

GRANT WRITING TOOLKIT

Guide to Applying for Grants for Community
Groups & Not-for-Profit Organisations
in New South Wales & Victoria



Prepared by Fire to Flourish
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GRANT WRITING TOOLKIT

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Fire to Flourish would like to thank the numerous community members and community groups who inspired this document while participating in our program. We would like to thank our staff for their hard work, our consultant, Sarah Cooper, who helped put this Fire to Flourish Grant Writing Toolkit together and Cat from Catfish Creative for her designs bringing our work to life.

Disclaimer The advice provided regarding grant writing to community groups is intended for informational purposes only. While efforts have been made to ensure the accuracy and completeness of the information provided, it should not be construed as legal, financial, or professional advice. The information does not guarantee the success of any grant application or funding request as these depend on various factors, including the quality of the proposal, alignment with funding priorities, competition from other applicants, and the discretion of the grant-making body.

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Introduction

Fire to Flourish is a pioneering five-year program, working in partnership with communities affected by the 2019/20 Australian bushfires to trial innovations in long-term community-led disaster resilience.

Fire to Flourish is taking a community-led approach, working at the intersection of community development and disaster resilience, and partnering with communities to co-create the foundations for a thriving future.

The program develops and tests new tools and processes to support community action, and builds a knowledge and evidence base to develop disaster resilience across four partner communities; Eurobodalla, Tenterfield and Clarence Valley in New South Wales (NSW) and East Gippsland in Victoria (VIC).

Fire to Flourish is led by Monash University and supported by cornerstone philanthropic partners, the Paul Ramsay Foundation and Metal Manufactures Pty Ltd. Additional philanthropic support is provided by the Lowy Foundation.

This report also outlines the practices and principles informing the Partnership's ways of working, to achieve its vision and agreed outcomes.



Purpose of this Document

Grant funding plays a vital role in supporting the operations, programs, and sustainability of small not-for-profit organisations and community organisations.

In the course of helping numerous community groups submit projects for funding, Fire to Flourish recognised the benefit of providing information to help applicants in the form of this toolkit.

This toolkit will help the reader find grants, understand guidelines and learn what's involved in insurance, compliance and risks, how to define your target market and show community need for your project.

The toolkit provides examples, links to templates and resources to help with grant applications.

Above all, the toolkit serves as a collection of resources to ensure the key elements of a grant application have been considered, to give the applicant the best chance of submitting a complete and timely application.

Grant funding is essential for the survival, growth, and impact of small not-for-profit organisations and community groups. By providing financial support, capacity-building opportunities, and access to resources, grants empower organisations to fulfill their missions, serve their communities, and create positive changes.

We pay our respects to Elders past and present, and acknowledge the sovereignty of Indigenous peoples. We are committed to collaboration that furthers self-determination and creates a better future for all.



Acknowledgement

We acknowledge the Traditional Custodians and Owners of the lands on which we work and live across Australia.

This report was created by people living on Bidawel Maap, Boonwurrung/Bunerong, Brinja-Yuin, Bundjalung, Cammeraygal, Djiringanj, Euahlayi, Gadigal, Gumbaynggirr, Gunaikurnai, Jukembal, Kamilaroi, Kurna, Ngarabal, Ngarigo Monero, Ngorabul, Peramangk, Walbunja, Wathaurong, Wurundjeri, Yaegl, Yuin, Yuin-Monaro & Yukumbal Country.

Where to Find Grants & Resources to Help



Finding community grants in NSW and VIC can be done through several avenues.

State Government Grants

The NSW and VIC governments regularly offer grants and funding opportunities for community projects, events, and initiatives.

Visit the respective State Government's official website and check their grants portal for current opportunities.

www.nsw.gov.au/grants-and-funding

www.vic.gov.au/grants-and-programs

Local Council Websites

Many local councils offer grants and funding for community projects within their jurisdictions. Visit the website of your local council and look for information on community grants or funding opportunities. They often have specific grants tailored to local needs and priorities. Examples include:

www.esc.nsw.gov.au/community/grant-opportunities

www.eastgippsland.vic.gov.au/community/grants

www.tenterfield.nsw.gov.au/community/grants-funding

www.clarence.nsw.gov.au/Community/Community-funding-and-grants

Grant Databases and Search Engines

There are online databases and search engines specifically designed to help you find grants. Websites like GrantConnect, GrantGuru, or community specific databases might include grants available in NSW and VIC.

These platforms allow you to filter grants based on your location and project type. Examples include:

www.help.grants.gov.au

www.grantguru-1.com/au

www.thegrantshub.com.au

Community and Philanthropic Organisations

Various community and philanthropic organisations in NSW offer grants and funding for local initiatives. Explore the websites of organisations like the Ian Potter Foundation, The Vincent Fairfax Family Foundation, or the Sidney Myer Fund.

Additionally, Sydney Community Foundation may offer grants for local projects. Examples include:

www.frrr.org.au/funding/people

www.myerfoundation.org.au

www.clubgrants.com.au

www.statetrustees.com.au/philanthropy-and-charitable-giving/granting

Grants Information Workshops and Events

Keep an eye out for workshops or events hosted by government agencies, councils, or community organisations that provide information on available grants and how to apply for them. These workshops can often provide valuable insights and networking opportunities.

www.nonprofittraining.com.au/grant-writing-for-non-profit-organisations

Business NSW and Business VIC

Business NSW and Business VIC provide information and support to businesses, including access to funding programs, grants, and incentives available to businesses operating in their states. Explore their websites below for resources and assistance with grant applications.

www.service.nsw.gov.au/services/business-industries-and-employment/business-grants

www.business.vic.gov.au/grants-and-programs

Where to Find Grants & Resources to Help



Non-Governmental Organisations (NGOs) and Sector-Specific Associations

Many NGOs and sector-specific associations in NSW offer grants, funding, and support services to organisations and individuals working within their respective fields.

Consider reaching out to relevant organisations in your sector to enquire about funding opportunities and resources.

www.dfat.gov.au/development/who-we-work-with/ngos/list-of-australian-accredited-non-government-organisations

Subscription Services

Some organisations offer subscription services or newsletters that provide updates on available grants.

Consider subscribing to these services to stay informed about new funding opportunities as they arise. Setting a Google Search alert on the type of grants you are interested in is another way of staying informed.

www.grants.gov.au

Community Builders NSW

Community Builders NSW is a government-funded initiative that provides support, resources, and training to community organisations and volunteers across NSW.

They offer workshops, webinars, toolkits, and online resources to help organisations build their capacity and access funding opportunities.

www.nsw.gov.au/grants-and-funding/community-building-partnership

Online Grant Writing Guides and Templates

Search for online grant writing guides, templates, and resources to help you develop strong grant applications. Many organisations and universities offer free resources and tools to assist with grant writing, budgeting, project planning, and evaluation.

By leveraging these resources and support services, you can enhance your capacity to identify funding opportunities and develop competitive grant applications in NSW.

Be sure to carefully review the eligibility criteria, guidelines, and deadlines for each funding program and tailor your applications to meet the specific requirements of each grant.

Examples include:

www.technicalwriterhq.com/writing/grant-writing/grant-writing-templates/

www.business.gov.au/planning/business-plans/develop-your-business-plan#Download-a-detailed-business-plan-template

Aboriginal Targeted Programs

Examples include:

www.aboriginalaffairs.nsw.gov.au/grants

www.niaa.gov.au/indigenous-affairs/grants-and-funding

www.indigenous.gov.au/topics/grants-and-funding

www.alc.org.au/scg/

www.thegrantshub.com.au/blog/articles/indigenous-grants

Understanding Grant Application Guidelines



Always start by carefully reading through the grant application guidelines provided by the funding organisation.

Understanding Grant Application Guidelines (Checklist)



Read the guidelines thoroughly

Start by carefully reading through the grant application guidelines provided by the funding organisation.

