

Guide to Successful Grant Writing



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This guidebook has been developed to help individuals, organisations and communities in the Central West NSW region develop an understanding of how to apply for funding assistance.

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Introduction

The process to complete an application for funding can be challenging and is often approached with a degree of apprehension.

Our guidebook to getting a grant has been developed to de-mystify the procedures and the jargon.

It will encourage you to really sharpen your focus and concentrate on your project; a good project will attract funding, but no amount of funding will save a bad one!

On behalf of the team at Regional Development Australia – Central West, we trust this guide provides a useful tool which you can refer to when you are completing your application.



Peter McMillan

Executive Officer
Regional Development Australia Central West

Are you ready to apply for funding?

Are you applying for funding to fulfil a need, solve a problem and create real outcomes?

Only about one in four grant applications are successful. Therefore, only the best will make it through; so it's important to make sure your application really stands out.

In order to develop a quality application, you will need people with time, a great deal of patience, attention to detail and the determination to see the process through to the end. You will also need skills (or access to people with them) for gathering research and data, writing, typing/word processing, budgeting, computer and the internet.

Regional Development Australia – Central West may be able to offer you further assistance in these areas or can provide contact with consultants who have the expertise to help you bring the application up to scratch.

This booklet will be most useful in helping you to:

- Identify which grants will support your project.
- Research and collect background material for your proposal.
- Clarify the components of grant applications.
- Learn to write an effective application.
- Have confidence in the final result.



Why is planning important?

Planning is the major component of any successful application for funding. If your project idea is not well thought out and planned, you will probably find that you are not quite ready to start writing the funding application.

Putting your project idea together, developing the concepts, getting support and help from other organisations and collecting all the information will take time. However, it is usually the application with the best planning, research and attention to detail that wins through in the competitive grants market.

It is important to understand where your project fits within your local community, your town, your region, the industry sector, the state and nation; most funding providers will not fund projects that will contravene planning laws or that do not fit into a regional strategic direction.

Make sure you know your organisation, what it does and why it exists. An organisational statement should be

developed which describes your structure, purpose, administrative and financial processes, clients, and products or services. This will add weight to your proposal.

Developing a Business Plan for your project is a good idea (and often essential for larger projects). Again, speak to the team at Regional Development Australia – Central West, or council for support.

Once you have done your homework and have your information organised in an easily accessible format, you will be able to use relevant parts for different proposals or applications; the information you gather for one proposal will, in many cases, be useful for other proposals.

What are the steps to developing a plan?

In order to develop a good plan you are going to need to do some background work:

Identify the Need or Problem

When identifying the need or problem, it is helpful to discuss possible issues with a range of people who may be involved, affected or who may be able to contribute to its solution. In this way, you can identify exactly what the problem is that you need a project to remedy, and what the outcomes of this remedy may be.

Arranging community consultation, workshops, meetings, letters, newsletters, surveys or a combination is a good start.

Providing examples of community support will add bearing to the need for your project, and is a requirement of many grant providers. Where possible,

applicants should obtain letters of support from community organisations, local businesses that may be affected, or community leaders.

If you have a number of needs or issues, it may be a good idea to get a group of key people together to prioritise the projects in order of preference. This will depend on what you want to achieve, the urgency of the need and the possible timeframes in which they can be achieved.

Speak with your local council staff early on, as they may be able to provide help. You may need to get information on by-laws or legislation. It's also useful to know whether the project fits into the strategic direction of the council.



It is a lot easier to find appropriate funding for a well planned project, than to try to fit the project to the funding.



Speak with your local council staff early on, as they may be able to provide help. You may need to get information on by-laws or legislation. It's also useful to know whether the project fits into the strategic direction of the council.

Identify the Solution

Once you have identified a need or problem, the next step is to identify the solution.

Grant providers will ask that you nominate the positive long-term outcomes and benefits that your project will bring to the community; this will help to give weight to the need for the project.

