

The Grants Guide

Information and advice for Queensland
Tourism Businesses and Associations
on accessing and applying for grants

Kroombit Park on Lochenbar Station, Biloela



Understand how to successfully navigate the grants space.

Know the 4 key steps to accessing grants, including finding the right grant for your project.

Tips and pointers on the art of writing grant applications.

tq.com.au/tad

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FOREWORD

Make your business or association grant ready

With the three levels of Government offering over \$5 billion dollars in grants, and millions from philanthropic sources annually, the big questions are: where are they, and how do I access them?

Businesses and associations seldom have time and resources to search for these opportunities, least of all spend hours trawling through government websites or writing lengthy applications with no certainty of success. The challenge for any business is to easily find the right grant and to successfully apply for funding. At times, this can be a daunting and difficult task.

The grants space is one that is ever shifting. With government departments required to meet new and changing targets, their spending allocations vary accordingly. This is not

to mention the changes brought by the State, Federal and Local Government annual budget fluctuations, which always have potential to bring drastic alterations into the grants space.

There are also many types of trusts, foundations and philanthropic organisations that can potentially be a grant source, particularly for community based projects.

With these hurdles in mind, we bring to you "The Grants Guide". This will equip you with the know-how to successfully navigate the grants space, and point you in all the right directions in regard to information sourcing, applications, grant writing, and other tips and pointers that you won't find elsewhere.

In 2000 Tourism Queensland (TQ) created a database of grants on behalf of the tourism industry called the Tourism Assistance Database (TAD). For more information on grants visit www.tq.com.au/tad

About GrantReady

In 2007 Tourism Queensland outsourced the maintenance of TAD to GrantReady. In the last 12 months with the assistance of GrantReady, TQ has provided information on over \$100 million in grants and rebates to the Queensland tourism industry. Independently, in the past 5 years, GrantReady has assisted organisations across Australia to gain over \$53 million. For more information, visit www.grantready.com.au

INTRODUCTION

How can a grant help?

Grants are either awarded up front for a project that you have not yet commenced, or retrospectively, after you have done the work and spent the money.

Grants may be used to do that project you always wanted, allow growth or increase the effectiveness of privately invested funds. The grant space is packed with funds that vary in size, complexity and accessibility.

There are hundreds of grants available to help with business projects and different aspects of business development, consolidation and expansion. In fact, getting through the difficult early years are typically the best times to seek grant funding.

The aim of many grant programs is to allow you to do a project you would not have been able to otherwise afford.

In addition, there is a great opportunity for businesses to access funds for developing, promoting and exporting products and services.

Grants typically range from \$10,000 to \$2,000,000, some requiring your business to provide part-funding and others not requiring additional funds from the proponent. However the process is time consuming and most businesses simply cannot afford to spend valuable time and effort trawling through government websites or reading hundreds of pages of program information. But in some cases a grant may mean the difference between success and failure for many ventures.





Should I really bother?

It is certainly worth considering your eligibility for a grant. Companies and associations often make two common mistakes.

Firstly, some companies and associations don't consider their eligibility for a grant early enough; they discover too late that they were eligible, or even entitled to grant funds.

At the other extreme, some companies and associations spend every waking moment looking and hoping for grant funding. In fact, they become so distracted from running their business that the grant opportunity becomes an obsessive requirement, fatally linked to the success of the company or association's future.

While the process of finding a suitable grant can be time consuming, most grants are restricted by specific criteria. Most companies and associations are only ever eligible for a couple of grants. Grants are usually restricted by industry sector, activities, applicant size and organisational structure. For instance,

there are many grants for water related projects, but not many grants for business start-up.

If you have a project that strongly benefits your local/regional community, you may be able to apply for numerous sources of funding through philanthropic organisations. This is particularly true for associations who have a charity status through the Australian Tax Office.

TRADE SECRET – If you're a private business with a project that benefits, for example, youth employment and training in tourism, why not partner with a charitable youth association in your community to access possible funding for the project from philanthropic sources?

Grants are also often referred to as free money, because you don't have to repay the money. However, as already stated, the application process still takes considerable time and effort so there is an opportunity cost and impact on your business in the delivery process.

Challenges facing business and associations

Many businesses and associations want to know about grants, but find the process too hard. They know they are missing out on grants that can grow their business or association, but cannot find them.

Above all, many businesses and associations often find out about a particular grant too late, and as a result,

companies spend their initial capital while applying, and then run out of funds. Our advice is: prepare early to give yourself the best possible chance of success. At the end of the day you can significantly increase your current funds or bank loan by being successful with a government funding program.



There are four key steps in accessing grants:

01: Grant
Awareness

02: Grant
Matching

03: Grant
Writing

04: Ongoing
Reporting

01: Grant Awareness

The entry point for most organisations into this space is trying to find a grant, or confirm eligibility. This is also the stage at which most organisations give up. Tourism Queensland provides the Tourism Assistance Database for use by the tourism industry to assist you in finding the right grant program to meet your project needs; this can be viewed at www.tq.com.au/tad. This database provides you with a synopsis of the grant criteria and deadlines.

02: Grant Matching

There is a huge difference between being eligible for a grant program, and being competitive and ultimately successful. You need to have a critical eye when assessing whether or not to proceed with an application, as moving forward when you should have seen the 'red light' can waste a lot of time and money.

Be aware that meeting only one or two of the assessment criteria is rarely good enough. Although a lot of companies and groups are doing many good things, this does not mean that the government owes it to you to provide you with a grant. You must show that what you are doing aligns with the grant's intentions and objectives.

03: Grant Writing

This can become a time consuming and arduous task. Forms must be filled in, budgets must be finalised and a whole raft of supporting documentation must be attached. It is important to maintain consistency across the project aims, themes and answers throughout the whole application and supporting documentation. We recommend you give special attention to the budget section of your application.

04: Ongoing Reporting

After you are successful with a grant often you are required to meet ongoing reporting regimes, sometimes referred to as the acquittal process, which can be onerous. This includes, but is not limited to, audit work, and may also require liaising with government and providing detailed organisation and project information in order to acquit the grant.

You should be aware that this work may consume a large amount of time, and you may need to temporarily dedicate a part-time or full-time internal resource to this task. Alternatively, organisations may choose to seek external assistance which can be expensive, such as consultants. The decision to engage a consultant for on-going reporting rather than divert internal resources is a business decision. The additional cost of the consultant, if the application is successfully acquitted, is insignificant, but if you have to use money that was previously allocated to another business process or function you may have to find or divert other resources to make up the shortfall. This can be a slippery slope, diverting funds from one business function to complete a grant process. It is better to take the ongoing reporting and acquittal process into consideration when writing your grant application.

TRADE SECRET – Be selective and strategic with your consultant. Use the consultant to help develop the project concept and strategy and then to help wordsmith after you have written the application. Why pay a consultant to fill out your business name and ABN details? Or appoint the consultant to mentor you and your team to become better grant writers.



Southern Downs and Granite Belt Regional Tourism Inc was allocated \$8,129 in 2009 through the Q150 Community Funding Program. The funding was used to produce a guide to the heritage attractions of the region.

GRANT AWARENESS

GETTING STARTED

The best funding applications are based on projects which are genuinely important and reflect real need. Strong and competitive applications should demonstrate firm commitment by all partners and be enthusiastically supported, both from within and outside the organisation. This should be clear in the application.

