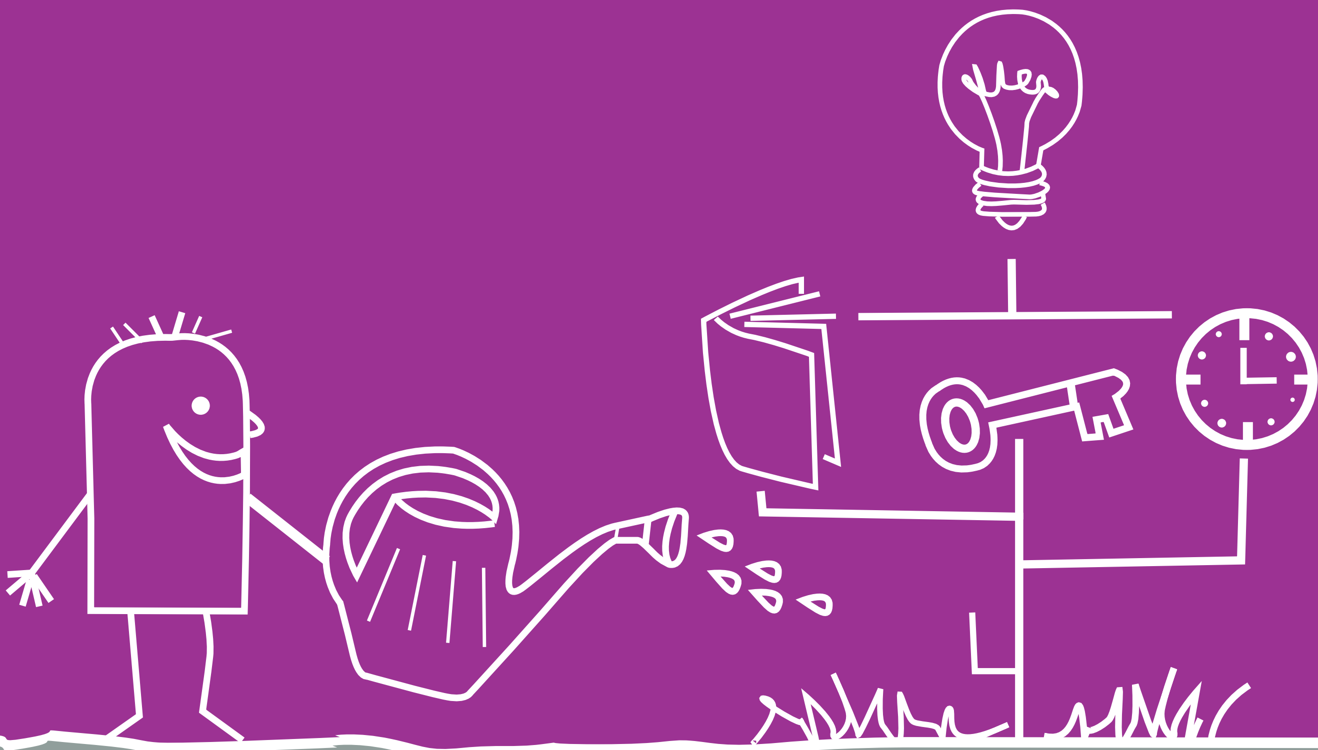
GRASSROOTS *grants*



A *resource* kit for community organisations seeking funding

MAV MUNICIPAL ASSOCIATION OF VICTORIA

Victoria The Place To Be

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Acknowledgements
The development of the Grassroots Grants resource kit was made possible by Regional Development Victoria through the Small Towns Victoria Program managed by the Municipal Association of Victoria.

In developing the resource kit, local councils and community organisations were asked what they wanted to see in this kit and their suggestions have been included – we thank them all for their time and contribution to Grassroots Grants.

We also thank the members of the Small Towns Victoria Program Steering Committee who continually supported and guided the development of this kit.

Published by
Municipal Association of Victoria

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INTRODUCTION

Welcome to the GRASSROOTS *grants* resource kit

In a competitive funding environment, getting grants can be difficult. This is particularly the case for smaller community organisations that have fewer human, physical and financial resources. It's these organisations that the Grassroots Grants resource kit including the guides and templates is for – to assist them in taking advantage of funding opportunities.

The resource kit can be used by a wide range of organisations e.g. sporting or recreation clubs, community managed welfare services, education providers, associations, church groups, service clubs, community centres, resident groups, support groups or environmental groups for example.

Grassroots Grants can also be applied to a variety of funding opportunities including infrastructure, equipment, service delivery, community development or research grants.

Obtaining grants isn't easy without the appropriate support and guidance. Grassroots Grants aims to provide this at a level where any community group can have greater confidence in obtaining funding. It has been designed in a way that's simple to understand and practical to use.

We hope you find the Grassroots Grants resource kit useful, and best of luck with your future projects.

Your guide to using the GRASSROOTS *grants* resource kit

The resource kit has three parts. The sections in each part are not necessarily isolated steps and may overlap, occur in a different order or not be applicable to some grant opportunities. This gives you flexibility to use what you need to suit your circumstances.

The three parts represent work undertaken before the grant submission, during submission development and project management and then once the project is completed. Across the three parts there are ten separate sections, all of which are considered equally important in the overall process of achieving success with grants.

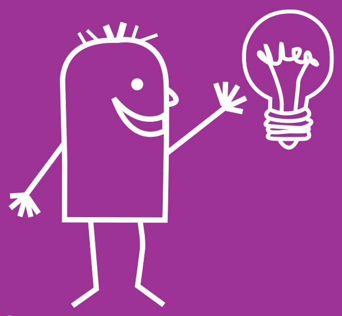
Each section has a one page guide that explains the rationale behind that section and some basic instructions and useful tips. This is followed by two practical tools to assist you in the grant seeking process.

The tools don't do the work for you. Instead, they provide a system or framework for you to work from once you understand the tasks required of you. The tools come in the form of templates, guides, checklists or proformas. They are available for you to download from the MAV website so that you can get to work straight away.

The tool kit can be worked through from start to finish; but if you're already advanced in one particular section, you can move on to areas where you need more guidance.

At the end of the resource kit there are some answers to frequently asked questions. This is followed by a jargon buster to help you better understand the more common aspects of 'grant speak'.

GET READY



Section 1A: Pre Project Research

What is pre project research?

We have an inherent need to know the answers to questions or the motivation behind actions or simply why things are the way they are. It's research that provides us with the evidence behind these answers.

For the purpose of preparing your organisation to apply for grants, research will include the examination of both current circumstances and future trends in the external environment.

Why do it?

Any significant action taken has a reason behind it. It's the underlying reason or need to do a project that funding bodies are most interested in hearing about in a submission. Just as you wouldn't outlay large sums of money without justification, nor will they.

Evidence based research enables us to find out what factors are creating the need for an organisation to undertake actions (via funded projects) and then demonstrate these to the funding body.

How to do it

For the purpose of getting 'grant ready' , a useful process is to do an external environment or PESTE (political, economic, social, technical, environmental) Scan. There's a template in the tools section to help you with this.

This is an analysis of the political, economic, social, technological and environmental factors that impact on your organisation or its purpose, either positively or negatively. This information then feeds into your strategic planning process.

Sources of relevant information can include media reports, books, academic studies and web postings etc.

TOOLS

PESTE Scan Template (1Ai)

This tool provides you with a template that allows you to map results of a political, economic, social, technological and environmental scan.

Research Reference Guide (1Aii)

This tool provides you with a guide that includes valuable sources of research that can be quoted from and referenced in your submissions or strategic plans.

CHECKLIST

Before continuing, have you:

- Used the Reference Guide to map out a research strategy?
- Undertaken a PESTE Scan?
- Allocated responsibility for someone(s) to undertake any follow up research?
- Documented your findings in a ready to use format?

"If you fail to plan then you plan to fail"

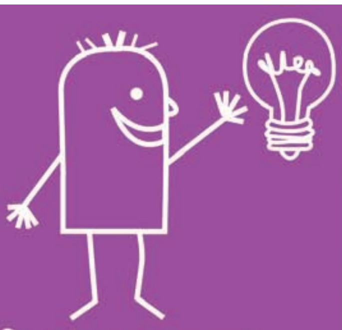
Useful tips and handy hints

Do

- Research positive trends, not just negative ones. Funding can be provided for projects that capitalise on positives rather than just bridge gaps created by negatives.
- Be sure to record all your sources of data and findings for future reference and to quote in plans and submissions.
- Use a range of sources in your research so as to validate your findings.
- Be aware of global trends but pay most attention to factors impacting on your organisation.

Don't

- Use outdated or unauthenticated sources of information. Be especially wary of outdated or non-credentialed information from the internet.



1Ai: PESTE ANALYSIS TEMPLATE

Use this template to map all the external trends that do or might impact on your organisation or market/client group.

