The Grantseeker Manual

contents

Acknowledgements

Introduction

So you've got an idea. There is something important that you need to get done in your community and you're looking for funding. This manual is a basic starter kit to introduce you to the basics of grantseeking. It will help you understand how to research potential funders, how to make sure you've planned your project well, how to communicate with them and how to write a good grant application.

The first thing you need to know is that it's not easy. You do have to put some work, thought and time into this. You also have to be realistic and understand where your idea might fit in with the priorities and needs of those who are giving the money. But while it's not easy, it's simpler than you might think, and it's always worth applying – nobody's going to give you anything if you don't ask for it.

Most of what is in this manual is plain common sense. There is no magic wand or magic words that will result in you getting money, but this manual will help you to make sure you have the best possible chance of success. The rest is up to you.

How to Use this Manual

This manual will guide you through the steps you need to do the following things:

- ♦ Understand what grantmakers will be looking for when they read grant applications
- ♦ Plan your project
- ♦ Write an application for funding which tells the grantmaker what you are planning to do.
- ♦ Keep up a relationship with the grantmaker that enhances your chances of future success

There is also a Glossary to assist with any unfamiliar terms. You will also find a detailed list of links, further reading and resources to help expand your knowledge on all aspects of the grantseeking process.

Know your Project: planning

In most cases, you will be writing an application to meet the costs of running a project. That's because most grantmakers provide project-based funding; very few are willing to just provide a general donation or to fund your core costs. There are a number of reasons that grantmakers take this approach. All grantmakers have limited funds, and they receive more applications than they can reasonably fund, so they need to make choices about which ones to fund. They can't just fund organisations on an ongoing basis because they don't want organisations to become dependent on them. Every grantmaker has a set of drivers and motivations, and they have someone to whom they must demonstrate that the work they funded was worthwhile, so they can't afford to just trust organisations. They must have a basis on which to make informed decisions about where to put their funds, which is why they seek submissions.

While this may seem daunting, remember that there are many ways to get funding for good work. As well as grants, sources of funding for community organisations may include:

- Fundraising
- Memberships
- Sale of merchandise
- Fee based services
- Events
- Sponsorship
- Individual donors
- Wills and bequests

The purpose of this manual is not to cover all those ways of making money for your organisation – we're going to concentrate on grants – but it's important to know that they are all out there. The larger your organisation or the more you do, the more you need to diversify your funding sources so that you don't find yourself in difficulty if one of your sources of funding dries up.

It is important that you understand your organisation's tax status before you start exploring funding options, as this will affect what type of funding your organisation is eligible to receive. You can find out more information on what types of funding your organisation can use on the Australian Tax Office (ATO) website.

Before you get to the step of writing an actual submission, you need to plan your project and to know it well enough to be able to describe it. Some planning ahead is necessary to ensure that you have all the information you'll need to give the grantmaker, and you may have to liaise with other people in your organisation in order to obtain some of this information. If you are part of a small organisation with no staff, you may find that a board or committee member is the best choice for some information.

The basic information you will need to gather about your project is:

Background

Why the work needs to be done, who it will help, and any evidence to support that. What is the issue? What's the problem you're trying to solve? What is the need for the piece of work?

That doesn't mean the need for your organisation. This is one of the most difficult things to remember! The grantmaker is not concerned with keeping your organisation ticking along and surviving. The grantmaker is concerned with the work that you are doing to benefit the community. So when you are thinking about issues, look at it from the perspective of someone who is not involved with your organisation. The problem is not that you can't afford to pay the hiring fees for the kitchen in the community centre to provide cooking classes to low income families; the problem is that some low income families find it difficult to eat healthy, nutritious, inexpensive meals. You need the money to provide the solution to the problem. Your solution is to provide cooking classes, and in order to do that, you need to provide a venue and facilities. Turn your problem around so that you're actually looking at it from the community benefit perspective, making the need for the grant seem not like a problem, but like an opportunity for the grantmaker to benefit the community. Explain what the 'outcomes' of your project will be so that the grantmaker can easily identify them.

To the grantmaker, the benefit to the community is the most important thing.

Project design and activities

This will need to include information on the number of staff and/or volunteers who will be needed to carry out the project, and the activities that will take place to make it a success.

Sometimes this is the most difficult part of the work to understand, because it's fairly obvious to you when you're embroiled in the middle of it, but less easy to understand how it looks from the outside. You need to be able to describe what is going to happen and what that will lead to.

Here's a little exercise which will help you to articulate this part of your project, and also help a great deal in the planning of it. It's also fun. Pretend that you have been given the grant you want to apply for. What are you going to spend it on?

For example, what is the first thing you'll do when you get the money? Are you going to: hire someone; build something; buy a piece of equipment; do a survey; convene a meeting; place an ad in the local paper; write something; or send someone to be trained? What will be the first thing you do when you are able to start the project? Write that down.

Then, what will be the second thing you do?

What will that second thing lead to? That's the third action.

Keep going down the list of things that you will do when you get the money. You don't have to be too detailed; the idea is just to sketch out what needs to be done and how long it will take. This will also give you an idea about the amount of money you'll need to be asking for. Take it slowly, and you might want to get someone else to look at it to ensure you're not leaving anything out.

What you have just created is the basic framework of your project. This is the starting point for the application you will write seeking funding, as well as for your internal planning purposes and probably for the report and funding acquittal you'll be sending the grantmaker.

Budget

You will not be able to arrive at an exact figure in the early planning stages, but you should be able to come up with a rough estimate. If you have difficulty with planning a budget, remember that you will have to plan for the costs of the following:

♦ Staff: number of people working on the project, the number of hours they will be working on it and the hourly cost of wages and overheads. You will need to include both your existing staff and anyone who will be hired or contracted to carry out this work.
♦ Materials: will this project involve buying or building anything? If so, what will be the cost?
♦ Facilities: do you have a venue to carry out the work or will you need to hire one?
♦ Travel: does this project involve travel? If so, you may need to factor in not just the base costs of travel such as petrol, airfares, etc, but the accommodation and meal costs.
♦ Other costs: are there things like printing, postage, phone calls, catering involved with this project?
♦ Administrative costs: many grantmakers are unhappy with a simple percentage for admin being factored in to the budget, so try to think of what this fee will cover and how much it might cost – which will probably be things like project management (including oversight, monitoring of progress, coordination of tasks, evaluation and acquittal).

Outcomes

What will happen as a result of this project and how will you prove that it made a difference? This may be something very simple – such as showing that a piece of equipment was purchased and is being used for the benefit of the community - or it may require a detailed analysis and evaluation. If the latter, then that is also a cost that may need to be factored into the application budget. Remember to always make sure that the 'outcomes' of your project reflect the need that you identified within the community.

Sometimes you need to be creative with the way you gather information about how a project succeeded. It's much easier to report outcomes in number terms – 45 more people were provided with care, or there was a 30% reduction in absenteeism – than it is to find ways of measuring less tangible things. Community work often deals with changes of attitude, emotion or behaviour, which are sometimes difficult to measure by numbers. You may need to conduct interviews or questionnaires, or ask the people who took part in the project to write down what they have learned or how they feel as a result of your project.

> **Remember that the grantmaker is going to be primarily concerned with what is going to happen as a result of the funding – or to put it another way, what will give most bang for their buck.**

Project Planning Models

There are a number of different models or methods you can use to plan your project. One method of project planning which is frequently used by human services agencies in Australia is the Results Based Accountability (RBA) method. RBA works through starting with the intended result and working back from that in stages to work out how the result will be achieved. It allows you to organise and plan the work based around the end results you desire for both the specific clients of your organisation and for the population as a whole. It also allows baseline performance measures to be identified so that organisations have some concrete markers to measure their progress against.