Start early. Plan ahead so your application is not rushed. Advance planning will save you time, effort, and energy and can help support a systematic and efficient grant-writing process. If you plan in advance you will be ready to pursue grant opportunities as some programs have short lead times, or may only open once a year; early preparation will be a competitive advantage.

Be careful not to grow so close to the project that you cannot see the whole - you need to be objective in the application process. Too many organisations become blinkered or enamoured with their project. Remember, it's not about you – it's about the requirements of the funding body. Funders have a rationale to their funding pots and you will have to meet it.



FINDING THE RIGHT GRANT

There are literally hundreds of grant funding programs available which support an enormous range of activities. The challenge is to find the best one to match your project.

When searching for a grant program, we suggest you go to Tourism Queensland's [Tourism Assistance Database](#). However if you want to look for a grant program yourself try the following process:

- Go to each government department website as they usually provide detailed information for the programs they run. Some agencies produce e-bulletins or newsletters which detail funding opportunities. Ask to be placed on their mailing list for all future program announcements.
- Keep an eye on the media as most funding programs are advertised in the media, particularly when they are announced as open for applications. State and Federal Members of Parliament can also circulate a media release to announce new programs.
- Look at sources of philanthropy, which in some cases is not advertised. Philanthropy Australia has a good directory for those serious about investigating philanthropic funding sources.

When you find a grant program that you think meets your needs, skim read the available information. Don't try to read all of the available information, unless it has



Double dipping – beware!

Some grants may preclude you from applying for others at the same time, or for the same activities. You may have to quarantine the grant amount received and an equivalent amount of your own expenditure (called clawback) and not use these funds to contribute towards further grant applications or other projects. If you don't plan for this, you may not be able to continue to trade solvent due to the quarantined money.

already been summarised into the key eligibility criteria. If, at this first glance, you think it will meet your needs, put it aside and keep looking; at a later time you can read more details on the most promising ones to assist you with your assessment.

Whether or not you use the Tourism Queensland website or go it alone, review your list of grants to decide which ones seem most promising. Most funding programs will produce a Fact Sheet, Application Form, Program Guidelines, Previous Successful Applicants and a Contractual Agreement. Use these documents to help make your selections.

Look at the closing dates; some programs are always open but others operate in rounds and may only be open once or twice a year. Try to find out before a round is announced when it may open because the closing dates are often short and favour those organisations that have pre-prepared.

How do you know if you can apply for a grant?

The answer to this question depends upon certain criteria, and is different across some grant programs, but the answer lies in the following.

- **Organisation classification** - The legal status of your organisation will play a part in determining what funding is available. For most grant programs, the grant-maker will require the applicant to be an incorporated body to apply. In practical terms, incorporation means the organisation is a legal entity with an ABN or ACN. Many types of philanthropic organisations require you to either be non-profit or to have a charitable status as recognised through the ATO (www.ato.gov.au/nonprofit)
- **Industry type** - Funding schemes are often designed for the development of a particular industry. Government offices and regional development agencies may identify specific industry 'clusters', earmarked for support. It's well worth understanding these clusters and how your project may fit into them.
- **Location** - Many grants are location specific. Some operate nationwide, while others are administered locally, and therefore the geographic or operating location of your project is crucial. Some grants require you to work across regions. The amount of funding available to you may be dependent on the area you plan to develop or implement your project.
- **Grant purpose** - Grants are usually available for specific purposes, for example investment by you in new hard infrastructure for your business, or expansion of your business. A project shall be eligible for the grant only if the request matches the scope of the grant's intended purpose. Deviation from this rule will result in non eligibility.
- **Specific projects** - Funding may relate to a specific project, such as the development of a new product or the investigation of a new export market, for example. Usually, the organisation must be seen as capable in this area and the project must be demonstrated as viable after a certain amount of time. The project plan will need to be well defined, with clearly identified deliverables.



DETERMINE YOUR ELIGIBILITY

All grants differ in their requirements and eligibility criteria. To determine whether you are eligible for a grant, generally you will need to prepare answers to the following:

1. What is the structure of your organisation? For instance, are you a company, a partnership, a unit trust etc?
2. Does your organisation pay income tax? Or are you exempt?
3. Has your organisation been established in Australia? For instance, if you are a company, are you incorporated in Australia under the Corporations Act 2001?
4. What year was your organisation established?
5. Are you part of a group of companies? If yes, what is the level of ownership and where are the other companies located?
6. In financial terms, are you in profit or in loss?
7. What was your turnover (income received from sales) in the last financial year?
8. Do you wish to recoup costs already spent, or are you seeking a grant for a project not yet commenced?
9. Is there intellectual property (IP) associated with your product or service? If so, what form does it take, e.g. patents, license agreement etc? And do you own the IP, or have effective ownership (such as access to use and exploit the IP)?
10. Where will your activities be undertaken?
11. Are your activities underpinned by innovation or technical challenge?
12. Are you able to contribute to the project, either through cash contributions or the donation of time, materials or effort (in-kind)?
13. Are you currently receiving any government grants or funding?
14. Do you have financial statements from prior years and a current business plan?

Determine what the funding body is looking for from the grant as an outcome

You should understand exactly what the funder is prepared to fund and why it set up the program. Many people think that grants will fund their business or general operating activities, but this is not the case. Grants fund projects with a defined start and end and specific activities. There is no point in getting locked into plans that don't fit within the guidelines. Most grant administrators will immediately eliminate those applications that don't fit within the specified guidelines, and you will have wasted your time and effort.

Make a clear link between your aims and objectives and the guidelines for the specific grant.

Make sure that you have defined the need the grant program is addressing. You are then in the position to explain why your proposal is needed and demonstrate how the grant will make an improvement to your business, your region and/or your sector. Be prepared to provide statistics, case studies and quotes from leading authorities supporting the need for your project. This will act as your basis from which to demonstrate to the funder how your proposal improves the situation.

Once you know you are eligible, you will need to define the project

Is your project viable? Just because it seems like a good idea, or someone said it should be done, does not mean it is a sound idea.

In planning your project, your organisation will need to come to an agreed position on the scope, purpose and outcomes for the project. Everyone involved should have a common understanding of what you are trying to achieve and should agree and be able to present the same idea.

Use the following questions to help translate your concept into tangible and achievable aims. In the simplest case, you should be able to show at least the following information:

- **What you want to do** - Offer a detailed project description, including opportunities and problems that are present, as well as your key objectives.
- **Why it's a good idea** - Detail the need for your project and the outcomes you are expecting to achieve. Consider localised, regional or national benefits that the completion of your project will bring.
- **What the cost will be** - Show clearly your own cash contribution and that of your partners, as well as any in-kind contributions. This will allow funders to understand the value for money they will get out of supporting your project.
- **Who will benefit from the project** - Include both direct and indirect beneficiaries here. Detail who is applying, whether collaboration is involved, and how the project will impact your industry.

- **How you will make it work** - Detail project implementation, and whether you are equipped internally to manage the entire project or whether some work will be outsourced. Provide timeframes.
- **How you will evaluate and monitor to show the project has been a success** - Outline project milestones, and how you will measure and assess their completion. Make sure the measures are defensible, timely and realistic.

TRADE SECRET – Follow the 30 second rule. Can everyone in your business or organisation explain in 30 seconds the project you're applying for? This will help you to clearly define your project concisely.