The benefits that the project will deliver may vary according to local circumstances. For example, some communities have low levels of employment and little opportunity for training or job skills development. Plans to address such issues need to demonstrate the significance of the problem and explain how the project proposes to resolve the problem.

You will need to make sure that the

project is realistic and achievable, and can be sustained in the future if needed. Sustainable funding allows you to continue your operations from year to year and can come from a mix of funding sources, including membership, donations, fees and charges, special events and other project funding.

Most agencies will not fund your project for longer than three years, so it is important that you can establish how to financially manage the project once the initial funding stops.

Speaking of capability, you do need to determine if your organisation is capable of implementing the project or can access the skills needed. For example, if your project is to erect a building, you will need to demonstrate that you have access to the range of people, materials and skills required.

Answer the Who, What, Where, When, Why and How

You will be able to gauge the progress of your plan or any areas which may have been overlooked by answering the following list of questions:

Who?
Who will be the people who make up the project working group/or steering committee?
Who is the project for and who are the beneficiaries?
Who are the major stakeholders and what is their capacity to help with the project (financial and other support)?
Who will be responsible for the project (i.e. be the proponents of the application, receive the money and be responsible for the results)?

What?
What is the project and what will it contribute to your community?
What will it do?
What are the project's broad purposes (i.e. community benefit, tourism development, business development, employment creation, social or environmental benefit)?
What are the risks associated with the project?
What could happen to prevent the project from coming to fruition?
What will be the results at the end?
What does the organisation need to do to make the results of the project last?
Where?
Where will the project happen? (Include local municipality and town site, and be reasonably exact).
Where will the project cover (will its impact extend nationally, state wide, regionally, council area, or local area)?
When?
When will the project start and be completed?
When will the results be known?
Why?
Why do you need this project? Is the project a want or a need? Is there community support? What is the problem trying to be overcome and why are you trying to overcome it and what benefit is to be achieved?
Why is this project important in the context of the area (i.e. economic dependency, population losses, insufficient employment opportunity, difficult socio-economic conditions)?
How?
How will you implement this project? What is the methodology? What skills do you need to implement it?
How much will it cost?
How much other funding is needed? Where will it all come from?
How much cash and in-kind resources are available? How will it be implemented and/or operated (i.e. steering committees, management structures)? Are there any special skills or resources needed?
How will you know that the project has been successful?
How will you measure that success?

If you are having trouble finding answers to any of the above questions, Regional Development Australia – Central West staff may be able to help get your planning on the right track.

Where do grants come from?

Grant funds for regional or community development are usually provided by federal, state or local government; although there is an increasing number made available through philanthropic organisations, such as trusts and foundations. In each case, the grant program will have been developed to address a particular issue, need or priority.

In the case of government grants, all funding must come from a particular program, with specific terms and conditions to ensure accountability for government. It can be useful to research the policy of particular funding providers to ascertain whether your project fits within their requirements.

Most grant funding in Australia is competitive, that is, your project will be assessed against many others for available grant funds. Most funding programs are also over-subscribed, so applications need to be of a very high quality and evidence based to have the best chance of success.

Some funding providers offer their grants in 'rounds' i.e. there is a non-negotiable opening and closing date for each round

of funding, which will then be followed by consecutive rounds. Most grants also have defined life cycles; generally around two to three years and usually linked to a term of government.

It is important to find a grant which suits your organisational context; one which will be reflected in the planning outcomes and objectives of your project. Try some of the sources listed over to find information on potential funding for community projects. The Regional Development Australia — Central West website also provides a useful list of links you can research to find the most current and most suitable grant for your organisation. Visit www.rdacentralwest.org.au for information.



Potential funding sources

Government	www.business.gov.au	Information on Australian Government grant programs.
	www.regional.gov.au	Lists major Australian Government programs and services for people in regional and rural communities.
	www.communitybuilders.nsw.gov.au	A State Government funding grants register with grant listings, tips on application preparation and links to useful resources.
	ww.frrr.org.au	The Foundation for Rural and Regional Renewal offers numerous grants for rural projects.
	www.ausindustry.gov.au	AusIndustry offer grants specifically for small business projects.
Private	www.ourcommunity.com.au	Information on business and community services and funding on a 'user pays' system.
	www.philanthropy.org.au	Lists over 350 Australian trusts and foundations, their contact details and their funding preferences.