Useful Website

The Results Based Accountability Guide at www.raguide.org provides a huge resource with templates, questions and answers, guides and checklists to assist you in developing a project plan, indicators and objectives based on the RBA system.

Some of the other popular planning models include the Log Frame approach, the Systems Model, and PRINCE2 (Projects in Controlled Environments). All project planning models take a different approach and are suitable for different types of projects. It is important that you choose your planning model carefully to suit your project. More info on the different models and tools available can be found on the CommunityBuilders website or by searching the Internet.

Understanding the Grantmaker

In this manual we're dealing with three different types of grantmaker. These are fairly rough categories and some grantmakers will actually cross two or three of them, but this is approximate:

♦ Government departments
♦ Companies
♦ Philanthropic trusts and foundations

Each of these types of entity has different drivers and different motivations. This will have a big effect on what the grantmaker will fund and what they will require or request of you as well as why they may ask for certain pieces of information or fund in certain ways; it also helps you to understand why they may NOT fund certain types of project.

Government departments are using public money. This means that they have to be clearly and visibly accountable for the way the money is spent. They are part of a bureaucracy, meaning that the people who are handing the money out are part of a chain of command and they all have to prove that they've spent the money effectively, just as you do. They also have to align with current government policy and direction – often government departments are contracting out their services to community groups. On the other hand, government is generally less constrained as to the legal entities that money can be granted to. Government is also generally conscious of risk and eager to minimise it.

Companies need to maintain a reservoir of goodwill within the community, and to do that they will generally be funding within the communities that their customers, staff and shareholders come from. This is more obvious in some cases than others. A company which has mining operations, for example, will often give in the geographic areas in which its mines are located. A company's giving will also often be aligned with its company values and focus – for example, a bank may fund financial literacy programs. Companies may establish formal giving programs or foundations, but may also give reactively through branches or regional offices. Some will encourage their employees to get involved via payroll giving, or will encourage their employees to volunteer. They may also match employee contributions or provide in-kind support such as goods or products. Companies are also generally keen to minimise risk and often prefer not to fund projects which might attract controversy or public disapproval. Many companies will like a tax deduction for their giving, meaning that they may be attracted to organisations which have Deductible Gift Recipient (DGR) status (See the Glossary for an explanation of this term).

Philanthropic trusts and foundations are using private money which in many cases doesn't belong to any single person or family any more. In many cases the original person who made the money is now deceased and there are a board of independent trustees who are entrusted with ensuring the money is spent correctly. In other cases there are living donors and family members who will be entrusted with the grantmaking. In all cases, a philanthropic foundation must legally fulfill the purposes for which it was established, even if that purpose seems old-fashioned now. Risk is less of an issue for foundations, but legal compliance is a very strong issue as foundations must legally only give to certain types of entity and work, usually that which is deemed legally charitable (See the Glossary for an explanation of this term).

So which type of grantmaker should you be looking to? A lot will depend on the type of organisation you are, the type of project you want to do and the amount of funding you need. You may need to make up the total sum needed from several funding sources – most grantmakers will understand this and will be happy to co-fund with others, provided that they are told who else you have approached for funding.

> **If there are opportunities for publicity – a presentation or event which a Minister or a corporate CEO or staff member can attend – government and corporate funders may be interested.**

Finding Grantmakers

It's a very bad idea to do a mass mailout to grantmakers - sending exactly the same application for funding to as many as you can find, hoping that at least a few of them will give you something. That's because all grantmakers prefer to be approached in different ways. Some have application forms for you to fill out, some will have an online application process, some will provide you with detailed guidelines about how to structure your application and some will ask for a one- or two-page letter in the first instance. It's very obvious when an organisation has done a mass mailout and it doesn't help your chances for funding at all.

Many grantmakers have a policy of not funding applications which are not framed in the correct way, and even those which don't have such a policy will not be impressed. They will feel that you have wasted your time and resources, and a lot of paper. They may also be unimpressed because sending a mass mailout makes it clear that you're not interested in what that particular grantmaker is supposed to do with its funds and the mission it is supposed to fulfill, but you're just looking at it as a source of funds for your own organisation. Grantmakers are there to spend money for the benefit of the community but they all have an underlying mission, and they must fund in accordance with it. If you're sending a mass mailout to everyone who has money to give away, it looks as if you don't have respect or consideration for the grantmaker.

Your first task should therefore be to make a shortlist of organisations which might be able to fund you. Some considerations:

Who has the financial capacity to assist?

All funders have limited funds and they generally receive many more applications than they have funds to supply. Many funders receive applications for a sum totaling ten or more times the amount of funding they actually have to give away. The amount of money available from each funder will vary depending on their granting policy as well as on their available funds. It is not advisable to apply for a larger amount, as decisions about the largest (and in some cases, smallest) grant size are made at a policy level and are usually not easily changed.

If your total project cost is very large, you may need to apply to several organisations to make up the total cost. Most grantmakers understand and even expect this, and we will discuss this in more detail in the budget section. However, it's important to consider the appropriateness of the sum to the scale of the project. If your proposal is in the million-dollar range, for example, it may not be appropriate to approach a funder which limits their maximum grant size to $5,000. Most grantmakers which are limited to providing small grants will have made this decision for some solid policy reasons (such as a preference for smaller, less sophisticated community groups) and will prefer to leave the very large projects to funders who are able to make larger grants.

What is the size of your organisation and project? What is its scope?

If it's a large project with national scope, you might want to look to large national or international corporations, as well as to federal government and to philanthropic trusts.

If it's a small or local project you could target local and state government departments, local businesses or the local branch of a national company, or philanthropic trusts.

Who will benefit from this project and in what way?

Government departments and philanthropic trusts and foundations are generally fairly up-front about the purposes they are trying to fulfill but with companies you sometimes need to think more creatively:

♦ If the project is aimed at lessening re-offending amongst juveniles, a company which has a vested interest in reducing crime, such as an insurance company, might be interested

♦ If it's a project which is aimed at helping young people, a company which aims to sell products or services to youth might be most appropriate

Who have we received support from in the past?

Whether government, business or philanthropic, grantmakers tend to fund organisations which deliver good work. If you have received funding from a particular funder in the past, the project was successful and you have had a good working relationship with them, then it may be appropriate to offer them a chance to fund further work. However, there is never a guarantee, and many organisations will prefer to "spread the wealth".

Who can legally fund us?

Some funders are restricted to funding either certain types of entity (such as incorporated associations), or organisations which have been granted certain endorsements by the Australian Taxation Office (such as DGR, deductible gift recipient, status). For more information on the different tax concessions and statuses visit the ATO website **www.ato.gov.au**.

Is there an opportunity for extra involvement on the part of the grantmaker?

If there are opportunities to involve volunteers, a company or a corporate foundation may wish to get involved and to provide some volunteers from amongst their employees. Providing opportunities for their staff is an important part of the community involvement of many corporates; their staff feel they have some involvement in the good work the company does, and they prefer to work for a company whose values they share.

It may be that you can take advantage of the company's expertise as well as their money and manpower. For example, if you're applying for funding to purchase new computers, perhaps you could turn their installation into a special event. Ask if the company can spare some staff to install and test the new computers as well, provide photo opportunities so that they can have a visual record of their good work and how much it means to your organisation, and you'll have turned your request into a benefit for the grantmaker.

Similarly, if there are photo opportunities involved with your project, it may appeal to government funders. If a minister can attend an event, present a cheque and perhaps get involved, it provides a tangible opportunity for them to see and demonstrate the work their department is funding.