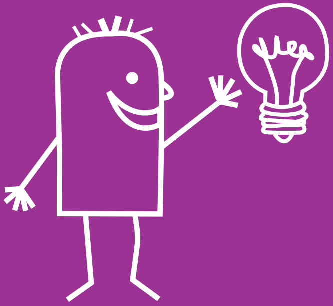
POLITICAL Are there changes of government, government policy or legislation likely at local, state or federal level? What are the likely impacts of this on us or our clients?	
Global (e.g. the impact of the most recent united nations agreement)	**National** (e.g. the impact of the most recent federal election)
State (e.g. the impact of new state law that regulates your sector)	**Local** (e.g. the impact of the new Council Plan)

ECONOMIC Where are we in the economic cycle in terms of inflation, debt, growth, interest rates etc? How will this impact on us and our clients? What does the near future hold?	
Global (e.g. the impact of the global financial downturn)	**National** (e.g. the impact of higher or lower interest rates or taxes on your client group)
State (e.g. the impact of the recent State Budget handed down)	**Local** (e.g. the impact of increased local property prices)

SOCIAL What changes are occurring in the global to local population demographics and socio-economic profile? What does this mean for us?	
Global (e.g. the impact of poverty within developing countries)	**National** (e.g. the impact of an increase or decrease in immigration)
State (e.g. the impact of a recently released transport strategy)	**Local** (e.g. the impact of high youth unemployment in your community)

TECHNOLOGICAL What is current and projected in relation to ICT pertaining to the web, telecommunications, hard/software and equipment advances relevant to our sector?	
Global (e.g. the impact of worldwide social networking sites)	**National** (e.g. the impact of a national communications strategy)
State (e.g. the impact of early detection test equipment in hospitals)	**Local** (e.g. the impact of new online referral system at the local health centre)

ENVIRONMENTAL How is the global through to the local environment changing? This could range from climate change to the local road works or nearby residential development proposed.	
Global (e.g. the impact climate change)	**National** (e.g. the impact of being party to greenhouse gas reduction agreement)
State (e.g. the impact of the drought)	**Local** (e.g. the impact of a new freeway through your community)



1Aii: RESEARCH REFERENCE GUIDE

Use this guide to develop a research plan after reading the descriptions of each of these sources of research material. Your plan should nominate specific research sources and allocate responsibility for undertaking the research.

WEB BASED

Search engines such as Google, Yahoo, Bing and others are good at finding specific information that you need. You simply type in what you're looking for and you'll get a list of the most relevant and popular web links based on your key words.

Wikipedia is basically an online encyclopedia full of useful reference material found at www.wikipedia.org. Note though that the content can be edited by the general public so it's wise to validate your references using a second source.

Info sites include sites such as www.msn.com where you will find updated news and views on a range of topics. Other info sites are often more specific to your area of interest and can be found via a search engine search.

Government sites, particularly those of departments that provide funding, can be valuable. Your local council site will have useful demographic profiles, current strategic priorities and information on community grant schemes. State government sites will provide the latest information on health, welfare, crime, transport and development trends for example as well as information on current funding. Federal Government looks after areas such as immigration, trade, foreign affairs etc and departmental sites provide a wealth of information on these topics. The Australian Bureau of Statistics site at www.abs.gov.au is also an obvious choice when seeking statistical information.

Home pages of other organisations can also be useful, particularly the website of your funding body. Other useful sites might include organisations dealing with a similar client base to you or that have relevant information about the local community or your area of interest.

REFERENCE MATERIAL

Journals are magazines published periodically and available at news agents and in libraries. They are specific to an area of interest such as science and technology or health and well being for instance.

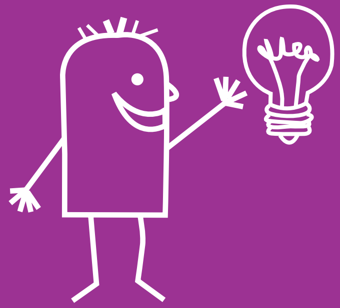
Reference books are an obvious source of information and can be found in the reference section of libraries and specialty bookshops. Be wary that book content can date very quickly if it's not re published regularly.

Academic research and reports are available on a wide range of topics and are generally available online or State libraries.

MEDIA

Television shows can be cited as a source of information if it's backed up by facts and statistics rather than editorial opinion. News bulletins, documentaries and some current affairs shows are the most likely source of useable information.

Radio and **newspapers** are in the same category as television. Again, be careful to draw a distinction between facts and evidence versus editorial opinions.



Section 1B: Strategic Planning

What is strategic planning?

Strategic planning is a process by which aims, goals, objectives and strategies are arrived at and documented after undertaking external and internal analysis. Planning can be considered the road map between where you are and where you want to be.

Planning frameworks can be simple or complex depending on the organisation but as a minimum, a current strategic plan is a vital pre-requisite when applying for funding. Remember that a simple plan is often the best.

Why do it?

Planning is a critical aspect of getting grant ready. Almost all grant applications will ask you to detail how your project links back to the strategic objectives of your organisation, the funding body or both.

Submission timeframes are often tight and therefore having your strategic documents prepared and current will enable you to focus most of your time and energy on the submission itself.

All organisations, no matter how small need purpose and direction.

How to do it

You should first analyse your internal strengths and weaknesses and then your external opportunities and threats with the aim of building on the strengths and opportunities and mitigating the weaknesses and threats. This is called a SWOT Analysis for short.

The results of this process will form the basis of prioritised strategies and actions for your organisation to work towards and some of these might be resourced by funding. Plans should have a life span and, depending on the plan, be reviewed at least every few years.

TOOLS

SWOT Analysis Template (1Bi)

This tool provides you with a template that enables you to brainstorm your strengths, weaknesses opportunities and threats.

Strategic Plan Template (1Bii)

This tool provides you with a template to develop a simple yet effective strategic plan for your organisation and/or program.

CHECKLIST

Before continuing, have you:

- Established a suitable planning framework for your organisation/program?
- Undertaken an analysis of strengths, weaknesses, opportunities and threats?
- Developed vision, mission, purpose and/or values statements?
- Documented your aims, goals, strategies and actions?

“If you fail to plan then you plan to fail”

Useful tips and handy hints

Do

- Involve a broad range of stakeholders in your planning processes and consultation. More heads are better than one.
- Set yourself ambitious objectives. Resources can present themselves from a variety of sources.
- Ensure your strategies and actions link back to your organisational vision, mission or statement of purpose.
- Regularly review and update your strategic plan so that it remains current.

Don’t

- Reject good ideas that you feel you can’t implement. This is often where external funding can assist.
- Be unrealistic about timeframes. Rome wasn’t built in a day.

1Bi: SWOT ANALYSIS TEMPLATE

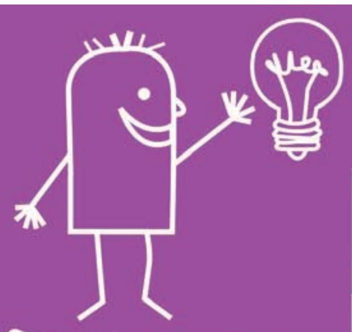
Use this template to map out your internal strengths and weaknesses and your external opportunities and threats.

INTERNAL

Strengths What are we good at? How are we well positioned? Consider factors such as human resources, facilities and equipment, location, market share, reputation, financial position etc.	**Weaknesses** Where could we improve? What holds us back from success? Consider the same factors as was the case for your strengths.
• e.g. *Healthy bank balance* • e.g. *Strong reputation in community* • • •	• e.g. *High staff attrition rate* • e.g. *outdated information technology* • • •

EXTERNAL

Opportunities What trends or changes can we take advantage of? Consider government policy, social trends, new technology, potential partnerships, new markets etc.	**Threats** What external factors might interfere with our business objectives? Consider factors examined in the PESTE Scan as well as competition and legislative change.
• e.g. *New funding for infrastructure* • e.g. *Local marketing firm doing pro bono* • • •	• e.g. *New regulatory burden* • e.g. *Drop in operational funding* • • •



1Bii: STRATEGIC PLANNING TEMPLATE

Use this template to create a strategic plan. Larger organisatons will usually have vision, mission and values statements whereas smaller community organisations such as clubs might combine these concepts into a single statement of purpose.

Vision: What do you hope for in the future?
Mission: What do you do and how in order to work towards your vision?
Values: What ethics and traits underpin your work?
Purpose Statement: Combine the above information into one statement
Key Result Areas/Themes: Categorise the areas you hope to influence

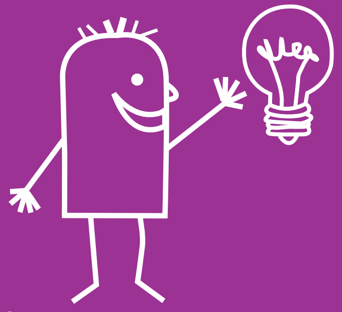
For each of your key result areas or themes, complete the template below:

KEY RESULT AREA 1:				
Goal(s): What outcome(s) do you hope to achieve?				
Strategies How are you going to achieve your goal(s)?	**Actions** What specific actions are needed to implement your strategy?	**Timing** When will the action commence and how long will it take?	**People** Who will be responsible and involved in implementing the action?	**Measure** How will you know if you have been successful?

EXAMPLE (a local conservation group)

Vision: A Greener Australia
Mission: Working with local communities to create a more sustainable environment
Values: Co operation, leadership, integrity
Purpose Statement: (Organisation name) works in partnership with the local community to build a sustainable environment for future generations to enjoy
Key Result Areas/Themes: Partnerships, Advocacy, Education

KEY RESULT AREA 1: Partnerships				
Goal(s): To improve our involvement in local networks				
Strategies 1. Become members of key representative groups	**Actions** 1. Write to the Community Action Group requesting membership	**Timing** Within two months	**People** Secretary to draft for President to sign	**Measure** Accepted as members by the end of year



Section 1C: Relationship Building

What is relationship building?

Relationships and partnerships are arrangements we enter into for the mutual benefit of all parties. In this respect they are no different to our business and personal relationships. In the context of getting grant ready, relationships are arrangements that will result in a better project outcome and gives you a better chance of obtaining funding than if you or your organisation went it alone.

Relationships and partnerships may be formal (through an agreement such as an Memorandum Of Understanding) or informal and be entered into to derive benefits such as additional expertise, economies of scale, auspice benefits, collective influence or resource sharing.

Why do it?

Read almost any application, tender or submission guidelines these days and you'll see words like 'partnership', 'collaboration', 'stakeholders' etc. These are terms that relate to working with others towards a jointly shared outcome. Submissions will more often than not ask that you demonstrate that this as part of your project methodology.

There's a good reason for this. It's been demonstrated over again that partnerships, when managed well, can get multiple outputs for less input.