Shoring-up support

Your supporters may contribute with cash, in-kind or letters of recommendation and support. These contributions may take considerable time to secure and document, especially if once money has been secured agreements are required to be drawn-up, or if they require internal sign-off. Therefore, as early as possible secure your partners' willingness to participate and provide the supporting documentation required.

Ask yourself these questions: Is your project unique? Are other applicants who are trying to achieve the same goal likely to be also applying for a grant, and if so, are they likely to support you?

Lark Quarry Dinosaur Trackways received \$2.5m through the Queensland Heritage Trails Network, facilitating the construction of a new conservation building based on environmentally sustainable design principles.



Square peg, round hole

While it has been said you need to ensure the integrity of your project, if you are going to be successful with the grant application you may need to slightly modify your project to meet the guidelines. But this should not affect the project structure as a whole. Don't be tempted to find a grant program first and then form a project to fit into the guidelines. A square peg doesn't fit into a round hole and most applications will reveal this and undermine the integrity of your project.

Program administrators often find it frustrating if they receive multiple applications for funding from similar groups from the same region that do not coordinate or collaborate on their activities, especially when the project will serve the same demographic

Before you continue, do you have the right resources

- Do you have the right people available to write a successful grant application?
- Do you have the time to organise and write a successful grant application?
- Do you have the expertise to make your proposed project work?

If not, you need to augment your resources, and you need to do it before you are in a crisis position – OR don't apply at the moment and wait until everything is ready to ensure success.

How much can I apply for?

Most programs have upper funding limits. You should always ask for the amount you need, but don't ask for more than you need. Don't apply for less than you need assuming that you can make up the difference or somehow find additional funds later on. You can be guided by previously awarded grants as a good indication of what the grant provider is prepared to allocate. You can find this information on the website of the grant provider.

Think broadly

If you are seeking a grant to purchase new filleting tables for your fishing tour business, don't just think of tourism. It may be a grant is available through the Department of Fisheries or Primary Industries. Or if you are seeking grant funding to refocus your main street, look at cultural or heritage funding and not just tourism. Most grant programs are delivered according to a sector or industry. However, some grants apply across industries and regions. Think laterally so you do not miss an opportunity.



Grant writing is a special art. Writing from the heart, or what you think an assessor wants to hear is not usually the best approach. Your ability to write clearly and express your message well is most important. A good application is not defined by the volume of written material you submit. Most submissions are confusing and ambiguous. The easiest way to stand out and compete is with a well written proposal with a clear message, especially since government departments and funding bodies read hundreds of submissions every year.

When making your message clear, you should also consider the readability of your document – easy to read is not just words, but look and flow. Assessors will have a much better chance of understanding your message quickly and without confusion if they know the overall direction that the document takes.

Try to guide your reader through your submission by:

- Stating your main points upfront

- Setting background and introducing concepts early
- Establishing and maintaining consistent themes throughout
- Progressing from simple to complex aspects of your project
- Using a logical flow of thoughts

Create a clean and logical structure throughout the document. It may seem obvious but almost everyone struggles with this. A well-structured and well-formatted document makes it easier for the reader to quickly understand your project which should assist your application being successful. Shorter paragraphs help people to quickly find information; in fact having a sound structure with logical ordering of your points also makes it easier for people to go back to your document and locate information quickly. New paragraphs can help draw attention to important points. It is quite acceptable in this context to have shorter paragraphs more often to highlight text that is vital to your story.

Know the rules

Every grant program is different and requires you to address specific criteria in a predetermined process. To produce the best possible and most successful grant application you must read the guidelines first to find out how the application will be assessed. Not only will this assist you in knowing whether you are eligible, but it will assist in you having a clear understanding of the assessment process and what is required of you.

“The best advice I can give to organisations is to ensure they read the funding guidelines on our website www.olgr.qld.gov.au/grants before applying for a grant”

Siobhan Ketter, Senior Grants Officer, Community Benefit Funds Unit.



What does Government need from the grant applicant?

Because they are dealing with public funds, government departments need the comfort and assurance that you know what you are doing. Overlooking risks and potential failures in grant applications is not a wise move on your part – administrators would prefer to see the risks and understand that you are working to minimise them, rather than see a glossed up overview that's a 'guaranteed success!'. To build confidence with the assessor in your business, be upfront and tell the whole story, proactively dealing with the negatives in your application. Don't worry, all applications can have negatives - defining and dealing with them simply opens a doorway to gain trust.

Providers also want to see that you are serious about remaining competitive in your sector. The government has an honest intention to see that the public funds are used by productive, fruitful and effective companies that will achieve successful outcomes.

A key in winning grants is to build relationships. Getting to know the grant providers really helps you to understand the aims of the program. For example, if you are working in the environmental space, make an effort to meet representatives from State Government departments and agencies, as well as the federal Department of Climate Change and the Department of Environment, Water, Heritage and the Arts. Not only will you

have an advantage in your application, you may also hear about programs before they are launched, alongside other 'off-the-record' information relevant to your company. A significant advantage is to have received grant funding in the past, assuming you have managed it well.

In writing your actual application, take a moment to consider the work of those who assess your proposal. A tired customer service manager will have an overflowing in-tray filled with similar projects, similar promises, and similar potential. Make every effort in your writing to stand out - very rarely do you have an opportunity to present verbally or impress with a face-to-face meeting, so your writing skills will need to be exceptional. Consider getting someone with marketing or communications expertise on board with the application process, even if you have to coopt in a friend. They will often have the ability to see from an outsider's perspective which positives and negatives should be highlighted or toned down in your proposal.

Finally, remember Government departments are held accountable for where their money ends up. They are required to meet certain targets relevant to their field, so to be successful aim to address and meet grant providers' aims and objectives rather than purely pursuing the aims of your individual business.

What do Philanthropic Organisations need from the grant applicant?

The same recommendations given for government grant applications generally apply to philanthropic applications. Sometimes the applicant can be more 'heart felt' in their application as the funding provider, while looking for sound financial planning, will usually be motivated by community good-will and improving the wellbeing of humanity.

TRADE SECRET – Where appropriate (and always check with the guidelines) use real images and real people... it goes a long way.

Phone the grant program administrators

Speaking with the grant assessors is a great chance to find out key information that is not published. Some basic questions can be really helpful to you when you are preparing your documentation.

Try asking these questions as a start:

- What type of projects are you really seeking?
- What size grants do you expect to award?
- How many applications have been lodged? They may not be able to tell you the answer to this.
- What don't they want?
- Is it possible for someone in the agency to review the draft application?

- Can I have some feedback on my project/idea?

Make note of the name of the person you spoke with in case you need to call them again.

Get an edge

There are usually more applications received than money available so you need to show there is a match between your project and their funding aims.

You need to demonstrate how your project has an edge on everyone else. This sounds easy but most people forget and wax lyrical about how good they are, and forget to link the project to the criteria of the grant program. Just because you love your project doesn't mean the assessor will. Think about it from their perspective: if you were to assess all of the applications, what would make your project stand out?

"TQUAL Grants – Tourism Quality Projects focuses on improving the supply of quality tourism products and services in the Australian Tourism Industry. Applicants are encouraged to think outside the box in regards to what is already offered to visitors and to consider all of the Assessment Criteria when applying for funding. Supporting your claims with evidence is vital in this competitive program in addition to planning for the ongoing financial viability of your project."

Katherine Harman, General Manager
TQUAL Grants

Let's start writing

Make sure you have the correct and up-to-date application form. An old version may not be accepted!

Remember that the project title sets the first impression, and the tone for your project. Provide a positive, punchy description. Capture the imagination and inspire the assessor to read on.

Follow these tips:

1. **Organise your thoughts.** Many people cannot explain their project in less than half an hour - you must be able to explain your project to a stranger in 2 minutes - especially the 'reason for the project' and its aim. Practise your elevator pitch. Remember, the application must be written in business language and not conversational language, so don't get too cute!
 - Read each question first and think about your answer before responding.
 - Write your response in a Word document before transferring it to the application form to allow you to manipulate it, check the spelling and review the grammar.
 - Always have your draft and final copy read by another person.
2. **Keep your answers simple and concise.** Make the reading of your application easy and use familiar words rather than jargon. Never use acronyms.

- Write your application as though the person reading it knows nothing about your organisation or your project. Never assume anything is obvious to the reader.
3. **Use simple and consistent formatting.** Assessors find it helpful to see headings, bullets points and diagrams. They make it easier to navigate through your document.
4. Where appropriate, **include photos, maps and diagrams** to portray key information.
5. **Be clear and consistent in your responses.** Sometimes a question seems to appear twice, or an answer you are giving to two different questions is the same. The assessors won't want the same information twice, so check the guidelines for clarification or call your program contact for help.
6. **Don't leave anything blank.** Complete all boxes and write N/A if a question doesn't apply to you.
7. **Don't overwrite.** If the application has a word limit – stick to it! Remember, someone has to read it quickly, so don't write a thesis. Some assessors will eliminate you on this breach alone.
- "Have a "WHY". WHY the project aligns to the organisation giving you the grant? WHY the project benefit? WHY does the project require funding? WHY is it a good idea? Be CONCISE. It's not enough to simply address the criteria, what is your point of difference? Argue the case for why your project should be funded."*** Julian Conaghan, Arts Development Officer, Creative Communities, Arts Queensland

Design

1. **Use informative headings** to break-up the text so that important points stand out. Headings can be used to summarise the main point of the text or to create expectation. Used well, they create flow and establish the logical arguments you are presenting. A reader should be able to navigate through the document just using the headings and grasp the general project concepts. Even better, they allow an assessor to anticipate your next point in a way that they start to own and grasp the concept. Once this happens, an assessor may change from being critical to becoming your advocate. It will also allow a reader to be faster in reviewing an application and acts as handy references or marker points.

For example, consider the impact of these different headings for the same content:

Type of Heading:	Plain heading	Descriptive heading	Engaging heading
Example of an actual heading name:	Background	Our Credentials	We are world famous

2. **Break-up the text with white space.**
Resist the temptation to use a tiny font, no margins and no spacing. The benefit of additional information included this way will be lost. Densely packaged content is fatiguing to read and easy to lose your place on the page. Try to avoid using centre justification. It spaces the text awkwardly and makes it difficult to create a natural flow for the text.
3. Where appropriate, **use lists** as a way of summarising points, being concise and providing visual cues to important information. Lists stand out from the rest of the text. Tables, graphs, charts and diagrams can also summarise information well. And they draw attention to themselves.

4. **Include an activity schedule/action plan.** List the activities required to achieve your goal. Add a timeframe to each step and group them into major milestones. Set a realistic timeframe and include provision for delays.

Description	Responsibility	Timing	Monitoring
Confirm funding announcement with stakeholders and media release	CEO	July 2012	Number of media stories/ interviews
Confirmation of quotes to commence building	CEO/Engineer	August/September 2012	Confirmed suppliers to meet budget

Proof Read

Take the time to read the application with fresh eyes, when you can focus without distraction. Check for the following:

- Poor grammar or typing errors
- Use of clear and consistent fonts
- Page numbers
- Labels on tables, graphs and pictures
- Footnote or references for figures, statistics, etc.
- Contents page numbers are consistent with actual page numbers.

If appropriate, you may also wish to:

- Include a glossary for jargon or acronyms
- Omit unnecessary words.

Attach supporting documentation

Most grant bodies will want to see supporting documentation for your project, such as financials, letters of support, business plans, etc. Start as early as possible since these may take some time. Documents that may need to be collected or created include:

- Audited financial statements
- Budgets and supporting quotes
- A business plan or commercialisation strategy
- A diagram of your organisational structure
- CVs of the people who will be employed or who will be involved in the project
- Letters of support from other organisations
- Photographs or detailed technical diagrams
- Gantt chart
- Evaluation reports



The \$100,000 received by Undara Lava Lodge in 2004 through the Australian Tourism Development Program assisted the construction of two underground 4 star accommodation units.

Do not...

Tempting as it may seem, never break the rules set out in the application.

For instance:

- *If the guidelines request a specific font, size and page margin – stick to it.*
- *If the final document must only be stapled, do not use fancy binding, sleeves or presentation.*
- *Where a template is provided – do not change it. Keep headings, tables and layout as provided.*
- *Consider how well colour images or graphs will appear in black and white. Often an application will be photocopied in black and white and distributed to the assessors.*



The budget

So you are now ready to ask for money in your application. At this point, many applicants start to feel a bit giddy and begin dreaming about pots of gold at the end of the rainbow.

However, getting the budget right is critical; there is no room for sentiment. A logical and well supported budget must be prepared. Unfortunately, this is the section that most people get wrong.

Getting it right will demonstrate your professionalism and strengthens the assessor's belief in your capacity to execute the project. So, where do you start?

It's important to note the variations from grant to grant program of what's required in formulating the budget. No one rule fits all.

Include the whole budget

Start by working through your activity list to determine which activities will have costs attached to them.

The whole budget includes both your contribution to the project, the grant amount and any other contributions from your project partners. The budget should show both cash (eg capital, loans, sponsorship) and in-kind (eg volunteer time, borrowed equipment) contributions to the project.

Show how the value of in-kind items has been calculated. Donated materials and equipment can be valued at the cost to buy items new, or hire costs. Labour should be valued at the going hourly rate. For example, Events Queensland uses \$17 an hour for volunteer labour as a guide in their Regional Events program.

Remember to also consider including (if eligible):

- Insurance
- Annual audit
- IP protection
- Travel



Show value for money

Grant-funders want the biggest bang for their buck. This means they want to see great results, cost-efficiency and your contribution.

Contributions from other sources (including your organisation) are generally expected. Sometimes minimum co-contributions are stated. If you fail to meet minimum co-contribution requirements your application will be rejected. Even where minimums are not stated it is good practice to show at least some contribution from other sources as this demonstrates commitment to the project. This gives confidence that you have commitment to the project, and indicates that you will work hard to make the project a success.

For instance, if the grant offered is \$4,000 and you put in \$4,000 and your project partner contributes \$4,000, then they are getting \$12,000 worth of project for their \$4,000 investment. Value for money can also be demonstrated by ongoing and sustainable project work, beyond the project application. Indicate in your application the ongoing plans for your project, and the long-term benefits to the region.

Be realistic

Make sure that you don't overstate or understate the size of the budget. Avoid making up an amount to look impressive, for example a laptop doesn't cost \$5,000 anymore, include a realistic quote, for example \$1,500. Some people ask for less than they need, in the hope that they can just get started. This strategy will get you into trouble when you cannot finish a project, or do a second-rate job.

Some ask for more than they need in the hope that they can use a Ferrari or Lear Jet for transport. Or they expect the costs to be negotiated down. However, applying for funding is not a negotiation. Grant funders know if your quotes are realistic. If you inflate the budget, they will see through it, and it could cause you to be unsuccessful.

All items in the budget should be justified and quotes should be obtained. You should indicate in your budget how costs were calculated, such as travel and accommodation.

Draft Budget Example 1

Here is an example of a budget template for a fictional community arts tourism grant, where \$50,000 is being applied for.

For this grant application, the budget guidelines included:

- The Total Income must equal the Total Expenses
- In-kind contributions are to be included in the budget
- Marketing and administration costs are ineligible
- Additional information, including quotes for budget items over \$5,000, the calculation of salaries/in kind contributions and a resume of personnel and volunteers is required as support information to the budget to be included in the application's appendix.

Income \$		Expenditure \$		Grant Breakdown	
Earned Income		Salaries, fees & allowances		Grant money requested	
Sale of programs	9,250	Project consultant	40,000		10,000
Advertising	4,750	Trainer	33,000		11,000
		Project management	33,200		-
Sub-total	14,000		106,200		21,000
Other Grant Income requested		Direct Project Costs		Grant money	
Federal Government	35,000	Online development	28,000		25,000
Local Government	10,000	E-newsletter	2,500		2,000
		Photography training	8,000		2,000
Sub-total	45,000		38,400		29,000
Your Own Contribution		Promotion/Marketing		Grant money requested	
Marketing	2,500	Marketing campaign	2,500		-
Project management	14,400	Media/publicity	3,300		-
Sub-total	16,900		5,800		-
Sponsorships		Administration		Grant money requested	
XYZ Company	10,000	Office space	1,000		-
ABC Company	10,000	Telecommunications	2,700		-
		Accounting/audit	1,800		-
Sub-total	20,000		5,500		-
TOTAL INCOME	\$155,900	TOTAL EXPENSES	\$155,900	GRANT	\$50,000

Please note these budgets are draft and should only be used as an example.

Draft Budget Example 2

Here is an example of a budget template for a fictional private tourism development grant, where \$100,000 is being applied for.

For this grant application, the budget guidelines included:

- The applicant must contribute *minimum* matching cash
- In-kind contributions are encouraged, but not to be included in the budget
- Full-time salaries of existing staff cannot be applied for
- Administration costs must not exceed over 5% of the total budget cost
- 3 quotes must be attached for any major budget item over 10% of total budget cost
- A one page CV must be attached for any staff and professional consultants involved in project management.

Budget Item(s)	Grant Funds \$	Matching Cash \$	Total \$
Engineering plan	10,000	20,000	30,000
Foundations	12,000	12,000	24,000
Construction	50,000	50,000	100,000
Fittings/lighting	5,000	5,000	10,000
Site Manager/logistics	-	15,000	15,000
Project consultant	10,000	10,000	20,000
Signage	8,000	10,000	18,000
Media launch	1,000	1,000	2,000
Administration (office space/travel/ telecommunications)	4,000	5,000	9,000
	TOTAL GRANT	TOTAL CASH CONTRIBUTION	TOTAL PROJECT COST
	\$100,000	\$128,000	\$228,000

Please note these budgets are draft and should only be used as an example.



Through the Australian Tourism Development Program, in 2004 Daintree Eco Lodge and Spa received \$100,000 to enhance the indigenous aspects of the property and its experiences including walks and cultural activities and an Aboriginal Art Gallery.

Tax

Grants may be taxable. If you are concerned about this, then talk to your accountant.

You should also be clear on your GST status. Some grants are increased to compensate for the GST. The guidelines will indicate whether you should include GST in the budget. If you are unsure, then do not include GST.

Submitting your application

It is so obvious, but we have to mention it - make sure you submit your application on time! Late applications are not accepted. Read all the details about lodgement because they do vary. Allow time for final signatures and approvals,

printing and binding of multiple copies and posting or couriering.

Confidentiality

Any application that you submit will be confidential, but if confidentiality is an issue, you should be aware of any limits to confidentiality by talking to the grant-making body, particularly when patents or intellectual property issues are involved.

In the case of government funding, a Minister will often release details of the project to the media as a promotion for the funding program. They will usually consult with you regarding this prior to the release. Very rarely, if funds are approved and a problem arises with the project, the project may be discussed in a Senate Estimates Committee hearing or before a Senate Inquiry.

Do's and don'ts

Mistakes in the budget can cause your application to fail.

Here are some common issues:

- **Check funding limits:** stay within the minimum and maximum
- **Eligible items:** read the guidelines to make sure your costs are allowed
- **Include all costs:** if you don't, you may not be able to complete the project
- **Make sure the budget is accurate and adds up**
- **Factor in administrative overheads**



So, you have lodged your grant application and are now sitting by the phone, anxiously waiting to hear news of your success. This isn't the end of the line. There is still a lot more you need to know.

First you should receive a letter acknowledging receipt of your application. If not, contact the grant administrator to ensure that your application has not gone astray.

You may be contacted during the assessment of your application for more information or to discuss aspects of your application. Try to be helpful and responsive; some organisations have had their applications rejected at this point with the wrong answer! After all that hard work, this would be disappointing.

Waiting

Whether it is a short or long assessment process, there are usually multiple layers of processing for administrators to work through. Be prepared to wait anywhere from one to six months depending on the complexity of the project and the amount of money requested. Try to be patient and understanding and don't become a serial pest by calling every day; most other applicants won't, so this will not reflect well on you.

If you do call, remember to be pleasant and not aggressive.

Don't count on commencing your new project immediately. Even if you're successful, it may take a while for the money to come through. Importantly, you are unlikely to be reimbursed for any payments you make in advance of the grant being paid.

The bad news

Unsuccessful applicants are usually advised by mail. If you are unsuccessful phone the administrator and ask for specific feedback. Don't be aggressive or rude.

Ask questions such as:

- Did our project meet the guidelines? In what ways?
- If our project met the guidelines, but was unsuccessful, was our application deficient? In what ways?
- Was the competition better than us? In what ways?

Determine how you could have strengthened your application and whether there is an opportunity to resubmit your application now, or in a later round.

The money call

Successful applicants are usually contacted by phone. Funding may also be announced publicly. You will usually be consulted regarding the press release – so make sure you are satisfied with the level of detail for

confidentiality reasons, as well as for accuracy.

Send a letter of thanks. Not many people think to do this but it will be really appreciated by the grant maker

The fine print

Read the contract. All of it. You need to know rules, especially the frequency of payments, project reports, compliance and auditing requirements. The rules are not negotiable and if you do not comply, you may have to pay the grant back

The hard work begins

Now you have to do everything you said!

Payments are usually linked to the completion of milestones and submission of reports. Keep good records of project expenditure and make sure you provide the reports by their due date.

Also, ensure you notify the grant provider to any delays or changes in the project, such as:

- Change of contact details for your organisation – including any changes to key staff who have been nominated on the contract
- Delay in commencing or completing activities, any alterations to timelines, milestones etc. Consideration can often be found if you give the funding body plenty of notice
- Delay in providing project reports. There must be a good reason for a delay so an extension should not be applied for lightly
- Changes to prices or quotes that will affect the budget for the project.

In 2010, the federal government provided funding for various North Queensland Community Infrastructure projects, including \$30,000 which was used to upgrade of the floors of the Richmond Tourist Information Centre and Museum





ONGOING REPORTING

Now what is often referred to as the 'acquittal process'. Monitor your progress with data, statistics, feedback from users etc. It is quite common to be required to submit a quarterly report if you have been successful in obtaining a grant for an annual project. If you have submitted a good action plan with your application, then reporting at the end should become easier. Ensure you include factual outcomes. Fulfil your obligations to the funding body - 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 early.

Consider inviting the grant provider, or the appropriate Minister, to your site for the launch of your program, or to see the results and success of your project. If you can't, keep them informed, even send some photos! Here is where you can write from the heart and develop a long lasting relationship with the grant provider.

BE POSITIVE

It might sound harsh but the funding body does not owe you anything. Sometimes in the grant process you will not find a grant that is relevant for you. Other times you will commit a lot of work, time and effort without success. Try not to blame them and be critical. As in your normal business practices, if you treat a funding body well, they are

more likely to treat you with respect in return. Don't get a reputation for being rude or demanding. Writing letters of complaint to the relevant Minister or your local newspaper will not likely change your situation as in most cases due process will have been followed and you will be made to look like a sore loser, which is not good for anyone.

Each time you seek a grant you will learn new things, tricks and skills; each application you submit will get better and you will learn how to approach the

process better. Don't be disheartened, applying for a grant is a wonderful way to build or consolidate your business, but it is not the only way. Good business practice and planning will also assist you in making your business more sustainable. Tourism Queensland has information available to all businesses on becoming more financially secure and sustainable at www.tq.com.au/sustainability - go online and work on your business.



CASE STUDIES

SCENIC RIM ESCAPES

Tourism granted a sustainable future

The Scenic Rim region is a thriving rural paradise set in the foothills of the Great Dividing Range and surrounded by World Heritage-listed national parks.

Sustainability issues play an important role in tourism in the region, so it was logical for the local industry to get involved in the Low Carbon Diet program fostered by the Queensland Government.

Scenic Rim Escapes, one of three local tourism organisations in the shire, applied for a \$10,000 grant from the Department of Environment and

Resources. They were successful, and the grant is funding a series of tourism-specific workshops throughout the region, supported by appropriate marketing and website activity. These workshops are open to all tourism operators and members of the community within The Scenic Rim. If each operator can significantly reduce their own carbon footprint, the cumulative benefits will be significant for the area and hopefully lead the way for the rest of their community towards an environmentally sustainable future.

Tracey Larkin, who co-ordinated the application, had never been involved in any sort of competitive funding process before, so she was initially uncertain about how to go about it. She decided to email previous grant recipients and found them generally happy to help with advice and even provide examples

of what they had done. She also approached the Department of Training who looked over her draft application and encouraged her to reconsider all the costs involved, increase the amount sought and reduce the amount of detail - to leave a little flexibility.

"Have a go!" is Tracey's advice.

"The formality of the application process can put you off, but if you put your best foot forward there's no reason why you can't be successful."

With funding now in place, Tracey is determined to achieve everything they undertook to do in their application, and more. Establishing that sort of credibility, Tracey believes, will provide a launch pad for future grants opportunities.



CAPRICORN CAVES

Exploring the labyrinth of government funding

The Capricorn Caves, a spectacular system of limestone caves just north of Rockhampton, are widely regarded as Central Queensland's premier natural attraction. A place where you can soak up the peace and grandeur of caves like the majestic Cathedral Chamber, whose amazing natural acoustics make it a popular venue for weddings, opera and orchestral performances. Or give yourself and your adrenalin a bit more of a workout as you climb, crawl and wriggle your way through a series of caverns, tunnels and shafts to the surface ridge with its panoramic views over the valley and hills.

With major tourism and environment awards and eco-tourism accreditation already under its belt, Capricorn Caves is attracting more visitors year by year. But the operators know there are more possibilities to be explored as they continue to develop an attraction of international stature and appeal.

Funding is the key.

Last year they applied for, and secured, a TQUAL grant for \$100,000, on a dollar-for-dollar basis. These welcome funds will go towards the construction of a GeoPark precinct that will add a new dimension to the visitor experience and complement international marketing projects. An impressive multi-purpose education room has been designed to introduce visitors to a new geo-tourism tour, provide a training facility for educational programs and offer improved visitor services.

General Manager Amanda Jennings believes the project will stimulate visitor traffic, help build an expanding and sustainable business, and provide local employment.

"This is the second time the Caves have enjoyed TQUAL funding," she explains. "With the help of the previous grant we were able to build an Eco-adventure lodge for group accommodation, which has been of immense benefit."

So it wasn't a fluke. Clearly these people know how to go about preparing grant applications.

"Look for benefits not just to the business, but to the community as a whole," says Amanda.

It's an idea worth exploring.

JULIA CREEK DIRT AND DUST FESTIVAL

A case study in accessing funds and growing an event

Grant applications and bulldust don't generally belong in the same sentence.

But in the case of Julia Creek's Dirt and Dust Festival, grants have played a critical part in making it one of Queensland's **"must-go"** events.

It all began in 1994 with the unlikely idea of running a triathlon in one of Queensland's hottest and harshest climates. Each year has seen the addition of new and novel attractions like bull riding, cowpat tossing, tobacco-rolling and a **"best butt"** competition, as well as more conventional concerts and cultural events.

"Getting this far would have been a huge challenge without Grants money," says Events Manager Margie Ryder.

"A struggle to improve, a struggle to grow, a struggle to attract tourists."

Dirt and Dust has been able to attract ongoing assistance from sources ranging from the Gambling Commission to the Department of Families to sports development bodies. But its

major benefactor has been the Queensland Events Regional Development Program (QERDP), which supported the Festival for nine consecutive years with grants building up to \$50,000. These funds allowed the Festival to implement professional skills-based training for its army of volunteers, and embrace the technology that now spreads the dirt to a worldwide web of potential visitors through the likes of YouTube, FaceBook and many other social media sites.

A deliberate aim of QERDP's assistance has been to make **"Dirt and Dust"** self-sufficient. That goal was achieved in 2010 when it went **"grant-free"** for the first time.

So what advice does Margie have for other Grant applicants?

"Talk in depth to the body providing the funding; the more you understand what they're looking for, the better you can frame your application," Margie explains. **"Get a second opinion from colleagues and friends. Value-add every day. Ask the funding body to read and comment on your submission before you lodge it."**

Margie has found them more than willing to help. She has also seen great value in joining with other local attractions and events to promote their region as a whole, receiving ready assistance from Tourism Queensland both financially and in kind, such as providing photographic resources.

As the dust settles after another successful Festival, Margie Ryder knows that funding has been an instrumental part of making this award-winning Festival secure and sustainable for at least the next 50 years.



O'REILLY'S RAINFOREST RETREAT

The luck of O'Reilly's was carefully planned

A visit to O'Reilly's Rainforest Retreat, perched high in the World Heritage-listed Lamington National Park, quickly restores your appetite for life. This is just as well because you wouldn't want to miss the dining and wining experience at Moonlight Crag that is such a feature of the O'Reilly's experience.

That experience is about to be enhanced with the addition of an outdoor dining deck, allowing about 50 diners to savor panoramic views over some of Australia's most spectacular rainforest. It's a tasty prospect, made possible with a \$70,000 TQUAL grant for the deck construction, lighting, protective screening and landscaping.