Understanding Guidelines and Asking Questions

Whatever type of organisation you are approaching for a grant, it is important that you follow the guidelines they have provided. Most grantmakers have limited time, staff and resources, and the guidelines are there to help you understand the most important information the grantmaker needs in order to make an informed decision. This is important because most grantmakers receive many more applications than they can fund; they must have enough information to work out which are the most likely projects to succeed, or in other words, what is the best way to spend their money.

Guidelines are in place to help you. In some cases they are a more modern and practical interpretation of a very old-fashioned wording in a century-old trust deed. In other cases they have been developed as a response to the volume of applications an organisation receives. They are often developed at a higher policy level and aren't easily changed, and in some cases legally cannot be changed. A philanthropic trust whose trust deed prohibits them from funding the construction of buildings will simply not be able to legally fund buildings no matter how good a case you can make for them to do so, and no matter how strongly they might personally believe that funding buildings is a good idea.

Guidelines are just as important to tell you what a grantmaker does not fund as well as what they do fund. However, sometimes reading the guidelines can raise as many questions as it provides answers. If the guidelines raise questions for you, you may need to ask the grantmaker for clarification.

For instance: *We prefer to fund projects which will build capacity in youth organisations.*

'Capacity building' may mean different things to different people. Many things could potentially be capacity building initiatives, including training, knowledge sharing, networking, putting systems in place, purchase of equipment, building refurbishment or extension, leadership programs, and many more. If you're not sure if your project qualifies, ask. The grantmaker may be thinking of a staff or volunteer training initiative, whereas you may be thinking of purchasing computer equipment so that your staff can work more efficiently.

'Youth' may also mean different things to different people. A quick survey of grantmakers finds the following range of definitions:

♦ People aged 12 to 25 years
♦ People aged 18-30 (this grantmaker has a separate category of "children" for those aged under 18)
♦ People aged 11-25
♦ People aged 14 – 18
♦ People up to the age of 26

There is plenty of overlap between these categories, but if your project deals with age groups that are at either extreme, you may wish to clarify with the grantmaker whether it qualifies. This is especially important if your project deals mainly with young people but may also involve some older ones. Some grantmakers will be flexible with this, and others will require all their funding to benefit young people.

'Youth organisations' may mean several things as well. Does the grantmaker mean organisations which provide services to young people, or organisations which are staffed and led by young people? What about organisations which provide services to people in a range of age groups, including youth – will they qualify if the project is youth-based?

In all these cases, if you are unsure whether a particular organisation's guidelines apply to your organisation or your project, it is best to contact the grantmaker and ask. This may be difficult to do because it goes against your natural instincts; you want to expand the number of chances you have to get a grant, not reduce them. However, remember that most grantmakers receive a lot of applications and can't fund them all. They're unlikely to fund something which doesn't fit their criteria if they have plenty of applications that do fit, and you will be wasting their time by applying. Similarly, you have limited time and resources too, and will be better off concentrating your time and resources on sending a smaller number of applications which really do fit the grantmaker's criteria.

So in all cases, if you have a question, you should call or email the grantmaker and enquire. Remember that they would much rather you asked them to clarify the terms, than that you put in an application which fails to meet their criteria and is therefore a waste of your time and theirs.

When you do call the grantmaker, there are a few important things to keep in mind.

The person who you'll speak to on the phone is almost never the person who makes the final decision about whether you'll get the money or not. It's very rare that decisions about funding are made by just one person – usually there is an entire board or committee involved. That means that you don't need to persuade the person you first speak to that they should give you the funds. You want that person to think well of you, because they may be involved in some of the background research into your project when they get your application, but you don't need to pour out all the details of your project to them straight away. You just need to be courteous, brief and friendly. Introduce yourself and tell them which organisation you are from, tell them you are thinking of putting in a submission for funding, and ask them your questions.

You might also like to ask any questions that the grantmaker's guidelines don't answer for you. For example: what is the average grant size? What is the time frame for making decisions?

Don't be embarrassed to name the sum you will need to carry out your project. It can be difficult to begin talking about the money up front, but remember that the person talking to you probably does this every day; it is their job.

> **It is never a waste of time to call. If you aren't sure whether your work fits the guidelines, it's better for everyone if you take the time to find out for sure. Better five minutes on the phone than five hours writing an unsuitable application.**

Planning your Application

Structure of an Application

In many cases, the grantmaker will provide you with detailed guidelines on structuring your grant application, or even an application form. Some request telephone contact first, or ask you to submit a letter which briefly states the project aims and projected outcomes, and if they are interested they will ask you to submit a full application. However, if there is no information supplied about the proposed structure of an application, you may like to follow the suggestions given in this section.

> **Remember that your submission may be one of dozens, or even hundreds, which must be read in a short space of time. If your submission is short and concise, it will be appreciated by the person who reads it, and will also stand out from the rest.**

Some general tips to follow when writing your application:

♦ Keep your submission short – less than five pages, unless a longer application is required by the grantmaker. You want to avoid repetition and unnecessary information, and to make it easy for the grantmaker to quickly grasp what your application is all about.

♦ Avoid politics. This is important, even if you feel frustrated and impeded by something associated with that grantmaker. Remember that a grant application to a government body is not the right arena to be venting your frustration about a particular government regulation or decision; the people reading your application are not responsible for that particular decision, and they are unlikely to have any influence over policy changes you might want. You will only be frustrating the person reading the application, and wasting your own time.

♦ Remember that the benefit to the community is the most important thing about your application.

♦ Assume that the reviewer of this submission is an intelligent lay person familiar with your field only in broad terms. They won't be an expert in everything you are an expert in. If you use particular jargon or abbreviations, you should explain them clearly in footnotes, endnotes or in brackets.

♦ Use plain language, short paragraphs, and clear sentences. You can use headings and subheadings, and dot points, to make it easy for the person reading the application to skip to the part they need.

♦ Make sure there is plenty of white space in your application, and don't try to dazzle the grantmaker by printing each paragraph in a different colour, or by using pictures which are irrelevant to the application. Don't include a picture from a stock photo library. Photos, if you use them, should actually convey information about your organisation and project – they should not be generic.

Cover Page

Although you will undoubtedly submit a covering letter, the cover page is also necessary because it provides all the most necessary information about your application so that it can be summed up at a glance. By doing this you make it clear exactly what you are asking for, why, and who you are – all the most important facts so that your application can be processed and get to the right people to read it as quickly as possible. Many funders will provide you with a cover sheet – if they do not, you should attach your own.

A good cover page will contain the following elements:

♦ The name of the granting body
♦ The name of your organisation and its contact details
♦ The contact name of someone who can answer questions about this application
♦ The amount you are requesting from this particular funding body. It may not be the total project cost – which may be much larger – but the detail on the front page should be the request for this particular organisation.
♦ The purpose of the application, which can be either the project title or a phrase as simple as "For refurbishment of our playground equipment".

You may also like to put your logo or a picture on the cover page, but it is not essential.

Even though your submission contains a cover page, you should still include a covering letter. This is a good place to remind the funder of any previous conversations that have taken place about this project and application, and possibly also of any extraordinary circumstances or previous funding from the grantmaker in question. The cover letter should be signed by your CEO, a board member, or a patron, especially if that person has a personal relationship with the grantmaker in question.

Executive Summary

This is an important part of your application because it sums up all the essentials about the project into a single paragraph. Although at first it may seem like a near-impossible task, it's easier if you strip out the inessentials and remember that all you need here are the most basic facts, and that everything will be explained in more detail further on.