How to do it

Like with any relationship, you need to work at it if you want it to succeed. Meaningful communication and networking are the keys to success. In order to do this effectively among competing demands, you need to know which relationships are most important and where you need to focus your energies to get the most benefit.

We do this by relationship mapping. This is the process of determining where our relationships with partners and stakeholders are now, compared to where they should be. The discrepancies will then determine where to focus our relationship building strategies.

> "If you fail to plan then you plan to fail"

Useful tips and handy hints

Do

- Consider a broad range of relationships including political, commercial, government, individual and community based.
- Analyse why relationships aren't where they should be as this will guide your strategy to build on them. Is it due to history, personalities, distance?

TOOLS

Relationship Mapping Template (1Ci)

This tool provides you with a template that allows you to effectively map your current and optimum relationship status.

Example MOU Template (1Cii)

This tool provides you with a template to develop a basic Memorandum of Understanding (MOU) with a partner agency.

CHECKLIST

Before continuing, have you:

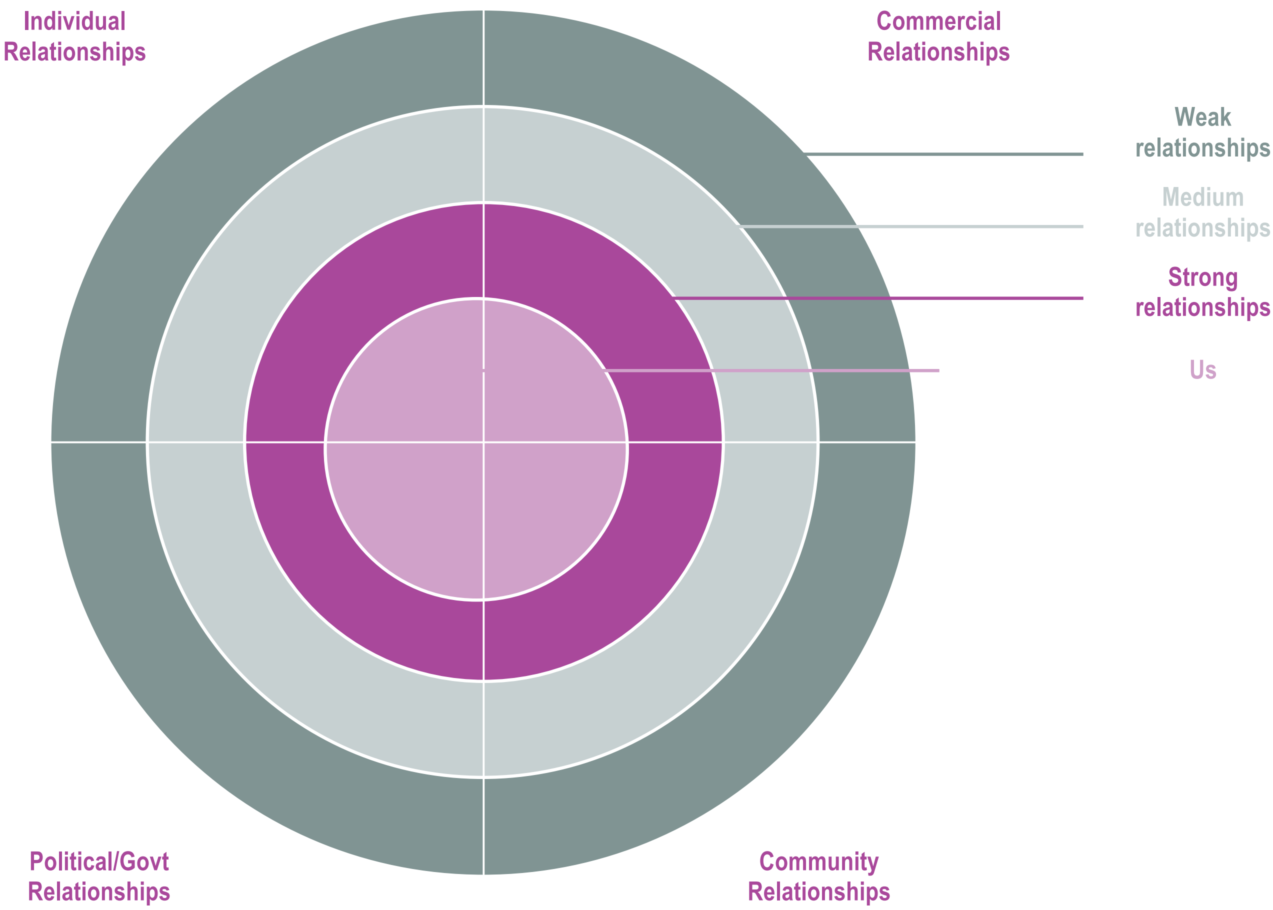
- Mapped your ideal relationship status with stakeholders and partners?
- Compared this with what the current status of these relationships is?
- Established strategies to re focus your relationship building priorities?
- Decided on whether the relationships should be formal or informal?

Don't

- Dismiss competitors as potential partners for particular projects. Some of the best collaborators were once competitors.
- Wait for others to make the first move. A competitor for your grant may get in first with key potential partners.

1Ci: RELATIONSHIP MAPPING TEMPLATE

Use this template to firstly map your current relationships and then to map where you think these or new relationships should be. The gaps between what is and what should be will be the foundation of your strategy to relationship build.



1Cii: MEMORANDUM OF UNDERSTANDING

Use this template to draft a Memorandum of Understanding between co-operating parties in a project.

TITLE:
What is the name of the agreement or resultant partnership? Sometimes this incorporates the name as the project (e.g. “the better communities consortium agreement”).

PARTIES:
Name each party to the agreement (e.g. “this agreement is made between organisation A and organisation B”).

PURPOSE:
State for what purpose the partnership and agreement is being made (e.g. “an agreement to provide for effective working relationships and project management of the community service hub development”).

DATE AND DURATION:
Name the commencement date and the duration of the agreement.

ROLES AND RESPONSIBILITIES OF PARTIES:
List the roles and responsibilities of each organisation as well as joint roles and responsibilities among the parties under the headings “Organisation A Responsibilities, Organisation B Responsibilities and Joint Responsibilities”.

FINACIAL ARRANGEMENTS:
Outline any financial contributions or management required by the parties to the agreement.

DISPUTES:
Outline the grievance procedure and exit clauses in the case of disputes arising between the parties.

EXECUTION PAGE:
This page includes dates and signatures for each party.

START/FINISH

"A goal is a dream with a deadline"

Section 2A: Project Scoping

What is project scoping?

Project Scoping is when we develop a basic project purpose and plan, that can be adapted if need be, to match a funding opportunity that presents itself. The scope of a project refers to what you need to achieve and how you propose to achieve it. It should link back to your strategies and actions that you developed as part of the strategic planning process.

For example, if you've identified that you need to upgrade a facility, the scoping process should result in an outline of what you require in the new facility, an idea of what it'll cost and a broad plan as to how you'll achieve it.

Why do it?

The scoping process makes the grant matching process easier down the track. You may only have a couple of weeks to lodge a submission and this isn't enough time to develop a new idea, project plan and budget from scratch. Going through the scoping process will give your organisation a business plan for the project to sell the proposal both inside and outside your organisation.

Being prepared in this respect also demonstrates to the funding body that you are not manufacturing an opportunistic 'grab for cash' but rather, that the project you're looking to get a grant for is the result of a thorough strategic planning process based on a pre determined and demonstrated need by your organisation.

How to do it

Refer back to your strategies and actions and basically ask yourself the key questions of What? Why? How? Who? Where? When?

What is it that you want to do and achieve as a result and are there any risks? Why are you/ your organisation best placed to do it and why is there a community need? How are you going to achieve it and how much will it cost? Who will you do it with and who will benefit from it? Where will the project be based or what communities will be serviced? When would the project start and finish?

Simply place these questions in an appropriate format and the answers form the basis of your project plan – there's a template for this in the tools.

Useful tips and handy hints

Do

- Be as detailed as you can be, as early as you can be.
- Be conservative with your budget but not excessive. Costs change over time.
- Ensure that all costs are considered in your budget including overheads, in kind contributions and project management costs – read explanations of these budget elements in the budget tool. They can always be adjusted later.

Don't

- Be too pedantic about preferred project methodologies e.g. how to deliver a project. There may be funding opportunities that will achieve the same desired outcome through different means.

TOOLS

Project Plan Template (2Ai)

This tool provides you with a template that allows you to develop a draft project plan that can be adapted to suit funding opportunities.

Budget Template (2Aii)

This tool provides you with a template to develop a basic budget for a project in order to determine the level of funding required.

CHECKLIST

Before continuing, have you:

- Identified potential projects from your strategic plans and actions?
- Completed a project plan based on the key questions using the template?
- Obtained plans, quotes and done an upfront risk assessment?
- Developed a project budget?

2Ai: PROJECT PLAN TEMPLATE

Use this template to develop an initial project plan for use in your submission and also for internal approvals if need be (e.g. to seek support from your Committee of Management). You may need to amend it should the funding received be less than that requested.

PROJECT TITLE:
Give your project a name. Preferably one which helps sell the concept.

PROJECT SUMMARY:
In approximately 50 words or less, describe your project including what you are going to do and why as well as who will benefit. Where will you undertake it?

PROJECT STAKEHOLDERS AND PARTNERS:
List here any partners or stakeholders involved or contributing to the project e.g. council, Lions Club.

PROJECT NEED AND BENEFICIARIES:
Describe what the demonstrated need for your project is and which target groups are going to benefit from the outcome(s) e.g. draw from your research.

PROJECT METHODOLOGY:
Describe here how you are going to implement your project.

PROJECT TIMING, STAGES AND MILESTONES:
Break your project into between 4 and 8 key stages or milestones with a time frame attached to each one

PROJECT MANAGEMENT AND GOVERNANCE:
Describe how your project will be managed and overseen e.g. will there be a steering committee and who will take responsibility for project management?