Pay close attention to all sections, including eligibility criteria, application procedures, deadlines, funding priorities, and reporting requirements.

If you have any questions or need clarification regarding the eligibility criteria or application process, don't hesitate to reach out to the grant provider.

Note eligibility requirements

Identify the specific eligibility criteria outlined in the guidelines.

This may include criteria related to the type of organisation (eg. nonprofit, community group), geographical location (eg. specific regions within NSW or VIC), project focus (eg. arts and culture, health, environment), and other requirements such as legal status and financial accountability.

Check funding priorities

Understand the funding priorities of the grant program.

Grant providers often prioritise projects that address specific community needs, align with organisational goals, or contribute to broader social, environmental, or economic objectives.

Tailor your project proposal to align with these priorities to increase your chances of success.

Assess project feasibility

Evaluate whether your project idea meets the objectives of the grant program and is feasible within the specified timeline and budget.

Consider the project's scope, objectives, activities, expected outcomes, and potential impact on the community.

Gather necessary documentation

Make sure you have, or can get, all the required documentation and information ready before starting the application process.

This may include organisational documents, such as:

- Constitution
- Registration certificate
- Insurance
- Project plans
- Budgets
- Letters of support
- Photos
- Resumes of key personnel
- Other relevant materials requested in the guidelines

Working with Indigenous Peoples & Communities



When working with Indigenous peoples and/or communities, it is critical that projects promote self-determination, are community-led and respect cultural protocols. This table provides information to guide the design and delivery of your project to make sure it is ethical and has the best chance of success. Here is a list of best practice DO's.

✓ DO ...

Consult early and continuously

Engage Indigenous peoples and communities early during the design of your project, and continue consultation and engagement throughout the delivery.

Work in collaborative partnerships

Explore opportunities for partnerships with local Aboriginal Community Controlled Organisations (ACCOs) and/or Cultural Business/Cultural Practitioners.

Demonstrate how projects meet the needs and priorities of communities

Ensure your project has been identified as a priority through community consultation and engagement, and design the project to support community-led outcomes.

Maintain reciprocity

When developing your project, ensure that it has strong outcomes for Indigenous partners/communities.

Communicate clearly

Transparency during the project delivery is important. Create ways to clearly and continuously communicate with Indigenous partners/communities.

Remunerate appropriately

When developing your project budget, include remuneration for services provided, including for Welcome to Country, Acknowledgement of Country, cultural knowledge, and travel.

Procure Indigenous services

Familiarise yourself with the Traditional Lands/Tribal Groups/Language Groups and who is most appropriate to deliver services within the identified community.

The following resources provide more information about ethical research with Indigenous peoples and communities:

- [Principles and protocols for cultural land management governance and research](#)
- [AIATSIS Code of Ethics](#)
- [NHMRC Ethical Conduct in Research with Aboriginal and Torres Strait Islander Peoples](#)

Working with Indigenous Peoples & Communities



When working with Indigenous peoples and/or communities, it is critical that projects promote self-determination, are community-led and respect cultural protocols. This table provides information to guide the design and delivery of your project to make sure it is ethical and has the best chance of success. Here is a list of things to avoid!

✗ DON'T ...

Include Indigenous peoples or community if you haven't adequately engaged and received their full support

Don't commit communities or individuals to something they are not aware of or have not agreed to. Permissions must be sought to use peoples/communities' names and information. This can be demonstrated via an agreement or Letter of Support, for example.

Handpick members of the community to engage with

Indigenous groups can be diverse and have different needs, so you should consult widely across the community. It is critical that Indigenous people are informed and involved throughout the whole project.

Proceed if the project is not supported by the community

Even when a project may have benefits within the community, the community may not have capacity to do it at that time, or may have other priorities.

Projects that enter a community without their full support will have less chance of success, and can have negative consequences.

Assume that Indigenous people have, or necessarily want to share, cultural knowledge or practice

Because of the impacts of colonisation, many Indigenous knowledge and land management systems continue to be in a state of repair. Indigenous groups should not be expected to know or produce on request, cultural and historical knowledge of their Country.

Expect Indigenous people to contribute their knowledge, time, or services for free

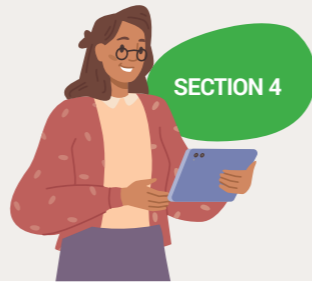
Acknowledge that Indigenous knowledge is an invaluable resource and should be treated as expert knowledge and compensated as such.

Use cultural material, including art, design, language, knowledge and pictures without permission

This includes understanding the long-term uses of the material, whether it can only be used for a certain period, or who to contact for ongoing uses.

Understand any cultural protocols associated with the material and ensure you have things in place to respect these.

Insurance, Compliance & Risks



When applying for grants, especially for community projects, it is essential to consider insurance, compliance, and risks to ensure the smooth implementation of the project and mitigate any potential issues.

Insurance

Public Liability Insurance

Many grant providers require applicants to have public liability insurance, especially if the project involves public events, activities, or interactions. Public liability insurance protects against claims for personal injury or property damage that may occur during the project. The standard policy is \$20 million cover.

Single Events Insurance Cover

If you are the organiser of a single one-off community or family event, you must protect yourself against claims for personal injury or property damage against your organisation by members of the public who attend your event.

Contact your local Council to discuss your event's insurance requirements. Where an event is held on public land, the Council and/or Crown Lands will need to be included on your policy as interested parties.

Professional Indemnity Insurance

If your project involves providing professional services or advice, such as consulting or counselling, professional indemnity insurance may be necessary to protect against claims of negligence or errors in your professional activities.

Property Insurance

If the project involves equipment, supplies, or property, consider obtaining property insurance to protect against loss or damage.

Worker's Compensation Insurance

If your project involves hiring employees or contractors, ensure that you have worker's compensation insurance to cover any injuries or illnesses that may occur during the course of their work.

Compliance

Legal Compliance

Ensure that your project complies with all relevant laws, regulations, and ordinances, including those related to safety, health, environment, and employment.

Financial Compliance

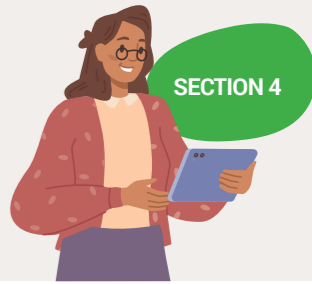
Adhere to financial regulations and reporting requirements, including proper accounting practices, record-keeping, and financial reporting to the grant provider.

Risks

Risk Assessment

Conduct a thorough risk assessment to identify potential risks and vulnerabilities associated with your project, such as safety hazards, financial risks, legal liabilities, and reputation risks. Once you've identified potential risks, develop strategies to mitigate or minimise them. This might involve contingency planning, diversifying funding sources, strengthening internal controls, or seeking expert advice.

Insurance, Compliance & Risks



Financial Risk - This involves assessing the financial stability of your organisation and the feasibility of the project budget. Consider factors such as cash flow, potential revenue streams, and any dependencies on external funding.

Operational Risk - Evaluate the operational aspects of the project, including the capacity of your team to execute it successfully, any logistical challenges, and the availability of necessary resources and infrastructure.

Strategic Risk - Assess how well the proposed project aligns with your organisation's mission and goals, as well as its potential impact on your stakeholders and beneficiaries. Consider whether there are any competing priorities or conflicts of interest.

Compliance Risk - Ensure that your project complies with all relevant laws, regulations, and ethical standards. This includes issues such as data protection, intellectual property rights, and environmental regulations.

Reputational Risk - Consider how the project might be perceived by the public, funders, and other stakeholders. Are there any potential controversies or reputational challenges that could arise?