The Executive Summary is an important part of your application for two reasons. Firstly, it's a courtesy to the people reading your application. Everyone in almost any kind of job – and certainly one where part of their job entails giving away money – is bombarded with ever-increasing quantities of information. Giving them the bare essentials of what your application is about, in the very first paragraph, helps them to identify very quickly whether your project fits what they want to do with their money. If you feel that you can't do that in one paragraph, then it's quite possible that your project doesn't fit their guidelines.

The second reason the Executive Summary is an important part of your application is that it acts as the taster to pull the reader in, engage their attention and interest them in your project. It's the difference between them reading the entire application because it's a part of their job, and them reading it because they are genuinely interested and want to see what your solution to the problem is, and how it is that you're going to carry out the work. When you have a reader who is interested and engaged, you have a reader who is already beginning to go into bat for your project.

identifying the issue and the Solution

Every community project arises from a need. Remember that to the funder the need is not about your organisation's needs, but about the needs of the community (with other considerations secondary to that). No grantmaker primarily focuses on career advancement or empire building for not-for-profit organisations, but they do want to see that if they assist a not-for-profit to get a bigger building or train its staff, then that will build its capacity to deliver services for the community.

This section will establish that you understand the issues, and will also inform the grantmaker about a topic they may not specialise in.

The issue to be addressed should be stated clearly and simply. Here are some good examples:

> *Eighteen teenagers have died of drug overdoses in the inner east within the past 12 months.*

> *Diabetes is a major cause of chronic disease and death amongst indigenous Australians, with 11% of Indigenous Australians affected compared with 3% of the non-Indigenous population.*

If you are able to back up your explanation of the need with statistics or research, do so, but ensure it is simple and that your sources are clearly identified. Don't assume that the reader of the submission knows the primary information sources. Make it clear where your information comes from in the text and then provide footnotes or endnotes to back up what you are saying:

> *According to the Department of Health and Ageing, over the next 20 years, the number of Australians who are 70 and over will grow at a rate 3.3 times faster than the growth of total population.* **(www. health.gov.au/internet/main/publishing.nsf/Content/ageing-rescare-servlist-download.htm)**

The information is likely to come from known authorities in the field, which may include the Australian Bureau of Statistics, government research institutions, peak bodies, researchers and academics. It is also possible that the only statistics you will be able to provide are from your own organisation, and that is fine as long as you detail that:

> *Since 2006 we have had a 44% increase in referrals from domestic violence agencies.*

Make sure that the facts and statistics you are providing are accurate and up to date, and relate to the scale of the program. You don't need to find every possible source of information out there, and you don't need to repeat yourself. If the need is genuine, it will stand out clearly.

You will also want to flag your solution to the issue here:

> *While skin cancer kills over 1200 Australians every year, 95 percent of skin cancers are treatable if detected early. A 2006 study by the Skin Cancer Prevention Foundation found that outdoor workers are most at risk from skin cancer, but few employers have instituted mandatory skin checks for their employees, and that employees regard lack of time to visit their GP as a major barrier to regular checks.*

It might help almost to think of this as the set-up for a joke! The set-up here is that employees who are most at risk don't get regular checkups because of time constraints. This leaves the way open for the "punchline", which will be the solution – in this case, the applicant's scheme to institute a mobile skin cancer clinic for agricultural workers, which will be described in the next section.

One mistake made by many community groups while working on this part of the submission is to make it too emotional by including case studies, anecdotes or quotes from those affected by the problem. Some applications also rely on repetition, making their submissions unnecessarily long and tedious. There is no need to tug at the heartstrings of the person reading the submission, and in fact

it may have a detrimental effect – they may wonder whether you are in fact able to do anything about such an overwhelming problem. A key component of this section must therefore be to give hope.

Remember that the person who reads your submission is reading a great many of them and will probably have a better grasp of the breadth and depth of problems in the community than the average person. If they are a specialist funder – funding in a limited number of fields – they will almost certainly have quite a detailed knowledge of those fields.

The key difference between making a grant application to a known grantmaker, and raising funds from the general public, is this; while the general public have no obligation to provide donations to anyone, a grantmaker has to give the money away to someone. The money has been allocated, and will be given away no matter what. If you're going to raise money from the public, you will almost certainly have to tug their heartstrings or move them emotionally, because that is how most people are motivated to give. However, with the grantmaker, giving away the money is their job. The most important thing is that it must be given away to meet community needs – something they already have some grasp of. So rather than convincing them that there are serious issues, you need to convince them that if they give you some funding, you will make the best job of doing something about those issues.

Many applicants regard the expression of the need, problem or issue as the most important part of the submission, however, this is not actually where the majority of the emphasis needs to be. Most grantmakers are aware of the problems to some degree; their main interest is in what you are going to do about it.

> **Useful Website**
>
> The 'Research and Statistics' section of the Communitybuilders website at
> **www.communitybuilders.nsw.gov.au** has information on where to find statistics and
> data and how to use this information.

Project Outline

While this should ideally be the major part of your submission, many applicants tend to focus on the issue far more than on the solution. The solution is the thing that the grantmaker will be most interested in.

Some important points you must cover in this section:

Who will actually work on the project? Think about the number of people who will be directly working on it, and the hours they will be working. Are they paid staff, volunteers, or a mixture of both? It's important to include information about your volunteers; this emphasises the cost-effectiveness of your organisation.

If you have paid staff working on the project, are they existing staff or will you be hiring someone new? If they will be new people, will they be permanent positions, or for a limited time? If the positions will be permanent, you may have to think about how you are going to pay for those staff after this project has finished. In all cases, you'll want to think about the number of hours all those people will be spending working on this project.

What are the numbers? Rather than saying *'We will provide a dedicated educational program to skill young people in literacy and numeracy'*, be more explicit about exactly how this will be done. *'We will run two three-hour workshops per week, over a six week period, with ten young people at each session being coached by two volunteer trainers".*

Who will take part in this project? Are they current clients of your organisation, or will they be new people? If they are not existing clients, where will they come from – will they be referred to you by other agencies, will they walk in, will they be advertised for? If you will be advertising, do you have good reason to believe that the advertising source you're using will be frequented by the people you are trying to attract?

If you have the space, you may wish to provide a timeline. Timelines are very impressive to a grantmaker; they demonstrate that your organisation is well managed and your project has been appropriately planned, and they also assist the funder to understand how your project may unfold and the steps necessary to carrying it out. It may also be helpful to you in other ways, as funders may be able to spot ways in which they can assist you further by providing extra infrastructure or support – computer training, access to discounts on supplies, etc.

Here's an example of a project description which contains all the information needed in a concise package:

> *We plan to run a dedicated postnatal program for teenage mothers experiencing the challenges of parenthood for the first time. The program will be run in twice weekly two-hour sessions over a four week period, and will be held at our office in Main Street, Everytown. Participants will be selected from young women considered at risk of postnatal depression and referred to the program by district nurses. The sessions will cover the following topics:*

> *Week 1: Needs and behaviours of newborn babies, and keeping them safe*

> *Week 2: How to care for yourself during the early parenting period*

> *Week 3: How to ask for the support you need from family and friends*

> *Week 4: Available community support services*

> *Socialising with other young mothers will be an important part of the program as the new parents learn that they are not alone in facing these issues and challenges. The program will be delivered by a clinical nurse educator and will be provided free of charge to participants.*

It is important to be realistic when planning your project. Don't try to bite off more than you can chew. If you are trying to do something very ambitious, which is on a scale your organisation has not previously attempted, the grantmaker may feel that you won't have the capacity to deliver the activities and outcomes. They may be concerned that your organisation is too small to have the large reach you expect, or doesn't have the infrastructure in place to carry out the work, or simply doesn't have a history of delivering projects on this scale. There may be special circumstances which will mitigate those factors – for example, another agency in the area may have closed, meaning that yours has a heavier case load, or you may b e planning to carry out this program in partnership with another organisation which will provide some of the administrative support – but if this is the case, you must clearly and succinctly explain this in your application as you cannot assume that the grantmaker will ask you.