Once you have done some research on available grants, use the checklist to help you work out the best match between the grant requirements and your project. If you answer no to any of the questions, you may need to do a bit more research and find a grant which is better suited to your project:

	YES	NO
Is the grant compatible with our mission?		
Are there any geographic restrictions on grant recipients? Do we fit them?		
Do we fit the agency's funding priorities?		
Can we meet the agency's deadlines?		
Can we fulfil all of the agency's contractual requirements if successful?		
Is our organisation able to meet these obligations?		
Is there a funding limit for projects/organisations and can we comply?		
Is our project sympathetic/similar to other projects funded by the agency?		
Will we qualify?		



Is it important to have more than one funding source?

Many government and private funding sources require a 'mix' of funding in the project. This mix can include both cash and 'in-kind' support. In-kind is generally classed as a contribution made to the project that has a dollar value, but has been provided as goods or services instead of cash. In-kind contributions may consist of support such as property, equipment, services and volunteer labour or personnel time.

Funding applicants will often be required to detail secured and committed cash and in-kind contributions from project partners to prove they:

- are necessary and reasonable for achieving project goals and objectives.
- represent a genuine cost to the contributor.
- are applicable to the project time frame or period to which the cost applies.

It is essential that the contribution is documented and verifiable in the project's records. Funding providers will often request records for evidence of the valuation placed on in-kind contributions.

As with any investment, spreading the funding sources also spreads the risk and gives the funding agency the security that

you have both money and commitment to the project. For example, you can secure a range of project partners to share in your project.

These can come from various sources such as local government, state government, local businesses and other grant programs. This is sometimes called 'cocktail' or 'co-funding' a project.

Another term in common use is 'leveraging'. This means that funding has been provided from a range of sources so that one source of funds can be matched with another source. This can be quite common between federal and state government programs.

Applications for two or more grant funds can be prepared and lodged at the same time for different stages/sections of the

same project in order to 'leverage' each other. This can be very successful, but more difficult to pull off.

When sourcing possible funding partners, seek those who will benefit from the project and look for a 'win-win' situation for everyone who participates. Partners can sometimes give more benefits

to your project than just funding i.e. assisting in development, lobbying through their networks, guiding the long term management and so on.

The bottom line is... the more funding you can access from other places, the greater the chance of achieving sustainable project outcomes.

What makes a good application?

Once you feel comfortable with your project plan and have researched some of the possible funding sources, you are well on your way to the application process. However, before you start writing, be sure you also research the grant requirements.

It is vital that you read and understand the grant program guidelines and all the questions on the application form (if there is an application form). You will find a glossary of important terms in the back of this booklet which will help you understand the terminology and what details the questions are asking.

Most funding providers also have

websites with lists of previously successful projects. Check through these to see if any are similar in concept to yours. You may like to contact the successful applicant/organisation directly and request a copy of their proposal; most people are more than happy to help.

Find out who the contact person for the grants program is and ring them to discuss the particulars of the grant program you are interested in.

The table below lists the types of questions you may like to ask which will be helpful when writing your application.



Donations of labour and materials, venue use, expert advice etc, should all be valued at normal purchase rates. For example, if a bricklayer donates his time to lay bricks, you budget it at the same cost per hour it would cost to pay him to do the job.



QUESTION	CHECK
What has previously been funded – what are they looking for?	
Will your project fit and does it suit the guidelines? If your project does not fit, then ask them whether they know of any other funding sources that may assist?	
What is the selection/assessment process? Make sure you enquire about the timeframes so you can assess your ability to meet them.	
Will your organisation be eligible?	
Who is involved in the selection process? Think about any potential influences.	
Is the person you are talking to a key decision maker? If not, ask them to be frank about describing the assessment process.	
Can the person come to your environment and seek first hand knowledge of the project? This will create an ownership situation for the funding provider, giving them a better idea of your capacity to deliver.	