External Risk Factors - Take into account external factors that could affect the success of the project, such as changes in the economic or political environment, technological developments, or the actions of competitors or partners.

Risk Management Plan

Develop a risk management plan to mitigate identified risks through preventive measures, contingency plans, and risk transfer strategies. This may include implementing safety protocols, securing appropriate insurance coverage, diversifying funding sources, and establishing emergency response procedures.

See example in Appendix 1 on page 38.

Monitoring and Evaluation

Continuously monitor and evaluate the project's progress and performance to identify emerging risks and adapt your risk management strategies accordingly (see Section 12).

Communication and Transparency

Maintain open communication with stakeholders, including grant providers, partners, participants, and the community, to address concerns, manage expectations, and respond effectively to any issues or crises that may arise.

By addressing insurance, compliance, and risks early during the grant application process and throughout the project lifecycle, you can enhance the project's success and sustainability while safeguarding the interests of your organisation and all stakeholders involved.

Qualifying & Quantifying your Target Market



Qualifying Your Target Market

Identify Demographic Characteristics

Clearly define the demographic characteristics of your target market, such as age, gender, income level, education level, ethnicity, and geographic location. This helps grant providers understand who will benefit from your project.

Understand your Target Market's Needs and Preferences

Conduct market research or community surveys to gain insights into the needs, preferences, and behaviours of your target audience. This information will help tailor your project to meet their specific requirements effectively.

Segmentation

If your target market is diverse, consider segmenting it into smaller, more specific groups based on common characteristics or interests. This allows for more targeted and personalised approaches in addressing their needs.

Accessibility

Assess the accessibility of your target market to ensure that they can easily participate in or benefit from your project. Consider factors such as transportation, language barriers, physical accessibility, and cultural sensitivities.

When applying for grants, particularly for projects with community-oriented goals, it's crucial to effectively qualify and quantify your target market to demonstrate the project's relevance and potential impact. Your Target Market is who your project is aimed at, who will directly benefit.

Qualifying & Quantifying your Target Market



Quantifying Your Target Market

Population Size

Estimate the size of your target market by gathering data on the total population within your project's geographic area or within your defined demographic parameters.

- ABS data
www.abs.gov.au
- Eurobodalla Shire: Eurobodalla Shire ABS Census Quickstats
www.abs.gov.au/census/find-census-data/quickstats/2021/LGA12750
- East Gippsland Shire: East Gippsland ABS Census Quickstats
www.abs.gov.au/census/find-census-data/quickstats/2021/LGA22110
- Tenterfield Shire: Tenterfield ABS Census Quickstats
www.abs.gov.au/census/find-census-data/quickstats/2021/LGA17400
- Clarence Valley Shire: Clarence Valley ABS Census Quickstats
www.abs.gov.au/census/find-census-data/quickstats/2021/LGA11730

Market Penetration

Determine the percentage of the target market that you expect to reach or engage with your project. This helps quantify the project's potential impact and reach.

Baseline Data

If available, gather baseline data on key indicators related to your target market, such as current participation rates in similar programs, health outcomes, educational attainment, or economic status. This allows you to track changes and measure the project's effectiveness over time.

Outcome Indicators

Define specific outcome indicators or metrics that reflect the desired changes or improvements in your target market as a result of the project. This may include indicators related to:

- Health outcomes
- Educational attainment
- Employment rates
- Social inclusion
- Community cohesion
- Sport participation
- Homelessness
- Visitation

Demonstrate Community Need, Involvement & Support



Needs Assessment

Conduct a comprehensive needs assessment to identify and document specific challenges, gaps, or opportunities within the community that your project aims to address.

Utilise a variety of data sources, including census data, surveys, interviews, focus groups, community forums, and existing research reports, to gather information about community needs.

Present quantitative data, such as statistics, demographics, and trends, to quantify the extent and severity of the identified needs. Your local Council can often help with this.

Community Involvement

Clearly outline how the community has been involved in the development of the project from its inception.

This could include community consultations, advisory committees, or collaborative planning processes. You can make a list of meeting dates that have occurred.

Highlight any partnerships or collaborations with your local Council, local organisations, community groups, or government agencies that demonstrate community engagement and support.

Provide evidence of community input and feedback shaping the project's goals, activities, and implementation strategies.

Demonstrate Community Need, Involvement & Support



Community Support

Document letters of support or endorsements from community leaders, stakeholders, and partner organisations expressing their backing for the project. The more, the better.

Include testimonials or quotes from community members who stand to benefit from the project, emphasising their enthusiasm, endorsement, or commitment to its success.

Showcase examples of grassroots support, such as petitions, volunteer sign-ups, or crowdfunding campaigns, to demonstrate community buy-in and enthusiasm.

Highlight mechanisms for ongoing community engagement, such as regular meetings, workshops, or feedback loops, to ensure continuous input and involvement throughout the project lifecycle.

Alignment with Community Priorities

Align the project goals, activities, and outcomes with community priorities, aspirations, and values. Provide evidence of how the project addresses pressing needs or responds to identified community aspirations. You can refer to your Council's Community Strategic Plan.

Emphasise the project's potential to contribute to broader community development goals, such as economic benefits, social cohesion, environmental sustainability, or cultural preservation.

By effectively demonstrating community need, involvement, and support, you strengthen the credibility and viability of your grant application, increasing the likelihood of securing funding for your project.

Links to the relevant Council's Community Strategic Plans:

Eurobodalla Community Strategic Plan
www.esc.nsw.gov.au/_data/assets/pdf_file/0003/214599/Eurobodalla-Community-Strategic-Plan.pdf

East Gippsland Community Strategic Plan
www.eastgippsland.vic.gov.au/council/community-vision-2040

Tenterfield Community Strategic Plan
www.tenterfield.nsw.gov.au/content/uploads/2022/05/Community-Strategic-Plan-2022-2032.pdf

Clarence Valley Community Strategic Plan
www.issuu.com/clarencevalleycouncil/docs/the-clarence_2032_final_high_res

Demonstrating community need, involvement, and support is critical for grant applications, as it helps convey the project's relevance, legitimacy, and potential impact to the funding body. Here are several strategies to effectively demonstrate these aspects.

Collaboration, Partnerships & Stakeholders



Example of basic Memorandum of Understanding (MOU)



Securing collaboration, partnerships, and stakeholder engagement is crucial for writing successful grant applications, as it demonstrates a strong network of support and enhances the project's potential impact.

Identify Potential Collaborators and Partners

Research and identify organisations, institutions, businesses, government agencies, community groups, or individuals that share an interest in your project's goals and objectives.

Consider entities with expertise, resources, networks, or capabilities that could enhance the project's effectiveness and sustainability.

Establish Clear Objectives and Benefits

Clearly articulate the objectives, scope, and expected outcomes of the collaboration or partnership in your grant application.

Highlight the mutual benefits and value propositions for all parties involved, emphasising how the collaboration will leverage synergies, resources, or expertise to achieve shared goals.

Engage Stakeholders Early and Effectively

Initiate early discussions and consultations with potential stakeholders to solicit their input, feedback, and buy-in for the project. These can be Chambers of Commerce, schools, Councils, industry associations etc.

Foster open communication, transparency, and inclusivity throughout the planning and development process to ensure that stakeholders feel valued and involved in decision-making.

Develop Memoranda of Understanding (MOUs) or Partnership Agreements

Formalise collaborations and partnerships through written agreements, such as MOUs or partnership agreements, outlining roles, responsibilities, expectations, and commitments.

Clearly define governance structures, decision-making processes, resource sharing arrangements, and mechanisms for resolving conflicts or disputes.

MOUs should be included as Attachments. For templates, see overleaf and Appendix 2, page 42.

Please note: *the example provided here is a basic draft and should be customised to suit the specific needs and requirements of the parties involved. It's always advisable to consult with legal professionals when drafting or entering into any formal agreement.*

Leverage Existing Networks and Relationships

Tap into existing networks, relationships, and affiliations to identify potential collaborators and partners for your project.