It's also important to be realistic about the timeframe for your work, and about how much can be accomplished in that time. For example, some projects may take up to three years to gain the trust and acceptance of the community in which they're taking place, and therefore to show major results. The project will have to be budgeted for three years, and will need careful monitoring during that time so that evidence can be gathered to make a case for future funding. This is the kind of project which will need to be budgeted for three years from the very beginning – there is no point in establishing something which may raise community expectations but not continue after the first year, causing frustration and a lack of trust in organisations and funders in the community.

> **Don't be too wordy in your application and don't cover absolutely everything you want to say. Remember – if the project is interesting enough from the outside, the grantmaker will contact you for more information.**

Sustainability

A lot of funders will be asking for sustainability in a project. This is probably quite frustrating to you in a lot of ways – especially if there is no way for the project to generate its own funding as far as you can see.

In order to understand why you are asked this, you need to consider it from the grantmaker's point of view, and especially to consider the constraints which they may be under. Some of these are common to all grantmakers, while others will differ depending on the type of grantmaker you are approaching.

All grantmakers have limited funds, and very few are willing to provide ongoing funding for a particular program indefinitely. They don't want organisations to become too dependent on them, for several reasons. Funding programs may change as community needs and perceptions change; government funding for programs may dry up with a change of government or of policy; philanthropic funding may vary depending on the performance of the stock market; companies may change strategic focus or have fewer profits for their community programs. Many grantmakers also don't see it as their job to keep community organisations running – especially given the fact that there are hundreds of thousands of them in Australia, and it wouldn't be possible for all the grantmaking bodies in Australia to fund the core costs of all the not-for-profits. And finally, many grantmakers prefer their funds to be untied, in case they receive an application for a project which is absolutely incredible and which they really want to be involved with.

Whatever the reason, no funding source can be relied upon indefinitely. This is a difficulty but also a strength, as it will require you to diversify your funding. Diversifying your funding – seeking funding from a variety of different sources – means that if one supporter should withdraw, you will be able to keep programs going with your other available funds, and to find a new funding source to replace them.

The sustainability of any particular program will depend on the nature of the program itself. Some projects naturally have a limited life, and will achieve their results in a set space of time; in this case it is enough to tell the grantmaker that this is the case and that no further application for this project will be forthcoming. Other projects will have a longer lifespan and will therefore need to show some evidence of sustainability.

While it may seem like extra work to develop a plan for ensuring the sustainability of your project, it is actually a good way for you to start thinking about the future possibilities and options for your project. Building in strategies to ensure project sustainability from the outset should significantly increase the chances of you successfully transitioning your project when your existing funding is finished.

In the planning section, we listed some potential sources of funding for community organisations, as well as grants:

- Fundraising and donations
- Memberships
- Sale of merchandise
- Fee based services
- Events
- Sponsorship
- Individual donors
- Wills and bequests

These are all potential sources of your core funding. Many not-for-profit organisations in Australia will find that the majority of their income comes from donations, memberships and fee-for-service work.

Useful Website

The Community Funding section of the Our Community website at www.ourcommunity. com.au/funding/funding_main.jsp provides information on a great many aspects of finding funds for community organisations which are not covered in this manual.

Budget

For many people, the project budget is the most difficult part of a submission, and you may want to ask for assistance from other staff or from your treasurer to make sure you're not leaving anything out. It's very important not to undercut the costs of your project. This is especially important in relation to staff and other areas in which there are overheads and on-costs. The best way to plan your budget is to go through the project outline and make a list of all the items which will have to be paid for to make this project succeed. That includes the costs of staff, consultants, any materials, use of premises or venue hire, phones and faxes, printing and postage, transport costs, equipment which must be purchased, translation costs, child care, etc.

Once you have made the list, you can begin to work out the costs, placing a figure beside each item on your list. Some of this may need to be sourced from the person who keeps the accounts for your organisation – the personnel costs, for example. Other costs may require you to obtain a formal quote, or to do a little shopping around. You may also use acquittals of past projects to give you an idea of how much this project might cost. Many grantmakers will provide you with a table or worksheet to show your budget, but if not, you might like to create one. Here's an example:

Item	Cost
Food for lunches: $150 per weekly session x 40 weeks	$6,000
Facilitator costs: 40 x 3 hours at $50 per hour	$6,000
Venue hire	$2,000
Petrol costs	$1300
First aid equipment	$150
TOTAL	**$15,450**

If you are going to hire, build or purchase something, you may wish to get a formal quote. Even if the grantmaker does not state that they require a formal quote, it's a good idea to obtain one. Not only does this show that you have planned your project well, it also gives the grantmaker substantial proof of the actual costs involved. Sometimes grantmakers will not be aware of the true cost of equipment or materials, and a quote will help them understand.

Many grantmakers will have policies about providing an administration, contingency or overhead cost as part of a project budget; some will allow it and some will not. This is something you may like to ask the grantmaker. It is always useful if you can provide an explanation of this cost – that it is related to the management, monitoring and acquittal of the project, for example.

Another important consideration is any resources which your own organisation is putting into the project, including volunteer time and in-kind resources. If your organisation is contributing some of its own funds, getting some of the work done through volunteers, or in-kind support through providing a venue, materials, transport or other assistance, then that should be reflected in your budget. It's part of the total cost of the project and the grantmaker should be aware of it, but also aware that you're not asking them to pay for it. A budget for this might be more complicated because you are effectively showing the grantmaker the part of the project their funds will be committed to as well as the part they don't have to pay for. Effectively you will be showing the income as well as the expenditure.

Here's how a sample budget in an application to a fictional foundation might look if the petrol costs were being covered by volunteers who were doing the driving:

Income	$	Expenditure	$
XYZ Foundation	$14,150	Food for lunches: $150 per weekly session x 40 weeks	$6,000
Petrol (in-kind contribution from volunteers)	$1300	Facilitator costs: 40 x 3 hours at $50 per hour	$6,000
		Venue hire	$2,000
		Petrol costs	$1300
		First aid equipment	$150
TOTAL	**$15,450**	**TOTAL**	**$15,450**

In this budget you're showing the grantmaker that the total cost of the project is $15,450, but that you are only requesting $14,150 from them because your volunteers are providing the rest.

Handling multiple funders

It is possible that you will need to make up the total cost of this project from several grantmakers. Even if your project is relatively small, you may need to have several applications in at once, as you cannot guarantee that any particular funder will approve your project. The key is that you should inform all grantmakers you approach of every other source you have approached for funding for this particular project. This will not be a disadvantage! Grantmakers like to know that you have planned for the possibility of rejection. For the most part they also like to co-fund, as that means that they can collaborate with others to fund a project on a larger scale than they could fund alone.

Grantmakers will want to know not just whether you have approached other grantmakers, but how much you have asked for and – most importantly – whether any other funding has been confirmed.