If you are successful with your application, what are the contractual obligations you will need to agree to? For example, what sort of reporting processes do they have? Are there marketing or publicity obligations you will need to fulfil if the funding is received?	
Will an audit report be required on completion, and who pays for this? Is there a draft contract you can look at?	

What needs to be addressed in the application?

All application forms are slightly different, however most will require you to provide details for (not limited to) the following areas:

1	Goals/Objectives	What do you want to do?
2	Rationale	Why do you want to do it?
3	Outcomes	What will be the result of doing it? How will you know when you've done it?
4	Methodology	How do you plan to do it? Who is going to help you? When do you want to do it?
5	Budget	How much will it cost?
6	Evaluation	What happens when it's all finished?

1. Goals/Objectives

The project goal is the end result or desired outcome of the project, that is, what you hope the project will achieve. For example, the goal for a project to build a new community centre may be to:

- Provide the community with facilities previously not available in the region.

The project objectives are specific,

measurable statements of what needs to be accomplished to reach the project goal, in other words, how you plan to achieve your goal. There is usually more than one objective to a project. Using the community centre example, the objectives might be to:

- Design, plan and construct a building with facilities to service the community.

- Develop and implement a marketing plan to attract new users to the centre.
- Develop a management plan for on-going maintenance of the centre.



Start with dot points, ideas or even a few words in each section and then turn them into sentences at a later point. Most applications can take many drafts, so don't panic if you don't get it right the first time.

2. Rationale

The project rationale should objectively address the specific situation, opportunity, problem, issue and need of the community/region that your proposal addresses. Make sure you support your statements with qualified third-party research and evidence to justify the need or problem.

Clearly and concisely demonstrate that a relevant, compelling problem or need exists by including the following:

- Background on the events/issues that led to the need.
- Description of target population or group.
- Definition of problem to be addressed and service area needs.

3. Outcomes

Outcomes are the long-term results of your project and/or the benefits they will provide. You will need to articulate these very carefully and show the ways that you will be able to measure them by including in your application:

- A list of outcomes for the various beneficiaries of the project.
- A measurement for each outcome (e.g. survey, number, quantitative data).
- A time frame when this measurement will be taken.

Be aware that qualitative measurement is much harder to count, but is extremely valuable; the value of surveys, discussion groups and interviews should not be underestimated to provide this information.

4. Methodology

In your methodology, describe the process to be used to achieve the outcomes, identify a rational and direct description of the proposed project and detail the time it will take to accomplish your objectives.

It will be important to explain the impact your proposed activities will have, how they will benefit the community/region and who will carry out the activities. It may be necessary to place time frames on your project/program, including long-term strategies for maintaining the

on-going project/program.

Your methodology may include a:

- Statement of problems and objectives.
- Clear description and explanation of the impact of the project and its activities.
- Sequence and time line of activities.

5. Budget

This is the area where good planning of your project and what you intend to do will pay off. It is very difficult to cost a project and work out a budget if you don't know what you want to do.

Many proponents make the mistake of not putting enough preparation and time into this section of their application. It is one of the most important parts of your application and goes a long way to providing evidence of your ability to financially manage the grant if successful. Take the time to get it right!

The first thing to check is that what you are requesting is in line with what the guidelines stipulate. Is your budget relevant to the project?

Use the checklist below to make sure your budget covers all the necessary costs.

BUDGET REQUIREMENTS	CHECK
Delineate personnel costs for salary and fringe benefits and expenses for facility operating (rent/mortgage, utilities, maintenance, taxes), travel, postage, equipment costs, supplies, and insurance, etc. List actual committed and pending income only.	
Clearly delineate costs that are to be met by the funding body/bodies and all other funding sources.	
Outline both administrative and program costs; make sure you are realistic and honest. For specific projects, include separate budgets for general operating and the special project.	
Show income and expenses in columnar form (according to general accounting/ bookkeeping principles).	
Include fees for service, government funds, corporate/private grants and individual donations, etc.	
Include project costs to be incurred at the time of the program's implementation not at the time of writing. Remember, there could be a wait of several months before approval and commencement.	

Do not include miscellaneous or contingency categories without a clear explanation, e.g. contingency for a quote that may increase will be returned if not required.	
Detail fringe benefits separately from salaries. Detail all other costs.	
List all donated services, including volunteers and indirect costs where appropriate.	
Focus on the cost-benefit ratio. Clarify how grant dollars will be maximised through the budget, how the grant will leverage other funding and how the benefits will be long-term.	
Check for consistency between the project description, budget narration, and budget line items.	
Aim for management efficiency. If a position is already funded through another body, can that individual's time be allocated for project oversight at no additional cost? Recruit a board member or local expert to donate training services or fiscal management services, and then show this in-kind contribution in the budget.	
If major pieces of equipment drive up total budget costs, investigate whether the equipment can reasonably be shared with other non-profit organisations or whether second-hand equipment would provide a reasonable substitute. Would the program rather fund a hire purchase lease agreement?	
Include an inflation factor and projected salary increases when applying for multiyear grants.	
Beware of including minimal costs for letterhead, postage, photocopying, and utilities, if not essential to project operations. The funding body could perceive these expenses as part of normal operating costs and view relatively trivial line items as artificial budget inflation.	
Be cautious about including non-essential travel in the budget for a project that only has local impact.	
Use only whole numbers (no cents) with proper formatting: \$1,270 (not 1270).	
Do not include a "miscellaneous" or "sundries" budget category. Small expenses should properly be allocated for supplies, transportation, photocopying, or a similarly appropriate category.	

Funding is very rarely given retrospectively. This means that if you have already completed the project or part of the project, it is generally not eligible. Plan your project's commencement carefully to take this into account.



Do not make ambit claims for funding. Ensure that all your proposed expenses have been properly costed and that you can justify them.

6. Evaluation

Project evaluation provides information to improve the project as it develops and progresses and at its completion. Information is collected to help find out whether the project is proceeding as planned and whether it is meeting its stated goals and objectives according to a proposed timeline.

The evaluation is used to assess whether the particular project is keeping abreast with its outcomes and objectives and thereby meriting the funding it is asking for, or if the project needs further work. Ideally, evaluation design and data collection begin soon after the project has commenced. Data may lead to and support recommendations to continue, modify, and/or delete project activities and strategies. Often, the project evaluator is a member of the organisation proposing the project.

Project evaluations may also include an examination of specific parts of the

project. A component of a project may be a specific goal or objective as well as the time frame in which the goal was to be accomplished. An evaluation of a goal could look at the extent to which it may have been met and to clarify the extent to which the goal contributes to the success or failure of the overall project. Sometimes this may mean the goals or objectives have to be changed slightly and then re-evaluated at a later date.

Methods for measuring the effectiveness of your activities during evaluation may include:

- Collecting qualitative and quantitative data.
- Data collection on a planned schedule.
- Observations from community members.
- Questionnaires.
- Informal and formal interviews
- Focus groups.

You can use the checklist below to make sure you cover the different types of data you might need for your project evaluation:

EVALUATION MEASUREMENT	CHECK
Were the appropriate participants selected and involved in the planned activities?	
Do the activities and strategies match those described in the plan? If not, are the changes in activities justified and described?	
Were the appropriate resources (including people) used, and are the resources working in accordance with the proposed plan? Were the appropriate materials and equipment obtained?	
Were activities conducted according to the proposed timeline? Did the most appropriate personnel conduct them?	
Was a management plan developed and followed?	
To what extent did the project or program meet each overall goal?	
What was the benefit of each goal or objective? Describe how it benefited each goal/objective	
What components were the most effective?	
Were the results worth the project's cost?	
Is this project sustainable?	



Remember, project evaluation should not fall into the 'autopsy' category. Many project coordinators wait until a project is completed before they consider doing an evaluation, when it is often too late to change some of the activities that could have improved the program.

What are the final touches?

Letters of Support

Letters of support are documentation that should be used to prove the proponent's credibility and also for the project. It would be disappointing for an honest and viable organisation with a great project to have their application rejected due to little evidence of support.

When asking people for letters of support, it can be helpful for them if you

provide an example of what you would like them to say or a list of suggested statements they could include. This is particularly helpful for people or organisations that haven't written one before. It also ensures that the letter communicates what you intend it to.

You can use the checklist below for some pointers on how to obtain effective letters of support.

TIP	CHECK
Collect as many as possible	Be sure to target key groups that are of relevance to the application. Individual community members can be relevant as long as they are seen as a beneficiary of the project.
Avoid compromising the application	Don't use people who are too close to the assessment process: be very aware of conflict of interest.
Always brief prospective supporters	To make sure the letter of support contains relevant statements about your application and communicates the right message. Funding providers may also contact the people supporting your project; ensure they are well informed.

Attachments

The number of allowed attachments is varied and often changes. Check the guidelines for restrictions and do not include unnecessary material. For complex proposals without attachment restrictions, a careful selection of the following material might be appropriate:

- Proof of non-profit status;
- Organisational brochure;
- Newsletter;
- Annual reports and audited financial statements;
- Relevant journal article or press clippings;
- Statistical report that documents need;
- Letters of support;
- Subcontractor agreements, partnership statements from cooperating agencies, pledge of financial support from cofunders, showing financial or in-kind commitment;

- Budget narrative, organisation operating budget: and
- Resumes for key personnel, job descriptions for new project staff, and/or biographical statements for project consultants.

A table of contents for the attachments along with a three to four line summary of each clarifies the documents for the funding body. Do not simply list 'Appendix A' in the table of contents; specify 'Appendix 1: Timeline for Outreach Project Implementation'.

Writing style

As mentioned, getting a grant is a competitive business; you want to write an application that stands out. Remember, it takes trial and error to write an excellent application, so don't be dismayed by multiple drafts. You can use the checklist below to make sure your application is well written and really gets noticed.



If you can, include photos, maps, and diagrams in the application to explain how everything fits together; as they say, a picture tells a thousand words!



TIP	CHECK
Don't assume prior knowledge; write as if the reader is unfamiliar with your project, area, town, and municipality and capacity to deliver.	
Try to include all relevant information unless there is a strict word or page limit. In this case, include other information as an attachment.	
Be concise, accurate and avoid too much flowery language; the reader will assess hundreds of applications, so make your's memorable.	
Avoid words like <i>if, could, may and might</i> . Instead, boldly declare that the grant <i>will</i> create a positive outcome. Avoid uncertain words like <i>believe, hope, anticipate, etc.</i>	
Read and answer all of the questions. Have someone you trust who is unaware of the project proof read for you.	
Use short sentences followed by dot points to identify the key areas of your project. These can then be expanded upon and developed to emphasise your main points.	
Where practical, use the exact key words used in the guidelines, but make sure you know what they mean. Different funding providers may have a different interpretation; contact them if you are unsure.	
Footnote your application when stressing important information. Be sure to reference supporting documents; it's a good idea to note them down during your research. The documents can also be included as attachments if necessary.	
List any referees the funding providers can contact about your application. Always ask their permission and send them a copy of your full application to read.	
Address the questions; do not add anything that is not required. Remember - quality not quantity. Constantly refer back to the question to prevent rambling.	
If you feel a question is not relevant, do not leave it blank, state <i>why</i> . Contact the funding provider and check that you understand what they are asking, otherwise your application may be returned and the assessment period stalled.	
Tailor your application according to the funding you are applying for; never send off the same generic proposal to various funding agencies.	