PROJECT COSTS:
Include an itemised expenditure breakdown with supporting quotes and estimates if possible. You can draw this information from your budget template.

PROJECT RESOURCING OPTIONS:
Describe the human, financial and physical resources will you require and where you're going to source them from.

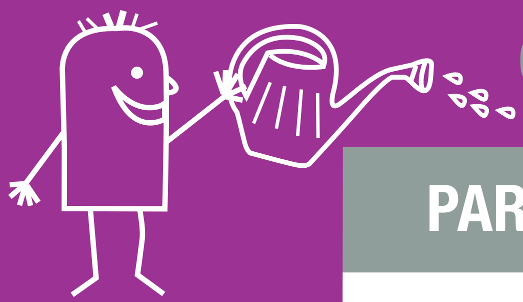
PROJECT RISKS:
Are there any risks and how are you proposing to control them?

2Aii: BUDGET TEMPLATE

Use this template to develop a project budget, including the value of in kind labour and materials. Both the expenditure and income columns should balance. Note however that not all grant schemes fund total expenditure or all expenditure items.

EXAMPLE:

INCOME		EXPENDITURE	
Item	**Amount $**	**Item**	**Amount $**
Funding requested from funding body		Project Management Labour	
Other funding from Federal Govt. sources (specify)		Project Management Oncosts	
Other funding from State Govt. sources (specify)		Project Implementation Labour	
Other funding from Local Govt. sources (specify)		Project Implementation Oncosts	
Other funding from philanthropic/community sources (specify)		Project Implementation Materials	
Other funding from commercial sources (specify)		Property Expenses	
Cash contribution from your organisation		Legal Expenses	
Cash contribution from partner organisations (specify)		Communications	
Individual Donations		Utilities	
Fundraising Income		Equipment	
Sponsorships (specify)		Printing and Stationary	
In kind Labour (attach breakdown)		Consumeables	
In kind materials and equipment (attach breakdown)		Marketing and Events	
Proceeds of sale of assets/equipment		Contingencies	
Interest		Overheads	
Other (specify)		Other (specify)	
TOTAL		**TOTAL**	



Section 2B: Resourcing the Project

What does resourcing the project mean?

Resourcing – money, people, a building etc – is a main consideration in answering the question as to how you'll achieve the project outcome. It relates firstly to what resources you need whether human, material or financial and secondly, where you are going to find them.

There's a variety of funding types such as grants, tenders/contracts, sponsorships and donations both recurrent and one off from a variety of sources including government, business, philanthropic and community based sources.

Why do it?

In most cases it's because we need to. Not for profit organisations don't typically have the resources to do everything they need or want to do and will therefore need some assistance.

By establishing the level of resources you'll need to achieve your outcome(s), including your own capacity (your organisation's ability to do things) and in kind assistance (resources free of charge to your organisation), you'll establish the minimum level of external assistance that you'll require.

Doing this can motivate us to generate opportunities for in kind assistance such as donated goods or volunteer labour.

How to do it

Firstly, identify where the income streams are likely to come from based on the nature of the project you're proposing. If it's a community infrastructure project such as a new BBQ area in the park for example, it'll be more likely to attract in kind voluntary labour compared to if it was a pilot or research project for instance.

Secondly, identify specific opportunities to secure these income sources. You can do this in many ways such as subscribing to grants publications (e.g. info exchange, easy grants etc.), websites (e.g. grants finder, government tenders etc.), looking through media classifieds and being well networked and informed on government policy direction.

TOOLS

Funding Sources Guide (2Bi)

This tool provides you with a guide to help you find grant opportunities to help you resource you project.

In Kind Support Template (2Bii)

This tool provides you with a worksheet to do an accurate cost of in kind support through donated labour and goods.

CHECKLIST

Before continuing, have you:

- Itemised your project's resource requirements?
- Established potential grant sources relevant to your proposal?
- Delegated responsibility for keeping check of these sources?
- Identified any in kind resource opportunities?

"A goal is a dream with a deadline"

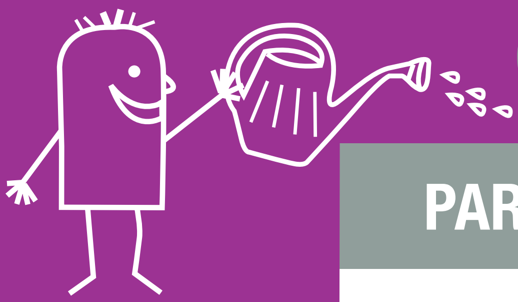
Useful tips and handy hints

Do

- Take advantage of online or print subscriptions that notify you of current grant opportunities available.
- Be wary of underfunding traps such as inadequate unit costs, excessive matching contribution requirements or allowing no provision for project management or overheads.

Don't

- Be shy in seeking assistance from the private business sector or philanthropists who are willing to support worthy local causes. If you don't ask, you don't get.



2Bi: FUNDING SOURCES GUIDE

Use this guide to learn how and where to find funding opportunities

GENERAL

There are resources that can assist you to locate funding opportunities no matter what the source e.g. government, philanthropic. These include subscription services such as *Easy Grants* for example or online grant mapping websites such as www.ourcommunity.com. Funding opportunities are also advertised in the media, often in the tenders or community sections of the newspaper classifieds.

INTERNATIONAL

International support for smaller community based programs is rare but it is possible within international community organisations like service clubs and scouting for example or larger benevolent institutions or foundations. Building 'sister' relationships with like minded organisations or communities overseas can also be of benefit. Multi national businesses can also be strong philanthropists. Microsoft is a good current example.

FEDERAL GOVT.

The Federal Government administers areas that are in the national interest including tourism, trade, immigration and security etc. They offer a range of funding opportunities on a department by department basis and the websites of relevant departments should be checked regularly. There is a useful A-Z directory at www.australia.gov.au. There is also a Government Tenders website located at www.tenders.gov.au.

STATE GOVT.

Areas which the State Government look after include transport, health, development, law and order and recreation etc. Similarly, each department has its own website where funding opportunities will be promoted. Much of the State Governement funding for community projects comes from the Department of Planning and Community Development (DPCD). They have a useful online grants finder tool. Visit www.grants.dvc.gov.au and go to 'grants finder' in the menu options.

LOCAL GOVT.

Local Governments generally have what is referred to as a Cummunity Grants Scheme, although some have more specifically targeted funding programs from time to time (e.g. specific to arts, culture, recreation etc). Your local council website should have all the relevant detail under a heading such as 'community grants'.

PHILANTHROPIC

Philanthropic funding sources include foundations, trusts and larger community organisaions. Some community organisations fund raise to then act as funding brokers to smaller locally based community organisations. Trusts and foundations generally target specific areas to assist such as arts, youth, children, disabled etc but can be more general in nature.

They're usually accessed by making application after funding rounds are advertised in the media. The Australian Directory of Philanthropy is a useful resource and is available through www.philanthropy.org.au at a modest charge.

BUSINESS

Businesses, whether local, national or global, enjoy the kudos of being a good corporate citizen. A popular way to achieve this status is through the creation of charitable foundations, community donations or project/even sponsorship. Larger businesses will advertise their funding schemes in the media however local businesses will need to be canvassed by you. This approach should be included in your marketing and fundraising strategies.

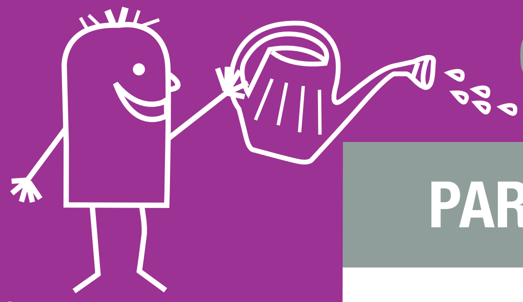
2Bii: IN KIND SUPPORT TEMPLATE

Use this template to itemise and calculate the value of in kind support. Note that the funding body may dictate allowable items and rates etc. e.g. qualified labour at $35 p/h.

ITEM	DETAIL	PROVIDED BY	RATE	QTY	VALUE
Professional and qualified labour					
Unqualified labour					
Materials					
Travel					
Outgoings					
TOTAL					

EXAMPLE (building picnic facilities)

ITEM	DETAIL	PROVIDED BY	RATE	QTY	VALUE
Professional and qualified labour					
Management	Project supervision	Local Service Club	$35/hr	30	$1050
Concreting	Laying of slab	AB Cement P/L	$35/hr	20	$700
Electrical	Wiring of BBQs	DC Sparks P/L	$35/hr	15	$525
Plans	Drafting	EF Drawings P/L	$35/hr	5	$175
Unqualified labour					
Rubbish removal	Off cuts to tip	Local CFA	$15/hr	20	$300
Basic painting	External painting	Local Sports Club	$15/hr	30	$450
Landscaping	Planting and mulching	Local School	$15/hr	40	$600
Materials					
Timber	For picnic shelter	Local Hardware	$5/L.mtr	60	$300
Concrete	For slab	AB Cement P/L	$200/C.mtr	2	$400
Hardware	Nails, screws etc	Local Hardware	$10/bag	5	$50
Travel					
Volunteers cars	Trips to tip/suppliers	Local CFA	$0.50/km	24	$12
Outgoings					
Fees	Tip fees	Local CFA	$30/load	3	$90
TOTAL					$4642



Section 2C: Pre Grant Preparation

What is pre grant preparation?

Pre grant preparation is the work we undertake to be ready to pounce on a funding opportunity at short notice.

Some of the information is about the organisation and some is specific to the scoped project. This information, once compiled, can be stored in waiting (but updated as necessary) and retrieved to be included with future grant submissions.

Items commonly requested by funding bodies for you to include in your submission are the most recent organisation annual report, proof of organisational status (e.g. incorporation certificate), taxation status, a current strategic plan(s), financial reports and organisation profile.