Utilise personal connections, professional associations, industry networks, or community-based organisations to facilitate introductions and establish rapport with potential stakeholders.

Between:

[Organisation/Party Name]

[Address]

[City, State, Postcode]

[Country]

And:

[Organisation/Party Name]

[Address]

[City, State, Postcode]

[Country]

Purpose:

This Memorandum of Understanding (MOU) is entered into between [Organisation/Party Name] (hereinafter referred to as "Party A") and [Organisation/Party Name] (hereinafter referred to as "Party B") for the purpose of [briefly describe the purpose or objective of the agreement].

Date of Agreement:

[Insert Date]

Terms and Conditions:

Scope of Collaboration: Party A and Party B agree to collaborate on [briefly describe the scope or nature of the collaboration].

Roles and Responsibilities: Each party's roles and responsibilities within the collaboration shall be as follows:

[Describe Party A's roles and responsibilities]

[Describe Party B's roles and responsibilities]

Duration: This MOU shall be effective from the date of signature by both parties and shall remain in effect for a period of [insert duration], unless terminated earlier by mutual agreement of the parties.

Confidentiality: Both parties agree to maintain the confidentiality of any sensitive information shared during the course of the collaboration.

Intellectual Property: Any intellectual property developed or created during the collaboration shall be jointly owned by Party A and Party B, unless otherwise agreed upon in writing.

Termination: Either party may terminate this MOU by providing written notice to the other party at least [insert notice period] days prior to the intended date of termination.

Signatures:

This MOU is entered into by the undersigned representatives of Party A and Party B, who hereby acknowledge and agree to the terms and conditions set forth herein:

For:

[Organisation/Party Name]

[Signature]

[Printed Name]

[Title]

[Date]

For:

[Organisation/Party Name]

[Signature]

[Printed Name]

[Title]

[Date]

Strategic Alignments - Local, Regional, State & National



When applying for grants, strategic alignment with various levels of government (local, regional, state, and national) can significantly enhance the competitiveness and potential impact of your project. Here's how you can demonstrate strategic alignment at each level when writing grant applications.

Local Level

Identify Local Priorities

Align your project with the priorities and strategic objectives of the local government or council.

Research local development plans, community strategies, or economic development initiatives to identify areas of alignment.

Link the local strategies in your application and how your project relates.

Engage Local Stakeholders

Collaborate with local stakeholders, including community groups, businesses, schools, and residents, to ensure that your project addresses local needs and concerns effectively.

Highlight partnerships and endorsements from key local stakeholders in your grant application.

Leverage Local Resources

Utilise local resources, facilities, infrastructure, and expertise to support the implementation of your project.

Demonstrate how your project leverages existing assets and enhances local capacity building and resilience.

Regional Level

Address Regional Challenges

Position your project as a strategic solution to regional challenges or opportunities.

Align your project objectives with regional development plans, Regional Economic Development Strategies (REDS), Tourism Plans, or infrastructure priorities to demonstrate relevance and impact at the regional level.

Collaborate with Regional Partners

Form partnerships with regional organisations, industry associations, research institutions, or economic development agencies to enhance the scalability, sustainability, and reach of your project.

Emphasise regional collaboration and coordination in your grant application.

Promote Regional Integration

Showcase how your project fosters regional integration, cooperation, and connectivity across diverse stakeholders, communities, and sectors.

Highlight opportunities for cross-regional learning, knowledge sharing, and resource mobilisation. Speak with neighbouring Councils to discover alignments.

Strategic Alignments - Local, Regional, State & National



State Level

Align with State Policies and Programs

Ensure that your project aligns with state-level policies, programs, and strategic priorities.

Reference relevant state government initiatives, funding opportunities, or policy frameworks in your grant application to demonstrate alignment and support. Examples include:

www.nsw.gov.au/regional-nsw

www.vic.gov.au/strategies-and-policies

Engage State Agencies and Departments

Engage with state agencies, departments, and ministries that have a mandate related to your project's focus areas.

Seek endorsements, partnerships, or technical assistance from state-level entities to strengthen your grant application.

Scale and Replicability

Highlight the potential for scaling up or replicating your project in other regions or communities across the state.

Demonstrate how your project serves as a model for innovation, best practice, or policy replication at the state level.

National Level

Address National Priorities

Position your project as a strategic response to national priorities, challenges, or policy objectives.

Align your project objectives with national development agendas, sustainability goals, or sectoral strategies to demonstrate national relevance and significance. Examples include:

www.tourism.australia.com/en

www.ausport.gov.au

www.environmentaustralia.com.au

www.closingthegap.gov.au

Engage National Stakeholders

Collaborate with national-level stakeholders, including government agencies, industry bodies, research institutions, or non-governmental organisations, to leverage their expertise, networks, and resources.

Highlight endorsements and partnerships from national stakeholders in your grant application.

Contribute to National Impact

Showcase how your project contributes to broader national goals, such as economic growth, social inclusion, environmental sustainability, or innovation.

Emphasise the potential for your project to serve as a model or catalyst for positive change at the national level.

By strategically aligning your project with priorities and stakeholders at the local, regional, state, and national levels, you enhance the relevance, credibility, and potential impact of your grant application, increasing the likelihood of securing funding and support for your project.

Writing a Project Proposal: Be Clear & Concise



Writing a clear and concise grant application project proposal is essential to effectively communicate your project's objectives, activities, and potential impact to the grant provider.

Introduction

Begin with a brief introduction that provides an overview of your organisation, mission, and the purpose of the project.

Clearly state the problem or need that your project aims to address, emphasising its significance and relevance.

Project Objectives

Clearly define the specific objectives and goals of your project. Use concise and action-oriented language to describe what you aim to achieve.

Ensure that your objectives are SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) to facilitate evaluation and monitoring.

- Specific**
The goal is concrete and tangible - everyone knows what it looks like.
- Measurable**
The goal has an objective measure of success that everyone can understand.
- Attainable**
The goal is challenging, but should be achievable with the resources available.
- Relevant**
The goal meaningfully contributes to larger objectives like the overall mission.
- Timely**
The goal has a deadline or, better yet, a timeline of progress milestones.

Project Description

Provide a detailed description of the project, including the activities, methods, and strategies that will be employed to achieve the stated objectives.

Break down the project into manageable components or phases, outlining the sequence of activities and their anticipated outcomes.

Target Audience and Beneficiaries:

Identify the target audience or beneficiaries of your project, specifying who will directly benefit from its implementation.

Describe the demographic characteristics, needs, and challenges of the target audience to provide context for the project (see Section 5).

Writing a Project Proposal: Be Clear & Concise



Project Methodology

Explain the methodology or approach that will be used to implement the project. Describe any evidence-based practices, best practices, or innovative strategies that will be employed.

Clearly outline the roles and responsibilities of project staff, partners, and stakeholders involved in its implementation.

Budget and Resources

Provide a comprehensive budget for the project, detailing the anticipated costs associated with each activity, including personnel, equipment, supplies, and overhead expenses.

Justify the budget by explaining how each expense contributes to the project's objectives and outcomes. Include any in-kind contributions or matching funds, if applicable.

Evaluation and Monitoring

Outline the methods and criteria that will be used to evaluate the project's effectiveness and impact. Describe how data will be collected, analysed, and reported.

Emphasise the importance of continuous monitoring and feedback mechanisms to track progress, identify challenges, and make necessary adjustments.

Sustainability and Impact

Describe how the project will be sustained beyond the grant period, highlighting plans for long-term funding, partnerships, capacity building, or community ownership.

Articulate the expected short-term and long-term impact of the project on the target audience, beneficiaries, and broader community or sector.

Project Timeline

Present a detailed timeline or schedule of activities, indicating key milestones, deliverables, and deadlines throughout the project lifecycle.