Stick to the word limit, but keep it short and sweet; don't fill up space with rambling.	
Make sure someone edits a final draft of the application; if they don't understand what you've written, it is unlikely the funding providers will.	
Prepare your application electronically. This is a requirement for most funding agencies.	
Electronically spell and grammar check the application; poor spelling and grammar is unacceptable and looks sloppy.	
Ensure you submit the correct number of copies and retain one electronic 'master' copy and multiple hard (signed) copies of the finished application.	

Always get the application to the funding provider **before** the deadline; it's better to be safe than sorry. Never send a half finished application to the funding agency; this will undermine your credibility and future success in the program or other programs administered by that agency. It's much safer to delay and get it right for a subsequent round.

Is the application ready to be lodged?

If you have completed all the checklists, signed all the forms, made it through the guidebook and had your application checked over, it is as ready as it will ever be... congratulations!

Remember that the assessment process can take time; be patient. You will generally be advised of receipt of your application, the anticipated processing time and an indicative time when successful applicants will be notified and/or announced. However, if you do not hear from the funding agency, be sure to phone to make sure your application

reached them in one piece. Be sure to keep note of this correspondence should any problems arise later.

On receiving the news that your project was successful, you may begin work on your project; do NOT begin any part of your project until you have confirmation of funding and a contract has been signed!

Grant applications are a lot of work and making sure you acknowledge that is important, particularly if it has taken a team of people to complete the work. A thank you letter to all those contributing

(including the funding provider) and ongoing updates to those who have invested interest in the project as it progresses through the assessment process is a way of showing your appreciation and maintaining enthusiasm and support for the project.

In the meantime, good luck from all of us at Regional Development Australia – Central West.



Never give up! If your application is not successful, give the funding provider a call to find out why. Take detailed notes and resubmit your application for the next round.

Glossary of terms

The following list of terms should help you to understand what you will need to refer to in your application:

Methodology	This is basically a list of actions and tasks – usually required in chronological order.
Milestones	These are tasks which must be completed before moving on to the next stage of the project. Often this is linked to a payment and reporting schedule.
Rationale	What has led to the problem that the project is going to fix?
Objectives	Objectives should be measurable, that is, specific statements of what needs to be accomplished for the project to be successful. For example, a project to build a new community centre may have the following as its objectives; <ul style="list-style-type: none"> • Design, plan and construct a building with facilities to service the community. • Develop and Implement a marketing plan to attract new users to the centre. • Develop a management plan for on-going maintenance of the centre.
Outputs	In the example above, outputs would include the completed building and the two plans, that is, the physical results of the project.

Inputs	Using the example above, inputs would include the employment on the building site, the volunteer hours, other labour, the materials, fixtures and fittings of the building and the expertise that has gone into the development of the plans.
Outcomes	Usually a part of the evaluation process, outcomes define the effect the project has on the original need or problem. Referring to the above example, outcomes may include employment numbers in the new building, number of groups using the facilities, increased usage due to better marketing or other benefits to the community such as social cohesion or youth programs.
Performance Measure	Performance measures identify the actual difference the project has made through collecting quantitative data. For example, to gauge the performance measure of the numbers of jobs created, statistics may be compared from before and after the project was implemented. Quantitative data can also be measured by physical counting, surveys or polls, interviews or community feedback.
Performance Indicator	Performance indicators are small measurements throughout the project, usually related to costs and timing or milestones to ensure that the project is on track. For example, “the foundations for the building have been completed by the specified date to the required quality and slightly under budget.”
Sustainability	This is fairly clear – unless agreed by the funding providers, there should be a strong case for NOT needing further government support to keep your outcomes happening.
Project Viability	A viable project shows clear evidence of good planning in timing, methodology and costing, especially in terms of value for money. Also relates to the expertise of those undertaking the work and those managing the process.
Applicant Viability	A viable applicant usually has a good record of previous projects undertaken of this nature; evidence of skills and expertise to undertake and complete the project OR the access to the skills and expertise necessary.

If you need help understanding any terminology, contact the funding provider or Regional Development Australia – Central West staff.

*Community champions working
together to build a stronger region*

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