In 2009, the TQUAL scheme distributed grants to 70 different projects involving total funds of \$8.283 million. Not surprisingly, there were hundreds of applicants seeking to share in the spoils. O'Reilly's were lucky enough to be among the successful ones, but as Managing Director Shane O'Reilly points out, preparing an application that stands a realistic chance of success is likely to take more effort and care than you first thought.

"You have to do the thing properly. Take care to answer the criteria in just the way required."

It soon became clear that the whole process of researching and planning the project, preparing and revising plans, getting quotes, gauging extra running costs and a host of other details was taking more resources, human and financial, than they bargained for. Many different people were involved, from the O'Reilly's team and beyond.

"The trick was to make one person responsible – in our case our Human Resources Manager," says Shane.

It worked. The grant was successful, final plans were prepared and there's no doubting the pleasure it will provide many future visitors.

The lesson is that luck has little to do with it. It's another example of the truism that the better you plan, the more chance you'll get lucky.

Food for thought?





DIAMANTINA SHIRE COUNCIL

Scoring grants by the score

"Out here we've got cattle and tourism. Nothing else!"

About 120,00 visitors a year come to the Diamantina Shire to experience the desert landscapes and remoteness that are so deeply rooted in our national psyche. Catering for such an influx, of course, requires extensive infrastructure, especially for a region that comprises nearly 8% of the state of Queensland while supporting a population of only three hundred hardy souls.

Part of the secret is grant funding.

Shire Tourism and Development Manager Brian Mooney and Funding Manager Richard Cooley have turned funds' applications into an art form, and last year alone managed to attract a total of 20 separate grants from a variety of authorities. They ranged in amount from \$10,000 for smaller projects through to \$875,000 from Q150 for the renovation of the Birdsville Visitors Centre. And an application for \$4.5 million for infrastructure funding is now in the pipeline.

As you can imagine, given that sort of activity, applying for grants is pretty much a full time job in Diamantina. Almost all are competitive applications and Brian reckons their success rate is probably about 75%.

"We're always looking for opportunities - monitoring the relevant websites. You get a gut feel for what's appropriate. And we don't apply for anything less than \$10,000 – it just doesn't justify the time."

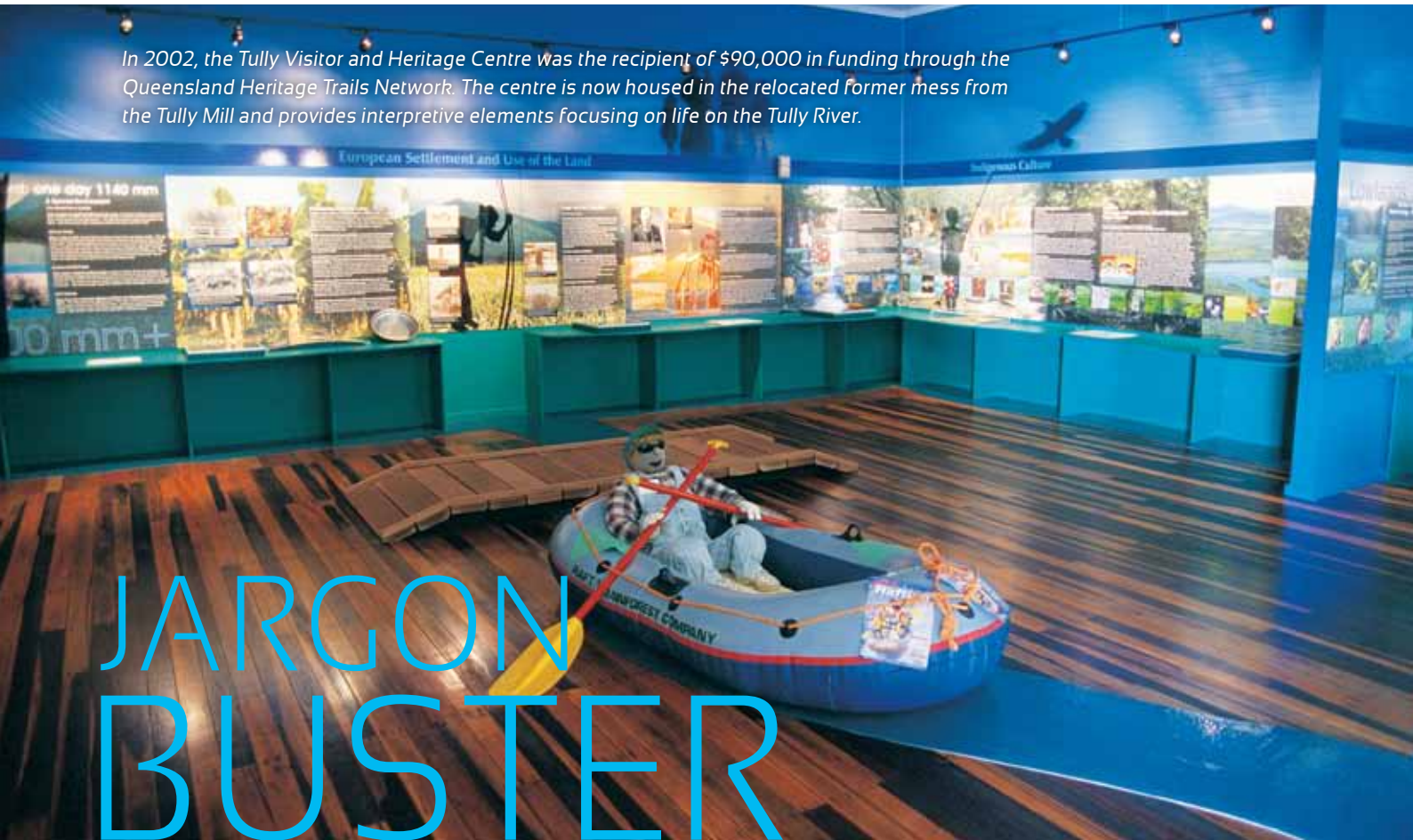
So what secrets can he share with other would-be applicants?

"Be thorough with your background research. Is this one suitable for us? What can it do for us? How well are we able to respond to the specific criteria requested."

Once they decide to make an application, it's boots and all.

"Prepare your plans using quantity surveyors or whoever. Get your costs right. Provide substantiation from key organisations. Get letters of support from interested parties and recognized authorities. Thoroughness inspires confidence. As soon as they spot holes that confidence pretty quickly evaporates."

Brian also observes that lead times seem to be getting shorter – 3 weeks is not unusual, so you can't afford to procrastinate.



In 2002, the Tully Visitor and Heritage Centre was the recipient of \$90,000 in funding through the Queensland Heritage Trails Network. The centre is now housed in the relocated former mess from the Tully Mill and provides interpretive elements focusing on life on the Tully River.

JARGON BUSTER

Acknowledgement Letter	A letter from the funding body confirming receipt of an application; it may also include information about the assessment process, the date when you will be informed of the outcome and contacts for further information.
Acquittal Report	Formal statement by applicant at the conclusion of the project. This report deals with the financial management of a project and in particular how grant funds have been expended on the project. Acquittal Reports may need to be submitted during the implementation of the project with Progress Reports (where satisfactory outcomes are often a condition for the supply of remaining funds) or, more commonly, at the completion of the project with the Final Report.
Administrative Costs	All direct and indirect costs associated with the management of grant programs. Often capped by the funding body at a certain percentage of the grant.
Applicant/Proponent	Organisation requesting a grant and submitting the application.
Boilerplate	A form or section of a document that is used as a standard.