A budget for a project where you must approach multiple funders is a little more complicated, but is possible. You can approach it in much the same way as the in-kind contributions, above. Here's a sample budget where you are both providing some in-kind support and have approached several potential funding organisations, including one government department which has not yet confirmed whether they will fund the project, and one company which has confirmed that they will:

Income	$	Expenditure	$
XYZ Foundation	$5,150	Food for lunches: $150 per weekly session x 40 weeks	$6,000
Department of Community Services *(not confirmed)*	$5,000	Facilitator costs: 40 x 3 hours at $50 per hour	$6,000
Big Green Company *(confirmed)*	$4,000	Venue hire	$2,000
Petrol (in-kind contribution from volunteers)	$1300	Petrol costs	$1300
		First aid equipment	$150
TOTAL	**$15,450**	**TOTAL**	**$15,450**

If you have multiple applications for a single project pending, and one application is approved meaning that some funding has been allocated to your project, you should immediately inform the grantmakers to whom you have pending applications. This is vital as it actually increases your chances that the pending grantmakers will also approve your application.

> **Remember that to the grantmaker, the most important thing is that a project goes ahead, and succeeds in providing a benefit to the community. The more positive responses you receive, the more likely it is that your project will happen; therefore more funders will want to come on board.**

Similarly, if you have multiple applications pending and you receive enough funding to carry the project out, inform those you are still waiting to hear from that you have received enough funding and that you can withdraw your application. The grantmaker will appreciate that you have been honest

and open with them, and also that they don't have to spend any more time and energy on reviewing your application. You can always offer them the option to fund an expansion of the project, or perhaps to fund another project. The key is to be open and honest.

> **Being honest about the fact that you can withdraw an application because you have enough funds to proceed will impress the grantmaker not just because of your honesty but because you are obviously an organisation which has impressed other grantmakers that you can deliver good work. They'll remember you next time you come to them for funding – which should be soon!**

Outcomes

Many applicants confuse the outcome with the program's objectives, or with the project design, and therefore this section of their application repeats what was said in former paragraphs. It's important to distinguish between outcomes and outputs. You need to report on both of them, but they are not the same.

The outputs are the tangible actions, products or services put into place as a result of the grant – client visits, workshops, telephone responses, publications sent, care plans developed.

The outcomes are the impact, change or benefits created by the outputs – what difference was made as a result of the outputs. The outcomes are not that you ran a series of workshops, but rather that the people who attended the workshops feel better informed and have more usable skills.

Here are a few more examples of outputs vs outcomes.

Outputs	Outcomes
48 weekly budgeting and financial planning workshops held over 12 month period. 52 attendees from low income backgrounds completed course.	All participants have created weekly budget and report they are sticking to it. No participants have accessed relief agencies for food or other material goods since program began. 66% of participants have regular savings.
2000 insecticidal bed nets were provided to villages in Angola.	1800 families are protected from the spread of malaria via mosquito bites.
Mediation sessions were held with 12 highly disruptive students	Improved school attendance on behalf of all 12 students 7 out of 12 students have improved results by at least one grade

So the outcomes are really about this: what benefit was there to the community, or the people you were helping, because of the money you were granted? Outcomes can relate to behaviour, knowledge, attitude, skills, values, abilities and many other areas.

It's important to work out what you believe the outcomes of the project will be while you are planning it. In a sense, the outcome is the reason that you want to do the work – you want to make something happen, which is why you apply for the funds in the first place.

You need to work out a way of measuring the outcomes, if only because that is what you will be reporting against when you write the acquittal of the grant.

> **Useful Website**
>
> **The Results Based Accountability Guide at: www.raguide.org/ provides a huge resource with templates, questions and answers, guides and checklists to assist you in developing a project plan, indicators and objectives based on the RBA system.**

Attachments to your Application

Although many grantmakers will prefer a fairly concise application, many will also welcome attachments which provide further information. Some examples of attachments you might like to include are:

♦ Annual report and audited financials (many grantmakers will ask for this anyway)
♦ The history of your organisation
♦ Your Board membership
♦ Newsletters (often good for demonstrating the breadth of your activities)
♦ Media clippings about your organisation's work
♦ Letters of support from other agencies (these are an indication that your community and peers value your work)
♦ Your constitution or governing documents

Be sure to check with the grantmaker first, to see whether these attachments will be useful to them or whether they will just add more paper to the pile.

> **Don't automatically assume that a grantmaker will be happy to be signed up to receive your annual report every year; always ask if it would be useful. Sometimes an email notification that the annual report is available for download is a better and less wasteful option.**

Maintaining the Relationship

Dealing with Rejection

You will inevitably come across rejection at some stage of the grantseeking process. The majority of grantmakers receive many more applications than they are able to fund, and therefore they often have to reject some applications which have nothing technically 'wrong' with them. It's important to remember that if you do receive a rejection, it doesn't mean that there was anything wrong with your application, your project, or your organisation. It shouldn't discourage you from applying again or from applying to other grantmakers. Remember that everyone who applies is knocked back sometimes.

You will probably find that many grantmakers don't provide you with written feedback on your application. Many feel that if they do so, they might raise your expectations with no good reason; they don't want you to assume that you will definitely be successful next time if you make their suggested changes or take their feedback into account. There are too many variables in grantmaking to make that kind of judgement – even the grantmakers cannot be sure because they don't know the quality or number of applications they will receive next time.

However, even if you're not given any formal feedback, it is perfectly acceptable to call and ask if there is any feedback they can give you on your unsuccessful application. Sometimes you can be given information verbally which the grantmaker won't put in writing. At the very least this should give you the most vital information, which is whether or not you should apply to this organisation again.

If you do ask for feedback, make sure you do so politely. Don't ask *"Why didn't we get this funding?"* but instead phrase it a little more positively, such as:

> *"Is there anything we could have done to make this application more likely to be funded?"*
>
> *"Can you tell me if there was anything lacking in our application?"*
>
> *"Would it be worth our while applying for this project again in the next round?"*

The last question is particularly important and most grantmakers should be able to give you an answer – even if all it indicates is that you shouldn't waste any more time on re-applying to that grantmaker. Remember that sometimes there is no real feedback possible because there was nothing wrong with your application – others were just stronger. However, there may be the opportunity for a very beneficial discussion which can help your future applications enormously.

Thanks and Acknowledgement

If your grant application is successful, you will always want to say "thank you" to the grantmaker as a matter of simple courtesy. A letter is usually sufficient for this.

There are other ways of acknowledging the grant, and different grantmakers will have different expectations of the way that you will recognise their support. Some will be content with a mention in your newsletter and annual report, and some will ask for more. In most cases, this will depend on the nature of the grantmaker and also the size and nature of the project. Companies and publicly accountable grantmakers like government bodies and government initiated trusts will like some

public recognition of their grant and this will sometimes be part of the grant agreement or contract. Some trusts and foundations will also like public recognition, but others will not ask for publicity and some may even request anonymity. In all cases, the expectations of the grantmaker should be clarified before a grant agreement or contract is signed.

At a minimum, you should consider mentioning the grantmaker in your annual report, on your website or in your newsletters or other publications. If the grantmaker has funded a publication (including a website), you should acknowledge their contribution in that publication.

A larger project such as a building will often provide the opportunity to acknowledge the grantmaker's support in a lasting fashion via a plaque or even by naming the building (or part of it such as a hall or a particular room) after the grantmaker.

If the project is a significant one, you may want to invite the grantmaker's representatives to present the cheque, perhaps over morning tea, and possibly including a tour of your facilities or the opportunity to meet some of your staff or clients. Have someone on hand to take photographs if that's the case, as you will be able to use the photos in your publicity materials, in your acquittal to the grantmaker and also in media or press activity. It can be a real boost both to you and to the grantmaker if you are able to provide the local paper with photos of the Minister for Health shooting basketball hoops with students at the opening of the new PCYC facilities, for example.

Trustees, staff, donors and Ministers like to feel confident that the funding they provided has done some good, and to feel good about it. By the time the funding decision has been made they are usually genuinely interested in the projects they have funded and in the people and organisations carrying out the work. Anything you can do to capitalise on that interest will help you build the relationship into the future and develop a sense of partnership.

Acquittal and Reporting

Grantmakers will differ in their requirements of you here, depending on their own policy and on the size and nature of the grant. Again, it's important to make sure you understand what your responsibilities are and how you will carry them out before you sign the grant agreement.

In some cases you will have applied for a grant which may be spread out over two or three years. In that case, the grantmaker will often make the first year's grant straight away and will agree in principle to fund the next two years dependent on receiving a satisfactory report on your progress. Other grantmakers will simply require a report once the project is completed.

All funding bodies need you to be able to demonstrate that you made a difference with the grant money, and this is the most important driver for them. All funders have a responsibility to ensure that the money they are entrusted with is spent effectively and well, and they will therefore need you to keep records, collect data, and be prepared to answer questions, draft progress reports, and respond to requests for this information from the funder.

It may seem difficult and time-consuming to plan how you will measure your progress, analyse the results and report on your success, but it is invaluable for you as well as for the funder. It helps you examine your own practices and perhaps improve them, and it also enables you to have confidence in your work as you'll be more aware of how and why your methods achieve results.

You should always submit your acquittal in a timely manner. It does take time and effort, but it will be good for your organisation on many levels. The grantmaker will be impressed with your openness and transparency, and that will help improve your chances of future funding. Many grantmakers will not consider another application if you have not yet acquitted a previous grant, so it is definitely worth your while.

Many grantmakers will provide you with a form or suggested format for your acquittal report. If they don't, at the bare minimum you should report on the following:

♦ How the grant money was spent
♦ The outputs (what actions were carried out as a result of the grant: items purchased, work done, counselling sessions held, publications produced, etc)
♦ The outcomes (what the end result is: improved self-esteem in clients, more children able to attend daycare, increased attendance at school, etc)
♦ Any grant money which has not been spent

In the project planning section we looked at the Results Based Accountability method and its role in identifying your desired results and working backwards to plan your methods. The RBA method also has a simple framework to help organisations understand their performance and measure them against their key indicators. With this method you'll be answering three critical questions:

♦ *What did we do?*
   This relates to the outputs of your quantity or work – the number of clients served, number of publications produced, number of workshops held, etc)
♦ *How well did we do it?*
   This relates to the quality of your service delivery – how timely the service was, how cost-effective it was, how easy it was for clients to access, how culturally appropriate it was, etc)
♦ *Is anyone better off as a result?*
   This must be measured both in numbers (quantity) and in quality. If ten people who accessed a financial counselling service are sticking to personal budgets and have reduced their debt, that's a measure of quantity. If those ten people were the only ones who accessed the service, it's a measure of high quality, but if there were over 500 people who accessed it and only ten were successful, that's a measure of low quality.

This kind of work is very important, not only for reporting back to the grantmaker but also for informing your own planning and decision making processes. Through collecting this kind of information you can find out what works, what doesn't work, what other factors there might be and ultimately how you can improve your practices. More importantly for the grantmaker, it proves that you are capable of delivering a good result to them. This will not only help build your future relationship with that grantmaker, it will give you a good evidence basis for applying to them or to other grantmakers in the future.

When you're writing the report or acquittal, you may also like to think about including pictures, testimonials or thanks from people who benefited directly from the project. If the grant involved building a kindergarten playground, for example, you might include some photos of the kids playing on the new equipment and perhaps a thank-you card or letter designed by them. This kind of feedback helps to bring a project alive and to help the grantmaker understand that they have made a very real difference in the lives of other people.

Some projects will be complicated, detailed or untested enough that they will require a detailed external evaluation. This is especially true for pilot projects – projects which trial new ways of doing things or dealing with issues. If that is the case, the grantmaker will probably have discussed this requirement with you before the grant was made, and it may be something that should be built into the budget as part of the application.

if Something Goes Wrong

All the above information about the acquittal has assumed that the project was a success. But what if it wasn't? What if something went wrong, if the project didn't achieve everything it set out to do, or even if it was a failure?

First, don't panic. People who work for grantmaking organisations are still people, as human as you. They know that the world is not perfect and that things sometimes go wrong. They've also seen all kinds of things go wrong with projects. They won't want to punish you – their primary issue will be to ensure that the grant money isn't wasted.

The most important thing is to keep the grantmaker informed. As soon as you know that something has happened which will affect your ability to deliver the project as you planned it in a major way, inform the grantmaker. That includes situations where there has been an issue with personnel, with the way the project will take place, or with the budget.

It will help if you can go to the grantmaker with a suggested solution to whatever the problem is. For example, if the only person in your organisation who's able to provide a piece of training leaves, perhaps you can partner with another organisation to deliver the training. In most cases the grantmaker will be quite reasonable if the suggested changes are sensible and in line with the project as it was originally envisaged.

Most importantly, remember that a grant is only wasted if it doesn't work AND if nothing was learned from it. If something goes wrong, find out why it went wrong. That way, when you come to acquit the grant, you can tell the grantmaker that something positive came out of the project, even if it was only "We won't do this work that way again" or "Next time, we will include a mentoring program so that the kids going through the program have some after-hours help if they need it". This will help the grantmaker too, in case they are approached with a similar program in the future.

Final Words

Most of all, remember that this is a partnership between you and the grantmaker. Applying for a grant is not begging for a handout. It is providing the grantmaker with the opportunity to do their job, and to make a positive difference, through funding your work.

Links and Further Reading

CommunityBuilders NSW *(website)*

CommunityBuilders website is full of practical resources aimed at helping local communities share ideas on all aspects of strengthening, building and enhancing their communities. The site is very comprehensive with guides, information, checklists, links and resources on many aspects of community building including volunteering, project planning and management, research and statistics, funding and grantseeking. The site includes both Australian and international resources.

www.communitybuilders.nsw.gov.au/

Philanthropy Australia *(website)*

Philanthropy Australia is the national membership association for philanthropic trusts and foundations. The Philanthropy Australia website is designed to provide both grantmakers and grantseekers with useful information. It includes fact sheets and frequently asked questions on the philanthropic sector, a glossary, links to other organisations and information on Philanthropy Australia's representation work, events, workshops and other services.

www.philanthropy.org.au/

Australian Centre for Philanthropy and Nonprofit Studies *(website)*

This is the website of a research centre at Queensland University of Technology, and provides a lot of useful information for not-for-profit organisations, both in Queensland and throughout the rest of Australia. Their Current Issues Information Sheets include vital information particularly on tax and legal issues for not-for-profits. They also host a number of very useful free publications like 'Developing Your Organisation' and 'Developing Your Board', and free information on deductible gifts including the facility to search on deductible gift statistics by postcode and occupation.

www.bus.qut.edu.au/research/cpns/

Results Accountability Guide *(website)*

This guide to understanding Results Based Accountability provides a number of guides, articles, frameworks and checklists to help you understand and implement Results Based Accountability in your own work.

www.raguide.org/

PhilanthropyWiki *(website)*

PhilanthropyWiki is an online encyclopaedia of philanthropy, maintained and edited by Philanthropy Australia. It collects resources relating to all aspects of philanthropy and is divided into categories, to provide a first port of call to the philanthropy and not-for-profit sectors on philanthropy and charitable organisations in Australia.

www.philanthropywiki.org.au

The Australian Directory of Philanthropy *(book and website)*

The Australian Directory of Philanthropy lists over 350 philanthropic givers with their contact details, information on their funding interests, geographical and legal constraints, and application procedures. It is available either as a book or as a subscription to an online service.

Successful Submission Writing for Business and Non-Profit Organisations *(book)*

Jean Roberts, 1990 – revised and updated 2005

Successful Submission Writing helps organisations in all aspects of the planning and submission writing process, and includes information on business and not-for-profit submission writing.