More specific to your scoped project, you might be asked to include plans, quotes, estimates, photographs, project plan and relevant legal agreements.

Why do it?

By being prepared in advance, we cut out a lot of time consuming work within the timeframe between a grant period opening and closing. You can then put more energy into the important aspects of the submission rather than the supporting documentation, most of which you'll have already compiled.

By doing this, you can assess our own/ your organisation's capacity to undertake a project which guides your decision to either apply, not apply, refer on o apply in partnership with others

How to do it

It's a simple process, but takes time to complete and should be done by someone who has good access to all the organisation's records and documents.

The process should be broken into three steps, firstly compiling the organisation's information relevant to all projects, secondly the assessment of whether you are able (have capacity) to undertake a project under the specific funding conditions supplied and thirdly compiling the specific information for use in submissions relevant to a particular project.

TOOLS

Capacity Assessment Chart (2Ci)

This tool allows you to assess whether you are the most appropriate organisation to undertake a project and can do so without considerable risk.

Submission Readiness Checklist (2Cii)

This tool provides you with a checklist of items you can have ready to go when a relevant grant opportunity presents itself.

CHECKLIST

Before continuing, have you:

- Undertaken a self capacity assessment?
- Made a decision to proceed or otherwise with a submission?
- Compiled and stored your static information?
- Compiled and stored your project specific information?

"A goal is a dream with a deadline"

Useful tips and handy hints

Do

- Review and update your organisational information periodically or as circumstances change.
- Retain your information even if one grant opportunity doesn't come to fruition as another opportunity might be just around the corner.

Don't

- Assume that just because funding is available that it's suitable or enough for your needs. There's no point undertaking a funded project if the gap between banking the funding and the cost to do the project sends the organisation broke.

2Ci: CAPACITY ASSESSMENT CHART

Use this chart to establish whether you're appropriately positioned to undertake your proposed project:

Q. 1
Does the project align with your purpose and strategic direction?

YES – move to next question.
NO – Alert your networks to the funding opportunity.

Q. 2
Is there a genuine need for such a project in your community/client group?

YES – move to next question.
NO – Do not proceed but consider alerting colleagues in other communities.

Q. 3
Does the funding opportunity match your project in relation to outcomes, timing and eligibility?

YES – move to next question.
NO – Identify and alert other organisations that may benefit.

Q. 4
Do you have capacity to contribute either financially and/or in kind if required?

YES – move to next question.
NO – Proceed to Q5 if you can you fundraise, or partner to bridge the gap. Otherwise refer on.

Q. 5
Are you the most appropriate organisation to undertake this project?

YES – Proceed with planning a funding submission.
NO – Refer the opportunity to a more appropriate organisation.

2Cii: SUBMISSION READINESS CHECKLIST

Use this checklist to know how to prepare for making a funding submission and what information to have ready to go. Tick the appropriate boxes as you prepare your information. Also, make a reference to where the information is kept or stored as well as a date when it will need updating.

TICK	ITEM	LOCATION	USE BY DATE
 ✓ ✓ ✓	**EXAMPLES:** *Constitution* *Common Seal* *Annual Report*	*File Gov-Con in compactus* *The safe in filing room* *Labelled box in reception*	*Until amended* *Until changed* *September each year*
	Most recent Annual Report		
	Organisational Status Certificate		
	Taxation Exemptions		
	Audited Financial Statements		
	Constitution		
	Organisational Profile		
	Community Profile		
	Strategic Plan		
	Risk Management Strategy		
	OHS Policy		
	Marketing Strategy		
	Facility Development Plan		
	Service Development Plan		
	Annual Operating Plan		
	Annual Budget		
	Maps		
	Photpgraphs		
	Site/Building Plans		
	Previous Reports/Evaluations		
	Activity Photographs		
	Common Seal		
	References		

Section 2D: Completing the Submission

What is completing the submission?

All stages of the Grassroots Grants process are critical, but if this one is not done well, all the work you've done preparing to submit your application might be fruitless.

This is the stage where you write the submission to the funding body in accordance with important rules, most of which are dictated by the submission guidelines and application assessment criteria.

This is also the part where you take all your preparatory work and compile a slick submission that sells your project to the funding body. It requires a whole spectrum of skills from creativity to attention to detail and of course, good writing and editing skills.

Why do it?

No submission equals no funding, which in most cases, means no project.

Applying for a grant is a bit like applying for a job, it's a competitive process requiring skills usually found across a range of occupations.

But the more of them you do, and hence the more practice and fine tuning techniques you get, the more successful you'll continue to be at securing funding. Don't be deterred by lack of success but rather, learn from it for next time.

How to do it

It's important to know and understand how submissions will be assessed. Most (but not all) guidelines will tell you this up front so you can self assess your own application. Quite often, there are weightings or percentages applied to certain criteria and these will vary.

Most applications are based around the answers to the same questions that you answered when you were scoping the project, that is What? Why? How? Who? Where? When?

Your answers will require careful attention to relevance, accuracy, creativity and presentation. Consider establishing a small team from your organisation or seek external expertise to help you with larger submissions.

TOOLS

Assessment Criteria Guide (2Di)

This tool provides you with some examples of likely questions you'll find in an application and some tips on how to answer them effectively.

Submission inclusion List (2Dii)

This tool suggests what supporting documentation you could and should include with your submission. Note however that some guidelines set minimum requirements regarding this.

CHECKLIST

Before continuing, have you:

- Read and understood the funding guidelines and application form?
- Answered all questions and provided information required of you?
- Edited your submission, preferably by a fresh set of eyes?
- Complied with lodgement requirements and timeframes?

"A goal is a dream with a deadline"

Useful tips and handy hints

Do

- Read and understand the funding guidelines thoroughly, particularly the eligibility and assessment criteria.
- Obey the rules regarding word limits, submission deadlines, supporting documentation and presentation.
- Carefully target your letters of support for inclusion in the submission.

Don't

- Waffle, pad answers, make fundamental spelling and grammar errors, use tautologies, be dishonest or inaccurate, refer to unverified research or statistics as evidence or skip relevant questions.
- Be afraid to get descriptive where appropriate without being too emotive. Your passion for the project should leap off the page.

2Di: ADDRESSING ASSESSMENT CRITERIA GUIDE

Use this guide to learn how to answer submission questions and what to say or not to say.

USEFUL REMINDERS

- Find out how the funding body are assessing your submission as this will help you allocate time and resources to the more critical questions. For example, if 50 percent of the submission is assessed against demonstrated community need, then make sure it receives a comparable proportion of your effort.
- Pay attention to word limits and other constraints and directions when answering questions. You don't want to give the assessors grounds to reject your submission on a technicality.
- Proof read and edit as much as you can and get third parties to do the same for you.
- Don't 'pad' or duplicate your answers.

WHEN ASKED WHAT?

This will often be framed as "please describe your project" or "what will you achieve?" In answering these questions, be prescriptive about exactly what you are proposing and what the resulting outcomes will be. The content of your answer will also depend on to what extent other questions such as why? who? how? are asked. If they are not addressed elsewhere then they need to be addressed here.

WHEN ASKED WHY?

This could be framed as "demonstrate why there is a need for this project?" This question often carries a large importance rating and should be answered accordingly. It is here where data, statistics, research and anecdotal sources are information need to be cited as evidence. Examples might include census data, health indicators, research findings, socio economic trends. The more localised your project is then the more localised and specific your evidence should be. Your answer should also encompass a broad range of causes and outcomes such as social, financial, health, environmental etc.

WHEN ASKED HOW?

This question requires you to define how you will project manage and govern your project. It's here where you describe things such as your governance structure, project management framework, human resources and in kind assistance. You should also make reference to any sub contracting or partnering arrangements you're going to enter into in order to implement the project. You should 'talk up' the caliber and capacity of your management expertise and resources.

WHEN ASKED WHO?

This is another important question in any submission. It might be asked as "who will benefit?" and/or "who will be involved?". If asked the latter, you need to demonstrate widespread support and refer to letters of support. You should also elaborate on what roles different parties will play and their proven track records in doing so. If asked who the beneficiaries will be, focus on any target groups that the funding scheme has been designed to service first, and then expand into other target groups if this is the reality. Target or client groups can be people related such as infants, children, youth, families, men, women, older people, people with disabilities, refugees or can be issue related such as homelessness, mental health, unemployment, obesity, substance abuse, chronic illness etc. Don't limit answers to just **who** will benefit but include **how** they will benefit.

WHEN ASKED WHERE AND WHEN?

In terms of where? - this question is often looking for more than just a site address or town reference. It might be asked as "which communities or LGAs will the project benefit?" With regard to the question of when? - this might relate to a time frame for the whole project or a start/finish date only. The funding program might set criteria in respect of these questions but your answers don't need to be elaborate and don't normally have a large influence on the outcome if you're within the criteria.

2Dii: SUBMISSION INCLUSIONS LIST

Use this list so you know what you can include with your submission as supporting documentation. Note that the funding body may direct what inclusions are allowable or mandatory. Circle the items you need to or wish to include.

Letters of Support: These add weight to any submission. At a minimum you should have letters from your partners, stakeholders and contributors. Your submission will be further strengthened with letters from relevant politicians and peak bodies for example.

References: These letters are similar to letters of support but make specific reference to your capacity to carry out the project. They may be from previous funding bodies or partnership organisations.

Photographs: A picture tells a thousand words so if you can capture the aspects of your proposal with photographs then do so.

Plans: These will most definitely be required for infrastructure projects, particularly a floor plan. They should be professionally drafted for larger scale projects. Include before and after plans if the project is a refurbishment.

Estimates: These are cost estimates rather than quotes and are best prepared by someone qualified and independent.

Quotes: Quotes that back up your expenditure budget are a good way of validating your budget and are often a requirement of grant submissions.