Cocktail Funding	Cocktail funding involves mixing a number of grant programs to fund a project. It involves making applications to different grant funding programs for parts of the same project. It increases the complexity of the funding task considerably, but can be the only solution when no single funding program satisfies the funding requirement for a project.
Collaboration (or Consortium)	Some grant programs aim to foster cooperation between organisations. Collaboration is a formal link between entities where key personnel from different institutions or companies are substantially involved in developing and undertaking the project. This relationship goes beyond the level of involvement under a traditional fee-for-service association, such as that which exists with contractors.
Deadline Date	The receipt date by the funder for an application to be considered for funding. Some deadline dates are mailing dates and need to be confirmed by a postmark or private shipping company date.
Direct Costs	Specific and identifiable costs of project operation.
Discretionary Grant (Competitive Grant)	Competitive grant program in which the applicants compete for money. Criteria are set for organisations that are eligible to apply. Those organisations must develop their own proposals and submit them directly to the funding agent for review.
Eligibility	Eligibility requirements are normally stated in the Guidelines. Funding Programs often limit eligibility to certain types of applicants, such as incorporated associations, not-for-profit organisations, for profit companies or government organisations. If you do not fit within the allowed categories you are ineligible to apply. Eligibility considerations also relate to the type of project, activities and related expenditure.
Final Report	A type of report submitted to the funding agency. A Final Report may be the only report required or may be the last of several Progress Reports. A Final Report is nearly always accompanied by an Acquittal Report.
For-profit (organisation)	An organisation is for-profit if it carries on activities for the profit or gain of its individual members. This applies to both direct and indirect gains.
Funding Agency (or Grant Provider)	The organisation awarding and administering the funding program.
Funding Deed (or Funding Agreement)	A funding agreement is a document setting out the terms and conditions under which the funding agency agrees to provide funding to a project. It is a legally binding contract between the funding agency and the recipient of the grant. The terms are not usually negotiable and you will generally have 30 days to sign. No funding will be provided prior to signing. Due to the significant detail contained in these documents, they are often available at the time you start the application. This is a good opportunity to read and review the clauses that you will be bound by if successful.

Funding Limit	The maximum amount or percentage of funding provided under a given Funding Program. Funding Programs usually have an upper limit on the total value of funding that will be provided to any single application.
Funding Priorities	Priorities take the form of specific kinds of activities that applicants are asked to include in an application to receive preference in the review process.
Funding Program	A formal scheme which provides funding for projects under certain terms or conditions that applications can be made seeking a grant of funding.
Grant Seeker	The organisation applying for a grant.
Grantee	The organisation that has been awarded financial assistance for a project.
Guidelines	Also called Program or Application Guidelines. They contain instructions for the completion of an application for a particular grant funding program. They normally also include key information about the program criteria.
In-kind contributions	In-kind contributions are the money/time or resources the applicant may be asked to contribute to the project. Applicants may be asked to match dollar-for-dollar the amount requested from the government. However, some programs, especially collaborative projects, will ask you to value the products or services provided to the project that have an intrinsic value, but are not provided as direct cash or financial support. Examples include volunteer labour and the use of an office at no charge (the value of the rent would be an in-kind contribution). In kind contributions should be valued at normal purchase rates (or fair-market value) and you should be able to provide justification for the values you place on these items.

The Hybrid Solar Power Station on Lady Elliott Island has been funded through a joint venture started in 2008 between Lady Elliot Island and the Australian Government's Renewable Remote Power Generation Programme administered by the Environmental Protection Agency. The funding value is \$200,000.



Indirect Costs	Cover general administrative costs of a project, including such items as rent, utilities and maintenance.
IP	Intellectual Property. Applicants are sometimes required to demonstrate that it owns, or has beneficial use of, any existing IP needed to carry out the project. Sometimes it is expected that the grantee will own, or share any IP resulting from the project.
Letter-of-Commitment	Specifically lists services, money or other inputs promised to the project by supporting organisations.
Letter-of-Support	Written endorsement of an application by organisations or individuals who are familiar with the applicant's ability.
Matching Funds	Funds required by a grant program to pay the percentage of project costs not covered by the grant.
Milestones	A key achievement at a specific stage in the project. You may be required to report on the success of a project milestone, outline slippage or change of direction. Payments of grant installments are generally tied to the achievement of milestones, usually at dates set out in the funding agreement schedule.
Objectives	These are your targets or success indicators. Results should be specific, measurable and timebound and directly contribute toward accomplishing the overall purpose.
On-Costs	Labour on-costs may include workers compensation insurance (for example, WorkCover), employer contributions to superannuation, payroll tax etc.
Operating expenses	The costs of keeping an organisation open such as expenses related to internal or administrative operations, rather than to specific programs or services.
Outcomes	An outcome is the result, impact or consequence of the project. Projects should have a positive outcome. Outcomes should address the stated priorities of the program.
Philanthropy	Philanthropy is the planned giving of money, goods and services, influence and voice to improve the wellbeing of the community. There are many types of trusts, foundations and philanthropic organisations that have been established by individuals, families, community groups and trust companies. Some examples include the Myer Foundation, the Foundation for Rural & Regional Renewal and the Telstra Foundation.
Progress Report	A type of report submitted to the agency supplying grant funds to a project. Progress reports refer to the periodic reporting of the status of the project, normally in reference to agreed Project Milestones.
Project Period	The amount of time during which a grantee is required to complete the approved work of a project.
Recipient	An organisation that receives funding.

Request for Proposals (RFP)	A formal announcement issued by a grant provider letting agencies know that it is looking for proposals for funding in specific topic or program areas. The RFP will usually include complete details for the grant provider to consider, such as what the proposal needs to contain, deadlines, evaluation and other guidelines.
Retrospective costs or funding	Refers to funding for items which have already been purchased prior to a funding decision. Most programs do not allow this expenditure to be claimed, although the R&D Tax Concession and EMDG are notable exceptions. Before commencing a project, if you are considering applying for a grant, check the rules before you incur any project expenditure, to avoid disappointment of not being able to claim those costs. You may also be disqualified in applying for funding if you appear to be committed to undertake the project irrespective of whether you receive any funding.
Seed Money	Grant or contribution used to start a new project or organisation.
Statutory Approvals	Include approvals and permits for building, excavation, environmental or heritage approvals obtained through the relevant authorising body.
Steering Committee	A committee that oversees a project to make sure that it progresses and achieves its milestones and outcomes.
Sustainability	The continuation of the project outcomes beyond the period of funding. The purpose of assessing project sustainability is to ensure that projects funded will not need further funding to enable the outcomes to be completed or sustained.
Venture Capital	A means of financing the start-up, development, expansion or purchase of a company, whereby the venture capitalist acquires an agreed proportion of the share capital (equity) of the company in return for providing the requisite funding.

Useful Links

Tourism Queensland

Website: www.tq.com.au/tad

AusIndustry

Phone: 13 28 46

Website: www.ausindustry.gov.au

Business Queensland

Phone: 1300 363 711

Website: www.business.qld.gov.au