority areas** for the annual funded community programme rounds. Equally, they may respond to other **sectoral or strategic issues** consistent with the objectives of the programme and the strategic directions for the partnerships.

It is important that the proposals clearly identify the problem or issue that the partnership project will address and clearly state what will be done to address it and why this will be effective. Partnership proposals should include clear ways to develop and sustain links between people of different backgrounds across the broad Australian community.

The department is an active partner and thought leader in the development and implementation of partnerships. This means the department will negotiate with potential partners over the strategy and activities to be undertaken and will be involved as those activities are implemented.

### **Priority areas and strategic directions**

In the years 2006 to 2010 partnerships are expected to:

- Engage the broad community through major **community institutions**, the **sport** and **local government** sectors;
- Develop **regional responses** to issues and achieve regional outcomes; and/or
- Build on **work done in previous partnerships**, for example in the media sector and on interfaith issues (noting that recurrent funding is discouraged).

Each year partnerships may reflect the priority areas for the annual community project funding round, which may change from year to year. In 2006, the priority areas were:

- Inter-faith issues - to reflect the continuing need to encourage community awareness and acceptance of the diversity of faith groups in Australia;
- New and emerging communities – to address concerns around community relations affecting newly arrived migrants from backgrounds that have not previously been strongly represented in Australia;
- School and educational communities – to address issues in these settings, particularly in schools, vocational and tertiary education; and
- Indigenous Australians – to address concerns around community relations affecting Indigenous Australians.

Partnership projects addressing other issues consistent with the objectives of the programme will be given consideration.

## **Ineligible activities and items**

Generally, partnership funding will not be available for:

- retrospective or deficit funding for projects already under way or completed;
- subsidy of general ongoing administrative costs of an organisation, for example electricity or rent;
- festivals, cultural activities of a single ethnic, religious or racial group (unless part of a broader programme of activities);
- conferences or short training programmes (on their own);
- capital expenditure, for example on buildings, motor vehicles, computers, building gardens;
- translation or reprinting of existing materials or publication of existing manuscripts; and
- activities that duplicate an existing partnership.

## **2.3 PROJECT STRATEGY – WHAT WILL BE DONE?**

Partnerships must identify appropriate strategies to address the issue(s) to which they respond. These strategies will vary depending on the nature of the issue.

All partnerships must have the capacity to impact on issues and deliver tangible outcomes in the broad area or sector on which they are based. Partnerships must have:

- a capacity to lead to appropriate and lasting attitudes and behaviour in individuals, communities or organisations;
- a capacity to promote broader Australian values, especially mutual respect and mutual obligation and to promote participation;
- explicit provision for extending the effects and messages of the programme; and
- well defined, achievable objectives and an appropriate evaluation plan.

Proposals must clearly state the issue and state how the partnership will address the issue. Partnership proposals should be well developed, realistic and achievable. They should also clearly identify risks and how they will be managed.

Partnerships should have the capacity to lead to institutional or structural change. Preference will be given to partnerships with the greatest potential for forming positive, long-term outcomes across broad sectors or areas. Alternatively, the activities and outcomes should be as widely applicable as possible, so that their model can be followed and implemented by other agencies or organisations. In this way, the impact of the partnership can be spread broadly and have a multiplier effect beyond the funded activities.

To assist in their management and the achievement of outcomes, steering or reference groups will be established to provide expert advice and direction to each partnership. This will be part of the activity plan for the partnership. The partners and the department will be members of the steering or reference group. These groups will also involve stakeholders and experts relevant to the partnership project.

If materials such as pamphlets, CDs or DVDs are to be produced the strategy should include a clear, relevant and achievable distribution plan for these items.

## **2.4 COMMUNITY AND STAKEHOLDER SUPPORT – WHO WILL ENSURE OUTCOMES?**

Partnerships need to have the support and involvement of the organisations and people that will help the activity to succeed in achieving tangible outcomes. This will include support within the partner organisation.

The nature of stakeholders will vary from partnership to partnership, but could include individuals and other organisations that will place a critical role in developing, implementing and sustaining any resources from the partnership. Stakeholder support will be assessed through meetings and teleconferences with stakeholders in developing partnership proposals, without the need for formal letters of support to be provided.

## **2.5 PROJECT WORK PLAN - HOW WILL IT WORK?**

Potential partners will develop a detailed project work plan in consultation with the department. It is important that a comprehensive and practical work plan is developed that includes clear and achievable timelines, milestones and outcomes. The milestones should be relevant, achievable and clearly measurable, as the funding will usually be paid in instalments and payments will depend on achieving the agreed milestones.

## **2.6 FUNDING AMOUNT AND BUDGET – IS IT VALUE FOR MONEY?**

### **Funding amount**

The 2006-07 Budget provided \$800,000 each year for four years for partnerships. The number of partnerships funded each year will depend on the quantity of funding provided to each partnership.

Each partnership will be developed and considered on a case-by-case basis, in the context of the strategic directions for partnerships.

The value of each partnership will vary, and will generally range between \$50,000 and \$150,000 (per year). Amounts outside this range may be considered.

Partnerships differ from community project or grant funding in that it is usually assumed the partners will make an in-kind contribution to the project costs. In this way, the partnership programme represents significant potential impact for the government's investment. The department also plays an active and value-adding role in partnerships and will identify the contributions that it will make to the partnership.

Funding will be subject to funding agreements between the Australian Government and the funding recipient, setting out agreed partnership activities, milestones and a payment and reporting schedule. Audit reports will be required under the agreement.

## **Budget**

An itemised budget of proposed costs and income will be developed by the proposed partners, including all sources of revenue for the project and all anticipated expenses (excluding GST). Budgets must be reasonable and appropriate to the partnership strategy and objectives. The principle “value for money” will guide consideration of partnership budgets and will be assessed with reference to the costs and benefits such as likely tangible and sustained outcomes.

Charging for goods or services should not be used as a means of supplementing the partnership budget. For example, an organisation undertaking a project that involves events should not usually charge admission fees for these events. Similarly, any materials produced by the partnership should be distributed free of charge.

Identified budget items must include:

- salary costs (plus on costs);
- public liability insurances for the life of the project, coverage at \$10 million minimum (if the proposed activities are not covered by the organisation’s existing public liability insurance) from an insurer authorised to conduct insurance business in Australia; and
- the costs of producing an audited Income and Expenditure Statement at the completion of the project.

Salary costs should usually be no more than 50 per cent of the total project budget.

The budget must also provide details of the costs associated with project activities, including marketing and promotion of outcomes.

## **Funding from other sources**

If the organisation applies for, or receives, funding from another source for the proposed partnership activity, the department must be notified immediately so that this can be taken into account in the funding, assessment and management of the partnership.

## **2.7 PROJECT MANAGEMENT CAPACITY - CAN THE ORGANISATION MANAGE THE WORK?**

The capacity of the organisation to successfully manage community relations projects will be assessed. Organisations may be asked to demonstrate their capabilities in this area, including the details of previous projects and management arrangements in the organisation.

The department may seek assurances about availability to undertake the work of key, identified personnel in the partner organisation. Potential partners may also be asked for evidence of their ability to start a project officer quickly and a viable contingency plan to fill the position if it is vacated.

## **2.8 FINANCIAL MANAGEMENT CAPACITY – CAN THE ORGANISATION MANAGE THE FUNDS?**

Organisations must have the capacity to manage funds in accordance with Commonwealth accountability requirements and consistent with the funding agreement. Organisations may be asked to demonstrate a sound administrative and financial base. Organisations will be required to comply with all reporting and financial accountability requirements as set out in the funding agreement, in a timely manner and to a high standard and to the satisfaction of the department.

Organisations may be asked to provide evidence of past receipt and management of government funding. If an organisation has not previously received government funding, capacity to manage project funding may be assessed by reference to their general financial management.

### **3. PROCESSES FOR DEVELOPING PARTNERSHIP PROPOSALS**

#### **3.1 Administration of the programme**

The department's national office will be responsible for the administration of partnerships. This will ensure that the partnerships are developed as a coherent programme to address the stated strategic directions.

#### **3.2 Development of proposals**

Partnership proposals will be either:

- initiated by the department's national office to fulfil a policy objective; or
- initiated by an organisation approaching the Minister for Immigration and Multicultural Affairs, Parliamentary Secretary to the Minister for Immigration and Multicultural Affairs, or the department; or
- developed from a proposal received in another part of the Living in Harmony programme (for example, in response to a community project funding application).

No application form is required. However, organisations will be asked to provide sufficient information for proper assessment of a proposal against the criteria. Where necessary, the department and the proposed partner organisation may work together to gather these details.

The department will negotiate with potential partners over the strategy and activities to be undertaken and will be involved as those activities are implemented. All partnership proposals received are expected to be further developed with the involvement of the department's national office and the partner organisation, together with the relevant state or territory office and relevant stakeholders, as appropriate.

#### **3.3 Assessment and approval**

All partnerships will be developed and assessed against the criteria in these guidelines.

The department will assess the proposal against the funding guidelines and brief the Parliamentary Secretary regarding the proposal with a recommendation regarding funding.

The department will contact potential partners for clarification of proposals and may seek amendments to the partnership strategy, activities and budget to better match the overall aims of the Living in Harmony programme and to better meet the criteria.

All funding decisions will be at the discretion of the Parliamentary Secretary to the Minister for Immigration and Multicultural Affairs or the discretion of the Minister for Immigration and Multicultural Affairs.

New partnerships will usually be announced early in each financial year.

### **3.4 Management of partnerships**

Where an organisation is awarded funding for a partnership, the department's national office will negotiate a funding agreement (contract) with the partner organisation based upon the proposal and the amount of funding approved by the Parliamentary Secretary. The funding agreement will set out in detail the conditions associated with the partnership funding, which are covered in general terms in these guidelines.

While the partner organisation will be responsible for implementing the activities set out in the funding agreement, the department and the partner organisation(s) will work closely together, including by jointly managing a steering committee comprising relevant stakeholders in the partnership project. This will be a close and collaborative relationship characterised by open communication, in-kind support and shared decision-making on significant project issues.

The department's state and territory offices may be involved in the management of stakeholder relations, including through involvement in the steering group and providing feedback on community perception of partnerships.

### **3.5 Payment, reporting and audit**

The department's national office will be responsible for processing payments to the partner organisation, including receiving progress reports and financial statements.

Funding arrangements for partnerships will vary depending on the length and nature of the partnership project. Projects of 12 months duration or less will usually be paid in three instalments (50%, 40% and 10%). However, for partnerships of longer duration, the payment schedule may provide for regular smaller payments and regular reporting may be required. For example, for a partnership project over several years a partner may be required to provide a short report on activity and progress every three months.

The first payment will be made once a funding agreement has been negotiated and signed by the department and the partner organisation. Subsequent payments will follow completion of agreed project milestones, reporting requirements and submission to the department of a financial statement of receipts and expenditure certified by an authorised officer from the partner organisation.

The partner must have sufficient resources to finalise the activities before the final payment is made. The request for the final payment must be presented as soon as possible after the completion of the partnership activities.

For partnership projects of 12 months duration or less, at the completion of the partnership activities, organisations will be required to submit an audited financial statement. For partnership projects of more than 12 months duration an audited financial statement will be required after each 12 months and at the completion of the project. The audited financial statements can be prepared by the organisation and audited (signed with a declaration) by an approved auditor. The items reported have to be in the same categories as the agreed budget.

The amount approved by the Minister or Parliamentary Secretary will be allocated towards the partnership. However, the organisation is not automatically entitled to the full amount approved if savings are made and other funds secured to supplement the expenses during the life of the project. Therefore, if the total expenditure is less than the allocated funding, after receiving the final report and audited financial statement, the department may reduce the final payment, not make a final payment or may seek a refund of any unexpended funds already provided to the organisation, as appropriate.

Partners will report in terms of the project-specific performance indicators identified in the funding agreement work plans and milestones. Partners will be required to evaluate and report on the overall outcomes of the project in terms of meeting the Living in Harmony programme objectives and its impact on the community.

The department will be responsible for assessing that the obligations in the funding agreement have been met, acquittal of funding and reporting to the Parliamentary Secretary on outcomes.

### **3.6 Publicity and public communication**

New partnerships may be publicised widely by the Parliamentary Secretary and the department. Partners will also be expected to promote the partnership project, including through their newsletters, public relations activities and where appropriate through their internet site or web-page.

The funding arrangement will require communication activities as an integral part of the partnership. This will include a requirement that the Parliamentary Secretary or Minister will be invited, with at least four weeks notice, to speak at any major events in the partnership, such as launches or openings.

The funding agreement will also require full and proper acknowledgment of the Australian Government's support in all material associated with the partnership. This will include use of the Australian Government logos and standard text of acknowledgment, which the department will provide to partner organisations when the funding agreement is signed.

All material that is created during and for the partnership must be cleared by the department prior to being used or made public. Intellectual property rights in material produced by partners vests with them, however the department will have a free, permanent licence to use, reproduce, adapt and exploit the material.