Ensure that the timeline is realistic and achievable, considering factors such as resource availability, dependencies, and potential challenges.

The Project Timeline will show the grant-making body that your project will be completed on time as per their guidelines.

Conclusion

Summarise the key points of your project proposal, reiterating its significance, feasibility, and potential impact.

Express gratitude for the opportunity to submit the proposal and provide contact information for further enquiries or clarification.

Formatting and Presentation

Use clear and concise language, avoiding jargon or technical terms that may be unfamiliar to the reader. Avoid acronyms, instead write the words in full.

Organise the proposal into logical sections with headings and subheadings to facilitate readability and navigation.

Proofread the proposal carefully to ensure accuracy, coherence, and consistency in formatting and style.

Writing a Project Proposal: Be Clear & Concise



Example of Project Timeline

Phase/ Milestone	Start Date	End Date	Description
Project Initiation			Kick off meeting with stakeholders
			Finalise project scope, objectives, and timeline
Planning & Preparation			Assign roles and responsibilities to project team leaders
			Conduct stakeholder consultations and needs assessments
			Develop detailed project plan and budget
			Identify and recruit project staff and volunteers
Implementation phase			Conduct training sessions for project staff and volunteers
			Launch community health awareness program

Writing a Project Proposal: Be Clear & Concise



Example of Project Timeline

Phase/ Milestone	Start Date	End Date	Description
Monitoring and Evaluation			Implement monitoring and evaluation framework
			Collect and analyse data on project activities and outcomes
Scaling and Sustainability			Develop sustainability plan for ongoing community health initiatives
			Organise closing ceremony to celebrate project achievements
			Submit final project report to funding agency and stakeholders
Project Completion			Archive project documentation and materials for future reference
			Evaluate the overall success of the project against established goals and objectives



Tips for Budgeting (Cash & In-kind)



Here are some tips for effectively budgeting, both in terms of cash and in-kind contributions, when writing grant applications.

Understand the Grant Guidelines

Familiarise yourself with the specific budget requirements and guidelines outlined by the grant provider. Ensure that your budget aligns with the grant's priorities, eligible expenses, and reporting expectations.

Break Down Expenses

Break down your expenses into categories, such as personnel, supplies, equipment, travel, overhead costs, and other direct project expenses. Provide detailed cost estimates for each category.

Be Realistic and Justify Costs

Ensure that your budget is realistic and reflects the actual costs associated with implementing the project. Use accurate cost estimates based on market rates, quotes, or historical data.

Justify each expense by explaining how it directly contributes to the project's objectives, activities, and outcomes. Provide rationale for the necessity and reasonableness of each cost. Where required, attach quotes or estimates.

Include Contingency Funds

Incorporate contingency funds into your budget to account for unforeseen expenses or changes in project scope.

Allocate a percentage of the total budget (eg. 5-10 per cent) as a contingency reserve.

Consider In-kind Contributions

Identify potential in-kind contributions, such as:

- donated goods
- volunteer services
- pro bono expertise
- donation of lands, use of venues

In-kind contributions can supplement your project budget. Include the value of these contributions in your budget to demonstrate additional leverage and cost-effectiveness.

Clearly document and quantify in-kind contributions, providing evidence of their fair market value and relevance to the project.

Tips for Budgeting (Cash & In-kind)



Ensure Sustainability

Plan for the sustainability of your project beyond the grant period by incorporating funds for ongoing maintenance, operations, and capacity building activities.

Demonstrate a commitment to long-term financial sustainability and resource mobilisation.

Seek Multiple Quotes for Major Expenses

For significant expenses, such as equipment purchases or contractor services, obtain multiple quotes to ensure competitive pricing and value for money.

Include the most cost-effective option in your budget. Some applications request three quotes for large expenditures.

Review and Revise

Review your budget carefully to ensure accuracy, completeness, and consistency with the project narrative.

Revise and refine the budget as needed to optimise resource allocation and address any feedback or concerns raised by reviewers.

Use Budget Templates or Tools

Utilise budget templates or budgeting tools provided by the grant provider, if available.

These resources can help streamline the budgeting process and ensure compliance with the grant's formatting requirements.

Seek Guidance and Feedback

Seek guidance from finance professionals, colleagues, or mentors when developing your project budget.

Request feedback on your budget from stakeholders or reviewers to identify any potential weaknesses or areas for improvement.

Budgeting is a crucial aspect of grant applications, as it demonstrates the financial feasibility and accountability of your project.

Selling your Organisation's Capacity, Expertise & Governance



When applying for grants, effectively showcasing your organisation's capacity, expertise, and governance is essential to instill confidence in the grant provider and increase your chances of success. This section is often part of the major criteria. Here's how you can best sell these aspects of your organisation in your grant application.

Capacity

Highlight Past Achievements

Showcase your organisation's track record of successful project implementation, highlighting key achievements, outcomes, and impacts. Provide concrete examples of past projects that demonstrate your capacity to deliver results.

Describe Infrastructure and Resources

Outline the infrastructure, facilities, equipment, and human resources available within your organisation to support project implementation. Emphasise any unique or specialised resources that set your organisation apart.

Demonstrate Financial Stability

Provide evidence of your organisation's financial stability, transparency, and accountability. Highlight any financial reserves, audits, or fiscal management practices that demonstrate sound financial management.

Discuss Organisational Structure

Describe the organisational structure, governance mechanisms, and decision-making processes within your organisation. Highlight any committees, advisory boards, or governance structures that ensure effective oversight and accountability.

Expertise

Highlight Core Competencies

Identify your organisation's core competencies, areas of expertise, and specialised knowledge relevant to the grant proposal. Showcase any unique skills, qualifications, or certifications that distinguish your organisation. List any awards received.

Present Relevant Experience

Highlight your organisation's experience and expertise in the specific field or sector addressed by the grant. Provide examples of projects, research, or initiatives that demonstrate your subject-matter knowledge and practical experience.

Showcase Staff Qualifications

Highlight the qualifications, expertise, and experience of key staff members involved in the project. Provide resumes or biographies that showcase their relevant qualifications, certifications, and professional accomplishments.

Leverage Partnerships and Collaborations

Highlight partnerships, collaborations, or affiliations with other organisations, institutions, or experts that complement your organisation's expertise. Emphasise the collective expertise and resources available through these collaborations.

Selling your Organisation's Capacity, Expertise & Governance



Governance

Describe Governance Policies

Outline your organisation's governance policies, procedures, and practices that ensure transparency, accountability, and ethical conduct. Highlight any governance frameworks, codes of conduct, or conflict of interest policies in place.

Showcase Board Leadership

Highlight the composition, expertise, and contributions of your organisation's governing board or leadership team. Emphasise the diversity, experience, and credibility of board members.

Discuss Strategic Planning

Describe your organisation's strategic planning process, including how strategic priorities are identified, reviewed, and updated. Highlight any strategic plans, goals, or objectives that align with the grant proposal.

By effectively selling your organisation's capacity, expertise, and governance in your grant application, you can build confidence in your organisation's ability to successfully deliver the proposed project and achieve meaningful outcomes, on time and within budget.

Have an Evaluation & Monitoring Plan



Here's how to create an effective evaluation and monitoring plan for your grant application.

Set Clear Objectives and Indicators

Begin by clearly defining the objectives of your project. These objectives should be specific, measurable, achievable, relevant, and time-bound (SMART) (see Section 9).

Identify key performance indicators (KPIs) that will be used to measure progress towards each objective.

Ensure that these indicators are quantifiable, meaningful, and aligned with the project's goals.

Select Evaluation Methods

Determine the appropriate evaluation methods and data collection techniques for assessing progress and outcomes.

Common methods include surveys, interviews, focus groups, observations, and document reviews.

Consider both qualitative and quantitative approaches to capture a comprehensive understanding of the project's impact and effectiveness.

Develop Data Collection Tools

Design data collection tools, such as surveys, questionnaires, interview guides, or observation checklists, tailored to the project's objectives and indicators.

Ensure that these tools are user-friendly, culturally sensitive, and designed to gather relevant information from stakeholders, participants, and other key informants (eg. www.surveymonkey.com).

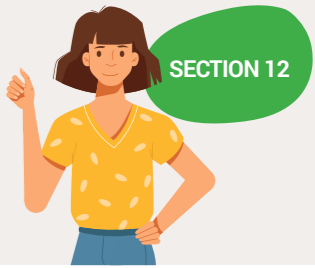
Establish Baseline Data

Collect baseline data to establish a starting point for measuring change and progress over time. This may involve conducting pre-project assessments or surveys to capture relevant indicators before project implementation begins.

Define Evaluation Timeline

Create a timeline for conducting evaluations and monitoring activities throughout the project lifecycle. Identify key milestones, evaluation points, and reporting deadlines to ensure timely data collection and analysis.

Have an Evaluation & Monitoring Plan



Clarify Roles and Responsibilities

Define roles and responsibilities for implementing the evaluation and monitoring plan. Identify who will be responsible for data collection, analysis, reporting, and decision-making related to evaluation findings.

Allocate Resources

Allocate resources, including staff time, expertise, and budget, to support the implementation of the evaluation and monitoring plan. Ensure that sufficient resources are available to conduct evaluations effectively.

Data Analysis and Interpretation

Develop procedures for analysing and interpreting evaluation data to draw meaningful conclusions and insights.

Use appropriate statistical techniques, qualitative analysis methods, or data visualisation tools to analyse the data collected.

Engage stakeholders in the interpretation of evaluation findings to ensure that insights are relevant, meaningful, and actionable.

Reporting and Communication

Establish protocols for reporting evaluation findings to stakeholders, grant providers, and other relevant audiences.

Prepare concise, clear, and visually appealing reports that communicate key findings, conclusions, and recommendations.

Foster open communication and transparency throughout the evaluation process, sharing updates, insights, and lessons learned with all stakeholders.

A good evaluation and monitoring plan demonstrates your organisation's commitment to accountability, learning, and continuous improvement.

Developing a robust evaluation and monitoring plan is crucial for larger grant applications.

Have an Evaluation & Monitoring Plan



Monitoring and Evaluation Plan (Example 1)

Project Title: [insert project title here]

Project Objective: [insert project objective here]

Project Start Date: [insert project start date here]

Project End Date: [insert project end date here]

1. Key Performance Indicators (KPIs)					
Indicator	Measurement Method	Baseline (if applicable)	Target	Actual Progress	Remarks
Example: Number of beneficiaries reached	Surveys, Registration Data	[Baseline number]	[Target number]	[Current number]	[Any notes on progress]
Example: Percentage increase in Awareness	Pre and Post Surveys	[Baseline Percentage]	[Target Percentage]	[Current Percentage]	[Any notes on progress]
Example: Completion of Project Milestone	Project Plan Tracking	[Baseline Milestones Completed]	[Total Milestones]	[Current Milestones Completed]	[Any notes on progress]

2. Data Collection Methods

- Surveys / questionnaires
- Interviews (with stakeholders, beneficiaries, etc)
- Focus group discussions
- Review of project documents (reports, financial statements, etc)
- Direct observation

Have an Evaluation & Monitoring Plan



This template provides a structured framework for monitoring and evaluating the progress and outcomes of your project. Customise it according to the specific needs and objectives of your project, and regularly update it as the project progresses.

3. Responsibilities & Timeline				
Task	Responsible Person	Timeline	Progress (percentage)	Remarks
Example: Data Collection	<i>Project Coordinator</i>	[Insert Timeline]	[Insert %]	[Any notes on progress]
Example: Data Analysis	<i>Monitoring Officer</i>	[Insert Timeline]	[Insert %]	[Any notes on progress]
Example: Reporting	<i>Project Manager</i>	[Insert Timeline]	[Insert %]	[Any notes on progress]

4. Evaluation Criteria

- **Relevance:** How well does the project address the identified needs and objectives?
- **Effectiveness:** To what extent are the project activities achieving the desired outcomes?
- **Efficiency:** How well are the project resources being utilised to achieve the outcomes?
- **Impact:** What are the broader changes or effects resulting from the project
- **Sustainability:** Are the benefits of the project likely to be sustained after the project ends?

5. Lessons Learned and Recommendations

Summarise key lessons learned from the monitoring and evaluation process and provide recommendations for future projects.

Have an Evaluation & Monitoring Plan



Monitoring and Evaluation Plan (Example 2)

OBJECTIVE					
Activity	Projected outcomes	How will progress be measured?	What tools / resources are require to measure progress?	Who is responsible for measuring progress?	Activity completion date(s)

How are you going to collect baseline data?

Baseline data refers to the information collected before the project commences. Baseline data provides information on the current condition, it is used to provide a comparison between the condition before the project as a result of the work undertaken by your project.

What would success look like if you achieve this objective?

It is important to consider what the overall success (expected outcomes) of this objective would look like and how you know that you have reached it.

Attachments: Make the Most of It



Attachments play a crucial role in grant applications, as they provide additional information and evidence to support the proposal. Here are some key reasons why attachments are important in grant applications.

Supporting Documentation

Attachments allow applicants to provide supporting documentation that corroborates the claims made in the proposal. This may include:

- Letters of support from community partners
- Testimonials from beneficiaries
- Project plans
- Budgets
- Photos
- Resumes of key personnel
- Partnerships Memoranda of Understanding (MOU)
- Research articles, reports, or case studies that support the need for the proposed project or provide context on relevant issues

Letters of support

It is important to try and give your supporters at least two weeks to get you their letters of support.

Some Councils require longer and have a form on their website that needs to be completed.

By providing a template with information on your project and the reasons for their support, you will make it easier for the recipients to respond.

Once your letters are received, use one of the programs that can group them all into one PDF document. Examples below:

www.adobe.com/au/acrobat/online/merge-pdf.html
www.smallpdf.com/merge-pdf



Photos

“A picture is worth a thousand words”, so wherever you can, include photos. If you are applying for a grant to improve infrastructure, include photos of the current repairs needed.

If you are applying for a particular segment of the community, show your funder who you are applying on behalf of.

To attach multiple photos, copy them into a Word document and save the document as a PDF.

That way you can show multiple photos in one document without exceeding file size limit.

Always ask permission before circulating photos.



Tips to Submit your Grant on Time



Submitting grant applications on time is crucial to ensuring your proposal receives consideration and doesn't miss out on funding opportunities. Here are some tips to help you submit your grant application on time.

Start Early

Begin working on your grant application well in advance of the deadline. This allows ample time for planning, drafting, revising, and addressing any unexpected challenges that may arise.

Read the Guidelines Thoroughly

Carefully review the grant guidelines and application instructions provided by the funding organisation. Note the deadline, required documents, formatting requirements, and submission process.

Utilise Templates and Tools

Take advantage of grant application templates, checklists, and online tools provided by the funding organisation, if available. These resources can streamline the application process and help ensure compliance with requirements.

Delegate Responsibilities

If possible, involve multiple team members or collaborators in the application process and delegate specific tasks to each individual. Assign responsibilities based on each person's expertise and availability.

Communicate with Partners

If your application involves partnerships or collaborations, maintain open communication with all partners throughout the application process. Ensure everyone is aware of their responsibilities and deadlines. Organise short weekly meetings to stay on track.

Create a Timeline

Develop a detailed timeline that breaks down the application process into manageable tasks and deadlines. Allocate specific timeframes for research, writing, reviewing, and finalising your proposal. See an example of a timeline on page 35.

Prioritise Tasks

Identify the most critical tasks and prioritise them to ensure they are completed on time. Focus on gathering essential information, drafting key sections of the proposal, and securing necessary supporting documents first.

Set Milestones

Establish milestones or checkpoints throughout the application process to track your progress and ensure you're on target to meet the deadline. Set deadlines for completing individual sections of the proposal and stick to them.

Review and Revise Regularly

Set aside time for regular reviews and revisions of your proposal to refine its content, clarity, and coherence. Seek feedback from colleagues, mentors, or advisors to identify areas for improvement.

Final Check and Submission

Conduct a final review of your proposal to ensure all required documents are included, the formatting is consistent, and there are no errors or omissions. Double-check the submission process and ensure you follow the instructions for submitting your application electronically or by mail.

Tips to Submit your Grant on Time



Example of a Timeline

Task/Milestone	Start Date	End Date	Description
Research Funding Opportunities			<ul style="list-style-type: none"> Identify potential grant opportunities Review eligibility criteria and guidelines Determine alignment with project goals and objectives
Develop Project Concept			<ul style="list-style-type: none"> Define project scope, objectives, and expected outcomes Develop project budget and timeline Identify potential partners or collaborators
Gather Required Documentation			<ul style="list-style-type: none"> Collect organizational documents (eg. tax-exempt status) Gather project-specific materials (eg. resumes, letters of support)
Write Grant Proposal			<ul style="list-style-type: none"> Draft project narrative, including background, goals, and methods Prepare budget justification and financial projections Compile supporting documents and evidence (eg. data, references)
Review and Edit Proposal			<ul style="list-style-type: none"> Review proposal for clarity, coherence, and consistency Edit for grammar, spelling, and formatting Solicit feedback from colleagues or mentors
Submit Grant Application			<ul style="list-style-type: none"> Complete on line application form or submit hard copy Ensure all required documents and materials are included Submit application before the deadline
Follow Upon Application Status			<ul style="list-style-type: none"> Monitor communication channels for updates or requests for additional information

Submit Ahead of the Deadline

Aim to submit your grant application well before the deadline, allowing time for any last-minute technical issues or unforeseen delays. Don't wait until the last minute to avoid potential submission errors or system crashes.

Follow-up & Feedback



After submitting a grant application, it's essential to follow up and seek feedback to ensure that your proposal receives consideration and to gather insights for future applications. Here's how you can effectively follow up and request feedback after submitting a grant application.

Confirm Receipt

If the grant provider does not acknowledge receipt of your application within a reasonable timeframe, follow up with them to ensure that it was received successfully.

This confirmation can help alleviate any concerns about technical issues or lost submissions.

Monitor Communication Channels

Keep an eye on your email inbox, as well as any other communication channels specified by the grant provider, for updates or notifications regarding the status of your application.

Some organisations may provide automated confirmations or updates on the review process.

Request a Status Update

If you haven't received any communication from the grant provider within the expected timeframe, consider reaching out to enquire about the status of your application.

Politely ask for a status update, indicating your interest in knowing when you can expect to hear back regarding the outcome.

Seek Feedback

After the grant review process is complete, whether your application is successful or not, consider reaching out to the grant provider to request feedback on your proposal.

Politely ask for specific feedback on areas where your proposal could be improved or strengthened.

Be open to constructive criticism, and use the feedback to inform future grant applications. This can help you refine your approach, address any weaknesses in your proposal, and increase your chances of success in future funding opportunities.

Express gratitude for the opportunity and keep up the valuable relationships you have formed with the funding body for future opportunities.

Appendices

Appendix 1 [Risk Management Plan example](#)

Appendix 2 [Memorandum of Understanding \(MOU\) example](#)

Appendix 3 [Evaluation & Monitoring Plan templates](#)

Appendix 4 [Full process Checklist](#)

Appendix 5 [Project Timeline templates](#)

Appendix 1

Risk Management Plan

Access editable template:
[Risk management Plan Template](#)

Risk Management Plan

Use the following to assist in completing the Risk Management Table.

RISKS

Determine which risks are the most important in terms of their potential to impact on the achievement of the objectives of the Grant Opportunity. Where possible, try to combine similar risks to consolidate the number of potential risks.

The following categories of risk have been identified as having the potential to impact on the objectives: External factors and influences, financial implications, IT system problems and failures, governance implications, work health and safety issues, community and partnership problems, staffing/workforce concerns, and implications of the COVID-19 pandemic.

SOURCE

Identify the source of each risk (i.e. how the risk can occur or what would prevent you from achieving the Outcome).

IMPACT

Identify the consequence of each risk (i.e. what does it mean to your organisation if it does happen).

TREATMENT STRATEGIES

A treatment is a planned approach, process, policy, device, practice or other action that acts to minimise negative risks or enhance positive opportunities. What are the controls currently in place that affect the impact and/or likelihood of the risk? Controls may include checklists, regular planning meetings, procedures manual, contingency plans, audits or agreements in place.

EFFECTIVENESS OF TREATMENT STRATEGIES

An adequate control implies that the risk is well managed and no further treatments are required. A marginally effective control implies that a treatment is not necessary however this may depend on the level of risk. An inadequate control implies that treatments are necessary.

LIKELIHOOD

Rate the likelihood of the identified risk occurring with the controls in place. **Ratings are:** Almost certain, Likely, Possible, Unlikely or Rare.

CONSEQUENCE

Rate the consequence to the Project outcomes of the identified risk occurring with the controls in place. **Ratings are:** Insignificant, Minor, Moderate, Major or Catastrophic.

CURRENT RISK RATING

Likelihood	Insignificant Consequences	Minor Consequences	Moderate Consequences	Major Consequences	Catastrophic Consequences
Almost Certain	Low	Medium	High	Extreme	Extreme
Likely	Low	Medium	High	High	Extreme
Possible	Low	Medium	Medium	High	Extreme
Unlikely	Low	Low	Medium	Medium	High
Rare	Low	Low	Medium	Medium	Medium

Risk Management Plan

Complete the Risk Management table using the instructions provided above. Add all risks which you have identified. Consider risks relevant to the proposed activity, your organisation, and your context of operation (the geographic and community setting, available infrastructure, other organisations, etc.). You may wish to format this template on a larger page.

Risk Reference	Risk Identification <i>What event(s) can happen and how it can happen</i>	Risk Impact <i>What are the effects if it does happen</i>	Risk Controls <i>What controls are currently in place</i>	Likelihood Choose an item.	Consequence Choose an item.	Current risk rating Choose an item.	Acceptable/ unacceptable? Choose an item.	Proposed Treatment Strategies
1	e.g. Delays in receiving funding			Choose an item.	Choose an item.	Choose an item.	Choose an item.	
2	e.g. Budget underspends			Choose an item.	Choose an item.	Choose an item.	Choose an item.	
3	e.g. Operational demands lead to delays to the timely delivery of project			Choose an item.	Choose an item.	Choose an item.	Choose an item.	

4				Choose an item.	Choose an item.	Choose an item.	Choose an item.	
5				Choose an item.	Choose an item.	Choose an item.	Choose an item.	
6				Choose an item.	Choose an item.	Choose an item.	Choose an item.	
7				Choose an item.	Choose an item.	Choose an item.	Choose an item.	
8				Choose an item.	Choose an item.	Choose an item.	Choose an item.	

Appendix 2

Memorandum of Understanding (MOU)

More templates available online at:
www.nfplaw.org.au/free-resources/working-with-others/memorandum-of-understanding-mou#memorandum

Memorandum of Understanding

Between:

[Organisation/Party Name]

[Address]

[City, State, Postcode]

[Country]

And:

[Organisation/Party Name]

[Address]

[City, State, Postcode]

[Country]

Purpose:

This Memorandum of Understanding (MOU) is entered into between [Organisation/Party Name] (hereinafter referred to as "Party A") and [Organisation/Party Name] (hereinafter referred to as "Party B") for the purpose of [briefly describe the purpose or objective of the agreement].