Budget: A budget is usually required in the application but is sometimes asked for as an attachment instead.

Taxation Certificates: Some funding bodies ask for evidence of any tax exemptions, GST registration or charitable status certificates.

Financial Reports: Some submissions may ask for recent audited financial statements. Some submissions require a copy of the most recent audited financial statements for your organisation. Unless specifically requested, there's no need to supply them.

Annual Report: You should always include a copy of your most recent Annual Report unless you're specifically asked not to.

Organisational Status: Some submissions will request evidence of your organisational status such as your Certificate of Incorporation.

Strategic Plans: Relevant plans should be included whether they are specific to your project, your organization or the general public (e.g. council plan)

Maps: If your submission relates to a site(s) specific project then include a locality map as well as a map of the Local Government Area.

Specifications: For infrastructure projects or equipment upgrades, building or product specifications may be required.

Project Management Plan: This is specific detail as to how you will govern and oversee your project and manage your risks.

Permits: These are particularly relevant to infrastructure or events. They might include building and planning permits or permission to hold an event or sell food for example.

Insurance: You may be asked to include evidence of property or public liability insurance.

Cover Letter: Always include a cover letter. It should be succinct and no more than a page but include an inspiring paragraph or two as to why your proposal is worth funding.

Organisational Profile: This is a summary of your organisation's status, purpose, history, size, programs, locations, etc.

Community Profile: This is a one or two page summary of your community demographics, history, issues, trends, features, industries etc.

Section 2E: Project Management

What is project management?

Congratulations! Your project is funded. The project management process following this good news throws up a whole new range of things to consider. Project management is the process of overseeing the implementation or completion of what you were funded to do – the project.

There are a variety of project management frameworks depending on the scale of the project. Common to all processes should be elements including project defining, governance, resourcing, implementation, monitoring and reporting, risk and contingency and evaluation.

Why do it?

As with anything, if a project isn't effectively managed then it's likely to 'de-rail'. This can have severe implications including budget blowouts, compliance and potential litigation issues, health and safety implications, time and resource pressures and basically failure to deliver.

This final point can have longer term repercussions. An important outcome of successful project management is helping to secure repeat business/ funding by demonstrating good practice and results to funding bodies and partners.

How to do it

You do it by following the process your organisation has agreed to and delegating project management responsibility to people in your organisation or the project working group with the appropriate skills.

Fortunately, you've already developed the beginnings of a project management framework by undertaking your project scoping and resourcing stages. It should now only need some simple refinement.

The main question will be how you'll manage (govern) and do (implement) the project. It's a good idea to develop key milestones and a risk management and contingency plan in case things go wrong.

TOOLS

Project Management Template (2Ei)

This tool provides you with a simple template you can use to form your project management framework.

Risk Management Guide (2Eii)

This tool provides an easy to use guide to assess potential risks associated with your project and apply controls and contingencies to lessen their impact.

CHECKLIST

Before continuing, have you:

- Identified your agreed project governance structure?
- Convened a planning meeting of your governance group?
- Established an appropriate project management framework and plan?
- Undertaken a risk analysis and contingency process?

"A goal is a dream with a deadline"

Useful tips and handy hints

Do

- Refine your previous project planning work rather than reinvent the wheel using the project management template tool.
- Keep your governance/ management structure simple yet effective and relative to the scale of your project. Use existing networks as potential project teams if possible.
- Expect the unexpected and plan for it.

Don't

- Panic when things go wrong. Have faith in your contingency plans and implement them.

2Ei: PROJECT MANAGEMENT TEMPLATE

Use this template to assist you in managing your project from start to finish.

PROJECT TITLE: (the official name of your project)

PROJECT SUMMARY: (a 50 word summary explaining what? why? who? how? etc.)

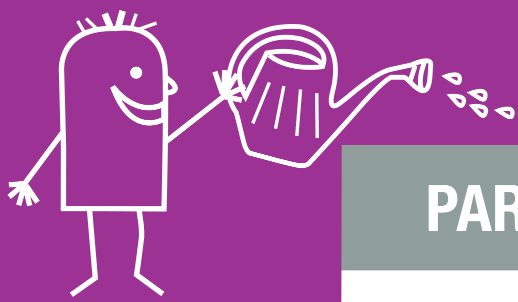
PROJECT LOCATION(S): (specify the location(s) your project is being carried out)

PROJECT MANAGEMENT PLAN

MILESTONE	DESCRIPTION	TIMING	RESOURCES	RISKS AND CONTINGENCIES

EXAMPLE (Development of a Mens Shed)

STAGE OR MILESTONE	DESCRIPTION/OUTPUTS	TIMING	COSTS/BUDGET	RISKS AND CONTINGENCIES
1.	*Final plans completed and project launched*	*April 2010*	*$4,000 (incl $1,500 in kind)*	*Permit delays*
2.	*Steering Committee established*	*May 2010*	*$1,000 (all in kind)*	*Lack of participation*
3.	*Quotes, contracts and labour sources finalised*	*June 2010*	*$4,000 (incl $3,000 in kind)*	*Lack of volunteer interest*
4.	*Site preparation and construction begins*	*July 2010*	*$15,000 (incl. $10,000 in kind)*	*OHS issues and site security*
5.	*Lock up stage and progress report*	*September 2010*	*$36,000 (incl $14,000 in kind)*	*OHS issues and site security*
6.	*Construction completed*	*February 2011*	*$24,000 (incl $7,000 in kind)*	*OHS issues and site security*
7.	*Internal fit out of shed*	*March 2011*	*$12,000 (incl $3,000 in kind)*	*OHS issues and site security*
8.	*Facility opened and final report lodged*	*April 2011*	*$3,000 (incl $1,000 in kind)*	*Event promotion* *Late report*



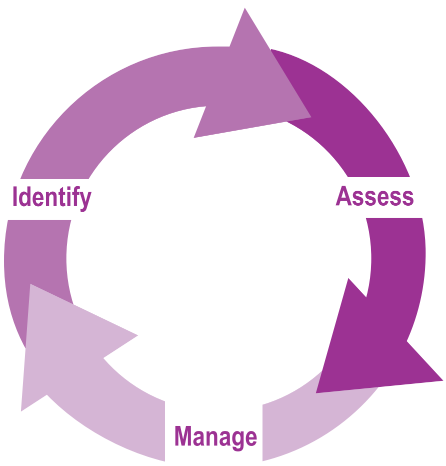
2Eii: RISK MANAGEMENT GUIDE

Use this guide to identify and control your project risks.

USEFUL THINGS TO CONSIDER:

- Risk in itself isn't bad, it's inherent. Failure to manage risk is bad.
- Risks can include potential hazards and unknowns but can also include opportunities.
- When assessing risk probability, confine it to the life of your project.
- When assessing risk impact, confine it to the impact on successful project completion.
- Controls are proactive risk mitigation actions.
- Contingencies are reactive consequence management actions.

THE RISK MANAGEMENT CYCLE



1. **Identify** all your risks whether they are hazard risks (i.e. likely to cause injury or damage), unknown risks (i.e. changes in circumstances) or missed opportunities (i.e. relationship breakdown).
2. **Prioritise** your risks by assessing the likelihood of events and the resulting impact by applying a low, medium and high rating to each risk.
3. **Manage** your risks by applying proactive controls and contingency planning.

RISK MATRIX

HIGH			
MEDIUM			
LOW			
IMPACT LIKELIHOOD	LOW	MEDIUM	HIGH

Step One: Determine the likelihood of risk events eventuating.

Step Two: Determine the impact on your project if the risk event occurs.

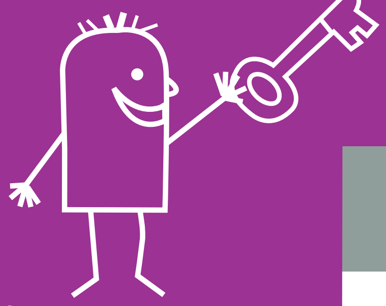
Step Three: Plot the results in the matrix.

Step Four: Prioritise managing the risks that appear above the diagonal line compared to those below it.

CONTROLS AND CONTINGENCIES

Controls are aimed at preventing negative events and contingencies are what you do when they happen. Each priority risk should have controls and contingencies identified before the project commences.

BUILD



PART 3: BUILD ON THE OUTCOME

Section 3A: Celebrate Success

What does celebrate success mean?

You've put in a lot of work into gaining the funding and completing the project so now it's time to reap the rewards.

The celebration can be seen as a show case of your accomplishments and it's a great chance promote your association with the aim of generating future opportunities. Where appropriate, it should occur at both ends of the project. So once – when funding is received and again – when the project is completed.

These milestones can be celebrated in a number of ways and usually include a combination of media exposure, announcements, signage, openings, launches and public or invitation only events.

Why do it?

There are several positive benefits. People like to be acknowledged for good deeds and hard work. The more they feel acknowledged, the more they'll agree to return for a repeat performance.

This motivational factor is true for organisations and individuals alike, whether it was the Department that provided funding, the politician that supported the project, your partners and contributors, donors of in kind support and volunteers that worked on the project. It also shows that you can produce good results making you a candidate for future grants.

How to do it

This stage of the process requires skills in public and media relations, marketing and event management as well as a degree of political nous.

You need to plan your approach much like a project in itself. For a small seeding grant, this might take the form of a thank you letter to the funding body and a small announcement or article in a local newsletter. For a large infrastructure project, it might include a political announcement, initial media release, prominent signage on site and then culminate with a public launch or opening for all stake holders involved.

TOOLS

Media Release Template (3Ai)

This tool provides you with a simple template you can use to develop a media release to announce and promote your project or funding success.

Event Management Guide (3Aii)

This tool provides an easy to use guide to planning an event whether it be a project launch, announcement or opening.

CHECKLIST

Before continuing, have you:

- Thanked the funding body for its contribution?
- Alerted the media and stakeholders of the project funding?
- Planned your project promotion strategy?
- Finalised preparations for your final event?

