



Funding workbook

PBCs often need to seek funding to engage in project work or deliver services. The [PBC website](#) provides an overview on how PBCs might finding funding. This workbook provides practical help for each step.

The grants process is usually based on five main steps:

1. planning the project
2. reading the funding guidelines and assessing eligibility
3. assessing competitiveness
4. writing and lodging the application
5. meeting commitments.

1. Planning the project

In order to [turn an idea into a project](#) some planning is needed to find out what activities are taking place, how many staff and what equipment and money is needed to make it a success. You need to be able to describe what is going to happen and what it will lead to.

Then you can go on with finding a suitable funding opportunity for your project. It is natural to start small when searching for grants which might not necessarily yield a result. Ask yourself [why do you want to apply for a grant](#) and start [to think about the bigger picture](#). What will the purchase of laptops and tablets for the PBC's ranger group provide? Your answer might be the ability to track ranger work on the land, new skills for rangers, innovative working practise, an ability to share results, and so on.

Casting a wide net in your search for grants will bring up relevant grants you didn't know about. You can always narrow it down later.

2. Assessing eligibility

In determining if a funding or grants opportunity is suitable for your project the funding guidelines provide the parameters of the funding and state the eligibility requirements. The guidelines will specify the eligibility criteria, assessment parameters and information required to complete the submission. Here are some tips on [how to read grant guidelines](#).

If in doubt, contact the funding agency to discuss the following:

- priority target groups and types of projects, including expected outcomes and benefits
- format or presentation of application, including additional information or attachments
- terms and required conditions of funding e.g. reporting requirements
- can the funding agency provide any tips or assistance for the application process.

Some research into previous grant recipients and their projects helps to identify what the funding agency tends to fund and helps to pitch your project in your own grant application. It is important to see your project objectively, if it fits the guidelines, otherwise there is no point in pursuing an application. [This checklist](#) may help you decide if applying for the selected funding or grant opportunity is the right move and [what to watch out for](#).

3. Assessing competitiveness

Funding providers always receive more applications than funding available and will decide on projects that offer the most benefit for the money.

Some good questions to ask the funding provider include:

- What sorts of projects did not get funded last round and why?
- How many applications were received last round and how many were successful?
- What type of projects are they really seeking?
- What don't they want?
- What value of grants do they expect to award?
- Is it possible for someone in the agency to review your draft application?

4. Writing the grant application

The best funding applications are based on projects which:

- are genuinely important and reflect a real need
- solve a problem
- will deliver clear outcomes and benefits
- have the commitment of all partners
- are by organisations with the project capability to deliver
- have the support of the community and other stakeholders.

It is best if you customise your submission to meet the format of the funding guidelines. Allow plenty of time to complete the submission by the specified deadline.

Most funding applications require the following content:

Project or program needs statement

You need to be able to identify the problem or issue to be addressed, why the project or program is needed and why your organisation is the most appropriate one to deliver it. Provide examples of other projects or programs your organisation received funding for and delivered with measurable outcomes.

Project or program goals

What are the goals and broad outcomes of your project? They should be realistic, measurable and reflecting some positive change. These should be specific to the target group and the project. For example, 'to strengthen the cultural identity of youth aged between 14 and 18 years'.

Project or programs activities and resources (scope)

Describe the proposed activities in detail. For example, include the following information:

- List the activities and when the activity will be run and the length of activity.
- List staff and non-staffing resources required to complete each activity.
- Attach a proposed budget (if required here).
- List measures of success for the activities (sometimes called performance measures).

A clear action plan with key milestones as part of your application will make the later reporting process easier.

Budget

An important part of a grant application is the budget outlining the cost and what the money is spent on. It is hard to determine exact figures in the early planning stages, but a rough estimate should be possible. Funding bodies may request a separate itemised budget sheet for all project-related expenses.

The categories to think of are:

- **Staff or contractors:** What's the number of people working on the project, number of hours and hourly cost of wages and overheads? This includes existing staff and if experts are to be hired or contracted.
- **Materials:** Will this project involve buying or building anything? If so, what will be the cost?
- **Facilities:** Do you have a venue to carry out the work or will you need to hire one?