Date of Agreement:

[Insert Date]

Terms and Conditions:

Scope of Collaboration: Party A and Party B agree to collaborate on [briefly describe the scope or nature of the collaboration].

Roles and Responsibilities: Each party's roles and responsibilities within the collaboration shall be as follows:

Party A: [Describe roles and responsibilities]

Party B: [Describe roles and responsibilities]

Duration: This MOU shall be effective from the date of signature by both parties and shall remain in effect for a period of [insert duration], unless terminated earlier by mutual agreement of the parties.

Confidentiality: Both parties agree to maintain the confidentiality of any sensitive information shared during the course of the collaboration.

Intellectual Property: Any intellectual property developed or created during the collaboration shall be jointly owned by Party A and Party B, unless otherwise agreed upon in writing.

Termination: Either party may terminate this MOU by providing written notice to the other party at least [insert notice period] days prior to the intended date of termination.

Signatures:

This MOU is entered into by the undersigned representatives of Party A and Party B, who hereby acknowledge and agree to the terms and conditions set forth herein:

For:

[Organisation / Party Name]

[Signature]

[Printed Name]

[Title]

[Date]

For:

[Organisation / Party Name]

[Signature]

[Printed Name]

[Title]

[Date]

Appendix 3

Evaluation & Monitoring Plan Templates

Evaluation & Monitoring Plan

OBJECTIVE					
Activity	Projected outcomes	How will progress be measured?	What tools / resources are required to measure progress?	Who is responsible for measuring progress?	Activity completion date(s)

How are you going to collect baseline data?

Baseline data refers to the information collected before the project commences. Baseline data provides information on the current condition, it is used to provide a comparison between the condition before the project as a result of the work undertaken by your project.

What would success look like if you achieve this objective?

It is important to consider what the overall success (expected outcomes) of this objective would look like and how you know that you have reached it.

Evaluation & Monitoring Plan

Project Title: [insert project title here]

Project Start Date: [insert project start date here]

Project Objective: [insert project objective here]

Project End Date: [insert project end date here]

1. Key Performance Indicators (KPIs)					
Indicator	Measurement Method	Baseline (if applicable)	Target	Actual Progress	Remarks

2. Data Collection Methods

- Surveys /questionnaires
- Interviews (with stakeholders, beneficiaries, etc)
- Focus group discussions
- Review of project documents (reports, financial statements, etc)
- Direct observation

3. Responsibilities & Timeline				
Task	Responsible Person	Timeline	Progress (percentage)	Remarks

4. Evaluation Criteria

- **Relevance:** How well does the project address the identified needs and objectives?
- **Effectiveness:** To what extent are the project activities achieving the desired outcomes?
- **Efficiency:** How well are the project resources being utilised to achieve the outcomes?
- **Impact:** What are the broader changes or effects resulting from the project
- **Sustainability:** Are the benefits of the project likely to be sustained after the project ends?

5. Lessons Learned and Recommendations

Summarise key lessons learned from the monitoring and evaluation process and provide recommendations for future projects.

Appendix 4

Checklist

GRANT WRITING TOOLKIT CHECKLIST

Understanding Grant Application Guidelines

- Read the guidelines thoroughly
- Note eligibility requirements
- Check funding priorities
- Assess project feasibility
- Gather necessary documentation
- File/store information clearly

Indigenous Engagement

- Explore opportunities for partnerships with local Aboriginal Community Controlled Organisations (ACCOs) and/or Cultural Practitioners
- Consult early/continuously /clearly
- Demonstrate how projects meet the needs and priorities of communities
- Maintain reciprocity
- Remunerate appropriately

Insurances (check those required)

- Public Liability Insurance
- Single Events Insurance Cover
- Professional Indemnity Insurance
- Property Insurance

Compliance & Risk

- Legal Compliance
- Financial Compliance
- Risk Assessment
- Risk Management Plan

Proposal Writing

- Introduction/overview
- Clearly state the problem or need that your project aims to address
- Clearly define the specific objectives and goals of your project (S.M.A.R.T)
- Provide a detailed description of project
- Break down into components/phases
- Identify target audience/beneficiaries
- Describe demographic characteristics, needs/ challenges
- Explain project methodology/approach
- Clearly outline all roles/responsibilities
- Provide a comprehensive budget
- Evaluation and Monitoring (methods/criteria)
- Present a detailed project timeline
- Describe how the project will be sustained beyond the grant period
- Articulate expected short/long-term impact
- Conclude, summarise key points, reiterate significance, feasibility, potential impact.
- Check formatting/presentation

GRANT WRITING TOOLKIT CHECKLIST

Collaborations & Partnerships

- Identify Potential Collaborators/Partners
- Engage Stakeholders Early/Effectively
- Establish Clear Objectives/Benefits
- Develop MOU/ Partnership Agreements

Budget

- Align to the specific budget requirements/ guidelines outlined by the grant provider
- Ensure Sustainability
- Break down your expenses into categories
- Seek Multiple Quotes for Major Expenses
- Be Realistic and Justify Costs
- Review and Revise
- Include Contingency Funds
- Use Budget Templates/Tools
- Consider In-kind Contributions
- Seek Guidance /Feedback

Capacity

- Highlight Past Achievements
- Describe Infrastructure/Resources
- Demonstrate Financial Stability
- Discuss Organisational Structure

Expertise

- Highlight Core Competencies
- Present Relevant Experience
- Showcase Staff Qualifications
- Leverage Partnerships/Collaborations

Governance

- Describe Governance Policies
- Discuss Strategic Planning
- Showcase Board Leadership

Monitoring & Evaluation

- Set Clear Objectives and Indicators
- Clarify Roles/Responsibilities
- Select Evaluation Methods
- Allocate Resources
- Develop Data Collection Tools
- Data Analysis/Interpretation
- Establish Baseline Data (eg. Survey Monkey)
- Reporting/Communication
- Define Evaluation Timeline

GRANT WRITING TOOLKIT CHECKLIST

Attach Support Docs

- Letters of support (allow 2 weeks min)
- Memoranda of Understanding (MOU)
- Testimonials from beneficiaries
- Research articles, reports/case studies
- Resumes of key personnel
- Photos (Pictures paint a thousand words!)

Follow up & Feedback

- Confirm Receipt
- Request a Status Update
- Monitor Communication Channels
- Seek Feedback

Appendix 5

Project Timeline Templates

Project Timeline

Phase/Milestone	Start Date	End Date	Description
Project Initiation			
Planning & Preparation			
Implementation phase			
Monitoring & Evaluation			
Scaling & Sustainability			
Project Completion			

Project Milestones Timeline

Task/Milestone	Start Date	End Date	Description
Research Funding Opportunities			<ul style="list-style-type: none"> Identify potential grant opportunities Review eligibility criteria & guidelines Determine alignment with project goals & objectives
Develop Project Concept			<ul style="list-style-type: none"> Define project scope, objectives, & expected outcomes Develop project budget & timeline Identify potential partners or collaborators
Gather Required Documentation			<ul style="list-style-type: none"> Collect organisational documents (eg. tax-exempt status) Gather project-specific materials (eg. resumes, letters of support)
Write Grant Proposal			<ul style="list-style-type: none"> Draft project narrative, including background, goals, & methods Prepare budget justification & financial projections Compile supporting documents & evidence (eg. data, references)
Review and Edit Proposal			<ul style="list-style-type: none"> Review proposal for clarity, coherence, and consistency Edit for grammar, spelling, and formatting Solicit feedback from colleagues or mentors
Submit Grant Application			<ul style="list-style-type: none"> Complete on line application form or submit hard copy Ensure all required documents and materials are included Submit application before the deadline
Follow Upon Application Status			<ul style="list-style-type: none"> Monitor communication channels for updates or requests for additional information

Any further questions?

For more information, go to:

www.firetoflourish.monash

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