"Success breeds success"

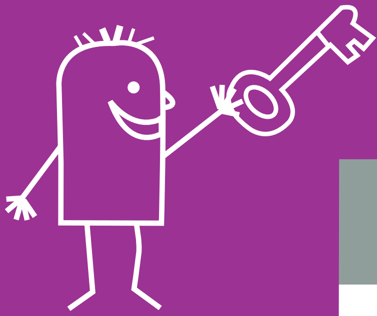
Useful tips and handy hints

Do

- Remember to incorporate the cost of promotion and events in your proposal. It may not always be funded but some form of celebration is a small price to pay compared to the flow on benefits.
- Keep events professional but not over the top extravagant.
- Incorporate contingencies into your event planning relating to things such as project/ funding delays, weather, larger than expected numbers or dignitaries being absent.

Don't

- Forget to involve influential people (e.g. politicians and senior bureaucrats) in your activities even if they were not directly involved with the project. They may be your next valued customer.
- Use project launches or media releases to make negative political comments.



3Ai: MEDIA RELEASE GUIDE

Use this guide to learn how to develop an effective media release to assist publicity for your project.

USEFUL THINGS TO CONSIDER:

- Identify the source and authenticity of your release by using official logos or letter head
- State whether the release is targeted or for general distribution and always date it
- The better you write and the more you edit, the less likely your article/release will be altered
- Investigate options for having your release featured for an advertising fee
- Be concise but interesting. Try and keep your release to one page
- Try and build contacts and relationships within the media
- List the key messages you need to get across before drafting your article/release
- For more information, refer to the example and guide in the Get Down To Business resource kit

MEDIA RELEASE STRUCTURE:

EXAMPLE: New energy concession scheme for seniors
International support for smaller community based programs is rare but it is possible within international community organisations like service clubs and scouting for example or larger benevolent institutions or foundations. Building “sister” relationships with like minded organizations or communities overseas can also be of benefit. Multi national businesses can also be strong philanthropists. Microsoft is a good current example.

The Headline
The headline of your release should be in bold print and grab the immediate attention of readers and can even stir an emotive response e.g. ‘RELIEF FOR STRUGGLING SENIORS AT LAST’ (six main words maximum).

The Lead in
This is the first paragraph of your media release or article and should be crafted to keep the reader’s attention. Keep it brief and provide a powerful reference to an announcement or project e.g. “Victorian seniors are set to benefit under a new $20,000 million dollar energy concession scheme announced today by the Minister for Community Services, the Hon. John Smith”.

The Body
The body of the release generally consists of three to five paragraphs of relevant information backed up by statistics and quotes. The first paragraph sets the scene by giving some background to the issue being addressed e.g. it may include statements such as “Last year, according to the Senior Citizens Advocacy Service, more than five thousand Victorian pensioners were disconnected from their energy supply due to failure to pay their bills on time”. It’s a good idea to keep sentences short.

The next body of text (two or three paragraphs) would then explain the response to the issue including details of the new project/program, how people will benefit from it and who will administer it. It is here that quotes from community figureheads (such as your CEO, president, local politicians, advocates etc.) are useful e.g. “President of the Victorian Pensioners Association, Mr Peter Elder, welcomed the initiative saying that more and more older people had been going cold in winter as a result of spiraling energy costs and the new scheme would result in improved health outcomes ”.

The final section of the body might include details as to why the new project or initiative is different or an improvement on the status quo e.g. “the new scheme provides eligible seniors with a cost free threshold level equivalent to one week’s power useage in an average household”.

The Conclusion
The conclusion should tie the article together and provide contact details for more information. Make sure you reference the funding body correctly.

3Aii: EVENT MANAGEMENT GUIDE

Use this guide to plan and manage events such as project launches or facility openings.

PLANNING
You should plan and scope your event as if it were a mini project. Set up an event team, develop a project plan and nominate responsibilities such as project management, catering, safety, permits etc.

ATTENDANCE
Establish your target audience early. Is it invite only or general public? How many are you expecting? Is it RSVP?

LOCATION
For infrastructure projects, the event should be on site if appropriate. Otherwise a venue suitable for attendance and format (consider catering, capacity, safety, amenities, parking, access, cost, AV requirements, weather etc.)

TIMING
Hold your event soon after project announcement/completion. If outdoors, think of weather factors. Avoid clashing with holidays, other local events, school drop off/pick up times etc.

PERMISSIONS
Establish whether you need any permissions to hold the event (e.g. Council food handling, road closure or event permit).

PROMOTION
Should you have signage on the site? How are you going to promote public events? (e.g. media, notice boards).

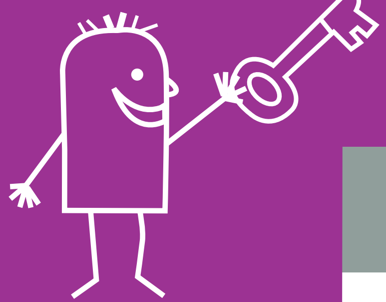
RISK
You should undertake a risk assessment, particularly pertaining to health and safety risks. Do you have contingencies?

FORMAT
What protocols will be followed? Who will be MC? What speakers/presenters will you have and in what order? Keep the formalities to half an hour or so, particularly if people will be standing. Will you need extra entertainment or activities for the kids?

CATERING
Will you be providing food? If so what food and how will you cater for dietary requirements. What are your health and safety controls? Do you have a way of determining attendance for catering purposes?

CHECKLIST

TASK	TICK	TASK	TICK
Established an event team?		Undertaken a risk assessment?	
Developed a project plan?		Obtained all relevant permissions required?	
Scoped your event and allowed ample time?		Organised catering and entertainment if required?	
Picked a suitable location all things considered?		Promoted the event or issued invitations?	



PART 3: BUILD ON THE OUTCOME

Section 3B: Evaluation and Reporting

What is evaluation and reporting?

Evaluation is a way of measuring our actual performance against anticipated performance. The difference between the two (both positive and negative) provides a useful learning resource.

Reporting is a way of informing and can take on a variety of forms. Most commonly, reports made at the completion of a project will be in writing and in a format usually provided by the funding body. Sometimes though, particularly for larger projects or recurrent programs, progress reports are required along the way.

Why do it?

We evaluate in order to know what went well, what didn't go so well and what we need to do in future to build on the positives and strengthen the weaknesses.

Reporting is normally required as a condition of funding. There's a real benefit in developing a project report. Firstly it documents your successes so that you can celebrate and promote. Secondly, it displays you as an effective project manager for future funding opportunities and finally, it shares the results with supporters, partners and stakeholders.

Finally, you'll usually need to provide a statutory declaration stating that the money granted to your organisation has been spent. The funding body should provide you with a template for this if they require it.

How to do it

Be aware of the reporting requirements before making a funding application. Some are quite stringent and frequent so you need to know that you are able (have time/ the capacity) to comply. Reporting is made a lot easier if the appropriate evidence and documentation is maintained during the project. This includes good filing practice and a financial management system that allows you to isolate project income, expenditure and in kind values.

Effective evaluation is a case of using a format that allows you to itemise your anticipated and required outcomes, compare them with what actually happened and then analyse and report on any difference between the two.

TOOLS

Good Reporting Guide (3Bi)

This tool provides you with a guide to compiling good reports to a range of audiences whether internal or external.

Evaluation Template (3Bii)

This tool provides you with a template you can use to effectively evaluate your project against the initial anticipated outcomes and performance measures.

CHECKLIST

Before continuing, have you:

- Established your reporting requirements up front?
- Set up an appropriate budget and financial reporting system?
- Completed a project evaluation?
- Completed a final report and acquittal?

"Success breeds success"

Useful tips and handy hints

Do

- Incorporate progress and final reporting into your project management costs.
- Establish your tracking systems early to avoid a frantic chase at the end.
- Evaluate honestly so you can truly continuously improve.
- Share your results with others so that they might do the same.

Don't

- Be late with reports and acquittals.
- Be sloppy with financial reporting. Some funding bodies can request an audit.

3Bi: GOOD REPORTING GUIDE

Use this guide to learn how to compile a report. You should use the reporting opportunity to highlight successes which can be referred to in future funding submissions.

NOTE: Some funding bodies will specify a report format that you should abide by. This is particularly the case with financial reporting. Otherwise, you can use the format outlined in this tool.

TYPES OF REPORTS:

- A **progress report** is a report made at various stages along the life of your project and maybe time or milestone based. They're important because they're often linked to progress payments
- An **acquittal** is a report that tells the funding body how you spent its money. It may be purely financial in nature but might also include some form of evaluation or written comment or statutory declaration.
- A **final report** is the report you compile at the completion of the project and may require a project evaluation to be included.

REPORT STRUCTURE:

Title: State the title of your report here .e.g. "Final Report on the Outcomes of the Beachville Rejuvenation Project 2009". For larger reports, you should include a contents page also.

Abstract/Summary: An abstract or summary pulls together the key findings and outcomes of a report and places them upfront for the reader to gain a general understanding of the project without having to read the report cover to cover. It shouldn't need to be longer than a page.

Introduction: This section provides background to the project and some basic information such as project rationale, methodology, funding body, others involved, timing, cost etc.

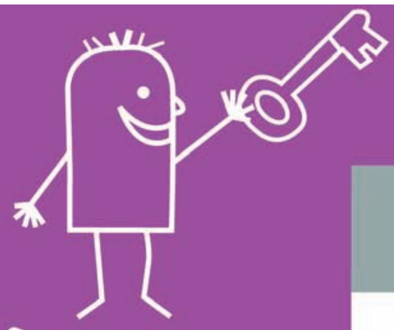
Body: The majority of information is contained in the body of the report. You may wish to break this section into sub headings based on either project outcomes, inputs or milestones.