OurCommunity *(website)*

Our Community is a huge site with resources on all aspects of running not-for-profit and community organisations. It includes templates, free newsletters, events calendars and linkages. It also provides a facility for online donations for community organisations.

www.ourcommunity.com.au/

PilchConnect *(website)*

This website is aimed at Victorian not-for-profit organisations, providing resources structured in a way that mirrors the life-cycle of a community organisation, from start-up through running an organisation, applying for tax concessions, the people who should be involved, running events and what to do if things go wrong. It includes fact sheets, checklists, guides and links to further information. Some of the information is Victoria-specific but much is relevant to organisations throughout Australia.

www.pilch.org.au/community_org/

Developing Your Organisation *(website)*

Provided by the Australian Centre for Philanthropy and Nonprofit Studies at Queensland University of Technology, this website includes all kinds of information to help grow and manage community organisations. It includes free manuals and guides. Some of the information is specific to Queensland but some applies nationally.

https://wiki.qut.edu.au/display/CPNS/DYO+Home

Community Door *(website)*

This Queensland Government website provides tools, templates and information for community organisations in Queensland.

www.communitydoor.org.au/

Grantslink *(website)*

The Grantslink website provides links and information on Australian commonwealth government grants.

www.grantslink.gov.au/

Australian Tax Office (ATO) *(website)*

The ATO website provides information on the different tax concessions that organisations can apply for, and other information on tax for non-profit organisations.

ato.gov.au/

Glossary

Acquittal

An acquittal is a document showing the grantmaker how the grant was spent. It will include information on the expenditure of the funds (including an itemised account of expenses, salaries and purchases) as well as information on what happened as a result of the grant and whether it achieved its aims.

Applicant

An applicant, in this sense, is an organisation applying for a grant, and/or the person who actually writes the grant application.

Application

An application, also known as a submission or a proposal, is the document which is used to apply for a grant. It usually contains descriptions of the project or activities for which the grant is requested, information on the organisation which is applying, a budget detailing how the grant will be spent, and a section detailing what the results of the work or project will be.

Bequest

A bequest is a gift left in a will. Bequests are a vital but unpredictable source of income for many not-for-profit organisations. A bequest can be a gift of money or of property (including shares, real estate and art work).

Capital Works

Capital works are generally projects which involve building, refurbishing or renovating in some way. This can include building a new structure, or adding to it in ways such as fences, driveways, playground equipment, or refurbishing a portion of an existing building such as its kitchen, storage facility, etc.

Charity

The word "charity" can be used to describe a type of organisation or a concept. There is also a difference between the popular definition of charity and the definition in Australian law.

In popular use the term charity is often used to refer to organisations that raise funds for, or offer support to, the disadvantaged in society. However, the legal meaning of the term can differ from the popular understanding. There's no easy answer to the question "what is the legal meaning of a charity?", but it may help to know that when most grantmakers talk about charities they are talking about organisations which the Australian Taxation Office has endorsed as Tax Concession Charities. Visit the ATO website for more information.

Deductible Gift Recipient (DGR)

A DGR is a fund or organisation that can receive tax deductible gifts. The deduction is claimed by the person or organisation that makes the gift. There are a limited number of categories or types of DGRs and there are requirements set by the ATO in order to be endorsed as a DGR. Some DGRs are listed by name in the income tax law; these include organisations like Amnesty International Australia, Landcare Australia Limited and the Australian Academy of Science. There are also Prescribed Private Funds listed by name in the income tax regulations. For other organisations to be DGRs, they must fall within a general category set out in the income tax law. Examples include public benevolent institutions, public universities, public hospitals and school building funds. Visit the ATO website for more information.

Evaluation

An evaluation is a document which evaluates the results of the project that the grant was supplied to fund. It is normally far more detailed and analytical than an acquittal, and is usually submitted in addition to the acquittal. An evaluation is generally conducted by an organisation external to that which has received the grant. It is intended to provide a detailed explanation of how a project was implemented, what about it worked and why, how it might be improved in the future, and exactly what it achieved. Evaluations are often used to assist other organisations which might wish to implement similar work, as well as to inform grantmakers in their future decisions.

Foundation

The word 'foundation' does not have a legal meaning, but is generally used to refer to an organisation, usually a trust, which holds and invest money and disperses its income in the form of grants for not-for-profit organisations. In Australia, most foundations are established as charitable trusts and the types of organisations and activities they can make grants to are restricted by law.

Funder

This word is often used interchangeably with the word 'grantmaker'.

Grant

A grant is a gift (usually of money) given for the common good. Most grants are given for a particular purpose. Grants are most commonly made to nonprofit organisations, but may also be made to individuals, often in the form of a scholarship or fellowship for study or research.

Grantmaker

Individual or organisation that makes a **grant**. The term "grantmaker" is a descriptive term and may be used to refer to many different types of organisation or individual.

Grantseeker

A grantseeker is an individual or organisation actively seeking grants or funding from philanthropic sources.

In-Kind

A donation of goods or services, time or expertise, rather than cash.

Matching Gift

A matching grant is a grant made with the specification that the grant amount must be matched (usually matched equally) with funds from another source.

PBI

A Public Benevolent Institution (PBI) is a type of Deductible Gift Recipient whose dominant purpose is the direct relief of poverty, sickness, destitution, suffering or misfortune, and for the benefit of the community or a section of it. PBIs are a subcategory of the 'welfare and rights' category listed in Division 3 of the Income Tax Assessment Act 1997. Visit the ATO website for more information.

Philanthropy

The word 'philanthropy' means "love of mankind". It is normally used to refer to the donation of money in a planned and structured way (such as through a philanthropic trust, or a bequest).

Pilot Project

A pilot project is one which has never been run before, usually seen as a trial run for a larger program. It is often a scaled down version of a larger program and is intended to prove the feasibility of the larger program.

Pro Bono

Pro bono is a term meaning 'for the public good'. It is usually used to refer to professional services (especially legal services) provided free of charge.

Sponsorship

Sponsorship is a term generally used in the context of corporate giving. It usually refers to an arrangement in which the sponsor, generally a company or individual, supports an event, activity, organisation or person through the provision of money, goods or services.

Sponsorship typically provides a tangible benefit to both the recipient (which benefits through receiving material support) and the sponsor (which benefits via enhanced public image and access to a wider audience). The recipient will usually be required to provide some service back to the sponsor, such as advertising or naming rights.

Tax Concession Charity (TCC)

A Tax Concession Charity is a fund or institution which has been endorsed as charitable by the Australian Taxation Office. It is important to note that not all organisations which are tax exempt are actually tax concession charities. An organisation which has been endorsed will be in possession of a certificate from the Australian Taxation Office which states that it has been endorsed as a Tax Concession Charity, or an Income Tax Exempt Charity. Visit the ATO website for more information.

Tax deductible

A tax deductible entity is one which has been endorsed by the Australian Taxation Office as a Deductible Gift Recipient. See DGR. Visit the ATO website for more information.

Trust

In simple terms, a trust is a fund or property legally held or administered by a trustee for the benefit of others. There are many different types of trust, not all of which are for the public benefit. In philanthropic terms, a charitable trust is the legal vehicle used to hold and invest money or property which is disbursed for the public benefit to charitable causes and organisations.

Trustee

In broad terms, a trustee is a person or organisation managing a trust on behalf of the person who created it. There are many types of trust, including charitable trusts (or foundations). Trustees of charitable trusts in Australia may be individuals, groups of people or organisations. The types of people who are trustees will depend on the legal structure of the trust.