- **Travel:** Does this project involve travel? If so, you may need to factor in not just the base costs of travel such as petrol, hire car, airfares, etc, but the accommodation, meal costs and daily allowance.
- **Other costs:** Are there things like printing, postage, phone calls, catering involved with this project?
- **Administrative costs:** Many funding agencies are unhappy with a simple percentage for administration being factored into the budget. Try to think of what this fee will cover and how much it might cost. This can be things like project management (including oversight, monitoring of progress, coordination of tasks, evaluation, and acquittal).

A proposed budget may include:

Salary expenses	Amount
Recruitment	
Salary (include award level and rate, hours of work)	
Leave entitlement including sick and holiday leave (if applicable)	
Superannuation	
Administrative/Operational expenditure	Amount
Accommodation	
Advertising and publicity	
Catering	
Computer expenses	
Consultant or Guest speaker	
Equipment, e.g. computers, projectors, sporting etc	
Hire of vehicles	
Hire of venue	
Insurance	
Photocopying and printing (including paper and service fees)	
Postage	
Rent	
Stationery supplies	
Telephone and wifi	
Travel, e.g. taxi, airfares, hire car, mileage, parking, daily allowance	
Workshop or conference fees	
Assessment and reporting expenses	
Audit fees	
Evaluation expenses	

Many funding agencies recommend or request co-contributions in form of financial contributions by the PBC, or [in-kind support](#) such as donation of goods or resources including staff time. Some agencies also request an [auspice organisation](#) managing grant funding on your behalf.

Other supporting information

Sometimes additional information is required such as:

- Letters of support from individuals and/or relevant organisations. These could include federal or state members of parliament, local council members, government departments and other local organisations. If the organisation intends to work in partnership with another organisation, ask project partner to write a letter in support of the project or program. This letter should include comments regarding the importance of the project or program and the anticipated outcomes and results for the target group or community.
- audited financial statements
- Certificate of Incorporation
- research evidence that support your submission
- resume or outline of professional experience of key staff members.

Outcomes

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

Monitoring and evaluation

How do you plan to monitor and assess outcomes of the project? Sometimes you need to be creative with the way you gather information about how a project succeeded. Community work often deals with changes of attitude, emotion or behaviour, which are sometimes difficult to measure by numbers. You may need to conduct interviews or questionnaires, or ask the people who took part in the project to write down what they have learned or how they feel as a result of your project.

In your application include the following information:

- a list of person/s who will be monitoring and evaluating the project or program
- records which will be kept
- timeframes
- costs involved with monitoring and evaluating project/program.

Summary

The summary is a very important part of the proposal, because it tends to be the most often read part of the submission. It needs to wrap up the entire proposal in a short paragraph. It should be inspirational, but realistic and attainable. The summary

should motivate the funding body to read through the submission and ultimately approve funding.

Submission negotiations

The funding provider may choose to discuss the submission with you. For example, the funding provider may support the outcomes of the program or project but may wish to negotiate certain aspects such as costs, method of operation, etc.

It is important for the organisation to:

- Be clear about what the funding body wishes to discuss/negotiate.
- Know who will be attending the meeting and their contact details.
- Determine which aspects of the project or program may be negotiated.
- Keep a record of the discussion, including decisions made and timeframes.

Here are some more [tips on writing and styling of grant applications](#).

5. Meeting commitments

The funding contract will outline your obligations, often referred to as the 'acquittal process', including the frequency of payments and the project reporting, compliance and auditing requirements. The contract requirements are not negotiable and if you do not comply, you may have to pay the money back. Payments are usually linked to the completion of milestones and submission of reports.

Also, keep good records of money spent during the project and monitor your progress with data, statistics and feedback from users to provide factual outcomes. Make sure to send in reports and audits complete and on time. An audit is a review of spending, carried out by a specially trained accountant to demonstrate that the project funds have been spent in the way agreed in the project contract. Audits can be expensive if the project is complex, and it is important to budget for this as part of your project costs.

Create a lasting relationship with your funding provider by inviting the funding provider or the appropriate minister to your site for the launch or to experience the results and success of your project. If a site visit is not possible, keep them informed of major milestones with photos and updates.

This workbook has been compiled using [Queensland Tourism and Events Grants Guide 2018](#), [Writing a funding submission](#) and resources from the [Grants Hub](#).