Financial Acquittal: The financial acquittal looks similar to a budget although it has an actual column next to the budget column and you may be required to explain variations between the two.

Evaluation: The next tool (3Bii) looks at evaluations in more detail but most final reports will request some form of evaluation of performance against the project objectives.

Conclusion and Recommendations: In this section, you should summarise the overall result of the project and then you might make recommendations based on your project outcomes and learning regarding sustainability of the program, further project stages and funding or how things might have been done differently.

Appendices: Are attached to the report and can include things like graphs, charts, tables, photographs, testimonials etc.



3Bii: EVALUATION REPORT TEMPLATE

Use this template to compile a final evaluation and report on your project.

NOTE: It may be wise to have your project evaluated independently. If resources don't allow for this, you should step away from the project and imagine yourself as an auditor rather than a project manager. This will help ensure the evaluation is impartial.

STEP ONE: Compile a list of the expected outcomes of your project. They might be those that were required by the funding agreement or contract, the milestones or outcomes you have in your project plan and submission or a combination of both.

STEP TWO: Collect evidence as to what degree your outcomes and objectives were realised by the project. This can take a variety of forms including quantitative (e.g. data, statistics etc.) or qualitative through interviews, correspondence, other reports and photographs.

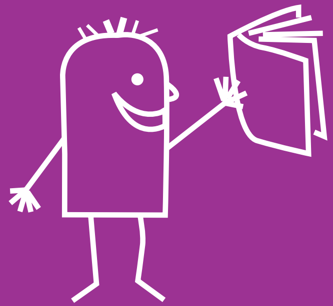
STEP THREE: Use these two pieces of information to complete an evaluation template such as the one below. Note that you may choose to evaluate project milestones separate to project outcomes. The former evaluates project methodology and the latter evaluates project effectiveness.

STEP FOUR: Use your evaluation report as a learning tool for yourself as well as others. You may also be required to submit it to your funding body.

EVALUATION TEMPLATE

Milestone/Outcome	What went well	What didn't go well	Evidence used to evaluate	Learnings and suggestions
e.g. Milestone 5: Completion of new community centre	*The building was completed one month early*	*We had three accidents on site requiring medical attention*	*Incident reports* *Progress reports* *Photographs*	*Basic OHS and first aid training for all volunteers*
e.g. Outcome 2: higher levels of literacy achieved within culturally and linguistically diverse groups	*Literacy among European migrant groups has improved*	*No change in African literacy levels*	*DIAC and ACFE Stats* *Assessment results*	*More work needed to develop literacy tools in emerging languages*

FAQs



FREQUENTLY ASKED QUESTIONS

Q: What permissions do I need in order to make a funding submission?

A: Unless you have delegated authority to do so, you'll need internal permission from your organisation (from senior management or committee/board) in order to commit your organisation to any resources.

This is best done by presenting a business plan and project scope. You may also need planning and/or building permissions from the local council. In some cases, legislation will also require licensing or registrations (e.g. for child care or food preparation etc).

Q: Should I liaise with the funding body prior to submitting my application?

A: Almost always. The only exception would be in some tendering circumstances where such contact is not allowable but this is rare. Some funding bodies require you to liaise prior to submission. It's a great way to get an idea up front that your project will be suitable for consideration before you begin work.

Q: What happens if my submission is late?

A: It can mean your application won't be considered, particularly if there's a lot of competition for the grant. It's best to allow plenty of time and contingency towards the end of your submission process however if your submission is late for some good reason, it can't hurt speak to the funding body about getting some special consideration.

Q: Do I have to pay back money that I don't use?

A: This will vary depending on whether it was a purchasing grant (i.e. the funding body purchasing a service from you at an agreed price regardless of the actual cost) or not. If not (i.e. you've been funded to complete a project based on what it will cost) then it's likely you'll need to pay back or negotiate use of unspent funds. The best approach is to negotiate a value adding addition to the project using the surplus funds.

Q: Are there any insurance implications in carrying out a project off site or using volunteers?

A: There could be so don't leave it to chance. You should check your covers such as public liability and property/contents to ensure that things like volunteers and equipment in transit are covered.

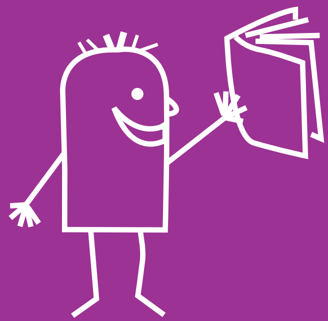
Q: What if my project is running over time?

A: In most cases, if you've made adequate progress, the funding body will negotiate an extension of time within reason but you should commence these discussions as soon as you know the agreed timeframe is under threat.

Q: What if I'm offered less funding than what I had asked for?

A: See if you can re scope the project (do things a bit differently) within budget and still achieve something meaningful for your organisation or get further financial assistance through other means. If you can't do either of these things it's best not to proceed.

GLOSSARY



JARGON BUSTER / GLOSSARY

An **Acquittal** is the final or annual report provided to the funding body. It is often financial in nature but can also include evaluation against anticipated project outcomes.

Agency refers to an organisation, usually the one that is in receipt of funding but may be used in other contexts.

An **Application** is the proforma provided by the funding body that is required to be filled out as part of the submission.

Assessment Criteria is how your grant submission and project will be assessed. They normally include demonstrated need, ability to produce outcomes and overall benefits.

Auspice can be another term for Lead Agency but can also be used when an incorporated body takes grant responsibility on behalf of a non incorporated body that is undertaking the project.

A **Consortium** is a group of organisations that come together to undertake a project in partnership.

Contingency refers to actions that will be taken when projects are not progressing as planned. These are often required to be outlined in submissions.

A **Contract** is a legally binding agreement entered into between the funding parties. It is often required as a result of winning a tender.

Demographics refer to population data such as number, gender, age, background etc.

FAR stands for Financial Accountability Requirements and is basically a financial acquittal required by some funding bodies, particularly government.

Funding Agreements are the agreement entered into after receiving a grant and is made between the funding recipient and the funding body. They outline terms and conditions of expending the grant.

The **Funding Body** is the entity providing the grant whether they are government, philanthropic or commercial

Governance refers to the strategic management structure and processes of an organisation or project (e.g. committees, boards, steering groups etc).

The **Grant** is the money provided by a funding body to undertake a project.

An **Incorporated** Body/Association is the legal status describing an organisation that is incorporated under the Associations Incorporation Act. You often need to be incorporated in order to receive funding.

In **kind** is a term that refers to any voluntary or donated resources to a project whether it's labour or physical materials.

A **Lead Agency** is the agency that will be funded and ultimately accountable for the grant, even if the project is undertaken in partnership with others.

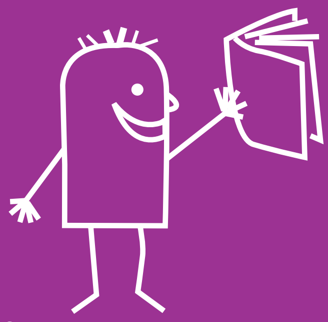
Letters of Support are written confirmations provided by relevant stakeholders indicating that they support your project.

LGA refers to the local government areas or authorities that are relevant to your project. It is often asked in the context of which LGAs will benefit or in which LGA will the project be based.

A **Matching Contribution** is the amount that the funded agency will be responsible for contributing to the total cost of the project. It can often include in kind contributions.

MOU stands for Memorandum of Understanding and is an agreement entered into between partnering agencies.

Not for Profit refers to an organisation does not have a primary objective of making profits. It doesn't exclude them from making a modest surplus however.



JARGON BUSTER / GLOSSARY

Once off or fixed term funding is for a defined project or period of time and usually relates to infrastructure, pilot, seed or research projects.

Organisational Capacity is your organisation's ability to deliver a project in terms of financial, human and physical resources. Applications often ask you to demonstrate this in submissions.

A **Partner** is an organisation or individual working or contributing formally or informally with you to undertake the project.

Pilots (or demonstration projects) are projects that trial a new program or service model. They may lead to further funding opportunities if the pilot is deemed successful following evaluation.

A **Progress Report** is a report that is required along the life of a project at nominated milestones or time periods rather than at just at the conclusion.

A **Purpose statement** is a statement informing the public as to your core activity and philosophy. It may take the form of vision, mission and values statements.

Recurrent funding is that which recurs (generally annually) and normally relates to operations or services.

Reference Groups are groups of project stakeholders that monitor and provide input to project performance, usually via a sub group such as a steering committee or working party

Seed Funding refers to one off funding to establish a program that is expected will continue self sustainably beyond the life of the funding period.

A **Stakeholder** is someone or an organisation that is involved in or will be a beneficiary of a project. They may include government departments, other agencies, businesses and individuals.

A **Steering Committee** is a group set up to oversee the operational management of a funded project. They often report progress to a broader committee or reference group but can also stand alone.

Strategic Objectives/Directions are the broad objectives that your organisation, or that of various levels of government, is aiming to achieve over a defined period of time. Projects are generally required to link strongly to these.

A **Submission** is the collection of documents you submit in order to obtain a grant. It generally includes an application form but also a variety of other attachments such as letters of support, plans, quotes etc.

Sustainability refers to the project outcomes continuing to provide benefit beyond the funded project timeframe. Strategies for this are often asked to be demonstrated in submissions.

Target Group refers to the types of people your project will benefit. This might include particular genders, ages, backgrounds, locations or circumstances (e.g. older carers of children with disabilities).

A **Tender** is when you bid for work based on a specification. They may be fixed or variably priced.

Terms of Reference can be used to outline roles and responsibilities in partnership projects where consortiums, committees or groups are formed.

Value Add is a term used to describe benefits derived from a project and is often required to be demonstrated in grant submissions.

Working Parties are similar to steering committees. They may or may not operate under formal agreement and more often than not are a sub group of another entity.

NOTES:

NOTES: