
Partnerships for success:

*A guide for developing successful
community projects and securing
funding and support*



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1.0 Introduction to this booklet

This booklet aims to assist community groups and others involved in community projects, to approach project development and sponsorship seeking in an integrated, holistic way, and in doing so, places more emphasis on the development of partnerships rather than the development of submissions and applications.

Resources are scarce. This is not to say that there is less funding available ... there is more funding available for community projects than ever before. There is also more competition for that funding, with an increase in awareness and involvement in community projects as well as an increase in the community organisations who work in these areas.

Social and environmental issues are also on the rise. Communities are facing major employment, economic, communication, social and other issues – and this demonstrates the increasing need for community groups to develop partnerships in addressing these issues.

We need to tell our communities what we're doing, and why. And we need to do this before we ask for their support or participation or involvement.

Irrespective of which social or environmental issues you're addressing, more often than not, your group exists to improve the surrounding environment ... to make your communities stronger, to make your neighbourhoods more liveable. And this is the one thing *we all* have in common. We exist for our communities and the people who live within them.

I am happy to receive feedback, comments or suggestions for improvement on the content of this booklet and can be contacted as follows:

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2.0 Submissions ~ background information

2.1 What are submissions and proposals used for?

Submissions and proposals can take many forms and are used for a number of reasons. The most common are:

- to request financial assistance for a project or service
- to request in-kind support in the form of goods or services to be used for a project
- to present an opinion, concern or position on a particular topic or issue
- to request a change in attitude, behaviour, priorities or legislation.

2.2 Types of submissions and proposals

Generally speaking, there are two types of submissions.

1. Responsive

These submissions are made as a direct response to calls for applications and expressions of interest; or to established philanthropic trusts or funding bodies.

Most applications under this category need to adhere to established guidelines - often on forms provided by that funding body.

2. Unsolicited

These self-initiated submissions are generally made to organisations such as local businesses, major companies, government agencies and other community groups.

As there are no guidelines or forms for these types of applications, it is important that your submission is well targeted, well presented, and well thought-out.

3.0 Your organisation

Before you begin approaching potential partners for support, it is important that your organisation has clear goals, and is working towards establishing an image and gaining credibility. Both you and your potential partners need to be confident in your ability to implement the project you're proposing and acquire the funds you are requesting.

3.1 Establish an image

If your **group is well established**, you should have a clear vision and mission already available, and a portfolio of past projects that will establish your credibility and existing public support.

If your **group is relatively new**, or has undergone major changes, then it will be necessary to establish your identity and image in preparation for your funding submission. Statements related to financial resources and accountability may also help to demonstrate your stability as a group.

Knowing the buzz-words

- Vision** A very general statement of some future improved state that the project will contribute to. It could embody your basic motives and reasons for beginning the project.
- Goals** General descriptions of what your project will achieve. The term 'aim' is sometimes used interchangeably with both goal and objective.
- Objectives** Specific statements about what your project will achieve. The objectives of your project should tie in with the objectives of your group as a whole. The objectives need to be measurable – make sure you can evaluate the success of your project against the objectives you've stated. Where possible, set time-lines for achieving your objectives.
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Beyond the Buzz ...

If buzz-words like vision, mission, objectives and goals don't appeal to your group, then think about this basic list of must-haves for any organisational profile:

- ✓ **Who** are you?
 - ✓ **Why** does your organisation exist?
 - ✓ **What** do you do, what is important to you?
 - ✓ **Who** are your current partners and supporters?
 - ✓ **Who** are your key staff, volunteers and members?
 - ✓ **Who are** your audiences, target groups and clients. Who benefits from the work you do?
 - ✓ **What** is distinctive about you?
 - ✓ **Why** would someone want to support the work you are involved in?
 - ✓ **What** level of community support do you currently enjoy?
-

Remember: it's pretty pointless having a great idea, getting funding and *then* realising that you don't have the ability to carry out your objectives.

This is why it is vital to be confident with your image and your capability *before* you approach potential partners.



3.2 Developing policies, procedures and structures

A sponsorship or grants policy may help your organisation with funding and sponsorship issues. Some organisations fear becoming 'commercial', and others may have ethical or other concerns about the type of sponsoring body they're seen to be in partnership with.

A policy will help to ensure that you are accountable to all stakeholders, and that you have a uniform approach to sourcing, securing and servicing those partnerships.

Consider including the following information:

- **Why** you see sponsorship as necessary
- **Define** what you mean by sponsorship
- **How** you plan to seek/source appropriate partners
- **Who** those partners might be - what sorts of organisations will you target
- **Who** you will not accept sponsorship from
- **When** you plan to undertake these activities (a timeline for implementing the funding policy or strategy)
- **What** steps you will take to maintain partnerships and to clearly identify roles and responsibilities within those partnerships
- **How** you plan to evaluate partnerships. How will you (and your partners) know when a partnership has been successful?

3.3 Being sponsor friendly

There are a number of small, but important things you can do, to ensure that your organisation remains as appealing as possible to potential supporters:

- Keep your staff, members and volunteers up to date with information about secured and pending sponsorships and those who have supported your activities in other ways.
- Keep all stakeholders up to date with project progress, outcomes, major achievements and milestones. Make sure you let your partners know if there are any problems or hold-ups to your work plans or timelines – it's better for them to be there every step of the way rather than just when there's good news.
- Consider the election, designation or employment of a Sponsorship Liaison Officer or representative. It's much easier for sponsors and other supporters to deal with a single contact person than with many staff or volunteers. This also reduces the likelihood of duplication or even worse, leaving a supporter 'out of the loop'.
- Help your staff, volunteers and members learn more about your sponsors and how to service their needs and help them build skills to identify opportunities for additional promotion and value-adding.
- Develop reports, case studies and fact sheets about successful projects and distribute to all stakeholders and potential future supporters. You can include the cost of producing this information in your project proposal if appropriate.
- Involve your sponsors and supporters *before* you need their assistance – let them see, first-hand, the value of your work. You are much more likely to be successful in gaining support from a community that has been involved in your projects before.
- Offer constant reminders of successful partnerships – something your partners can use to show others that they have played a role in something important – make them feel special and of real importance to your community activities.
- Recognition of sponsors and supporters is often the only way that the general community becomes aware of philanthropy at work. So, by constantly promoting the support your partners give you, you increase the likelihood of community support for future projects.

4.0 Your partners

In order to get support for your project down the track, involve potential supporters in the project development up front. Developing a project in isolation pretty much guarantees a reduced chance of gaining support for the project in question.

You need to make sure you talk to people who can maximise your success, add value to your project and enhance the likelihood of you securing support.

4.1 Why do people give money or offer support?

Before we explore this, it is important to remember that it's uncommon for people to actually approach you and 'offer' support. More often than not, you need to ask.

Those who say yes, will do so for varying reasons, including:

- increase company or organisational profile
- increase sales, profit or visitor numbers
- gain tax deductions (your organisation may not be eligible for tax-deductibility status on donations. Check with the Australian Tax Office for information on how this status applies to you)
- your project is perceived as a worthwhile cause
- the donor has a genuine commitment to community projects or a personal attachment to your cause
- to be aligned with your organisation (or any organisation who has appropriate goals and objectives, and is well respected by the community)
- raise awareness about a specific issue or problem
- legislative requirements (eg. Gaming Machine Funds)
- a proposal or submission is so eye-catching, effective and targeted that it represents an opportunity they simply couldn't pass up!

Remember: Corporations and companies generally exist to make a profit. When they do offer their support, they look for something in return.

What can you offer them?

4.2 When is the best time to contact sponsors and potential supporters?

- When their annual budgeting process begins
- When their sponsorship, communications or marketing plan is updated, analysed or discussed
- Around key dates or events that the organisation currently supports, is involved in or has a presence at.

Organisations and individuals usually support those with which they already have a relationship.

Developing a relationship with potential partners will take time, so it is important that you get to know your partners and similarly, give them opportunities to get to know you *before* you ask them for something in return.

4.3 Know your partners

Successful grant writers understand their targets' view of the world and will only be successful because they've reflected that view in their submission or proposal. Rather than focussing on your own needs, try to match your project to those potential partners most likely to have similar priorities and motivations.

If sponsors and partners are to view grant giving as an investment in their own improved or altered future, then you need to do all you can to find out about how they operate and what is important to them. Specifically, you may want to find information about:

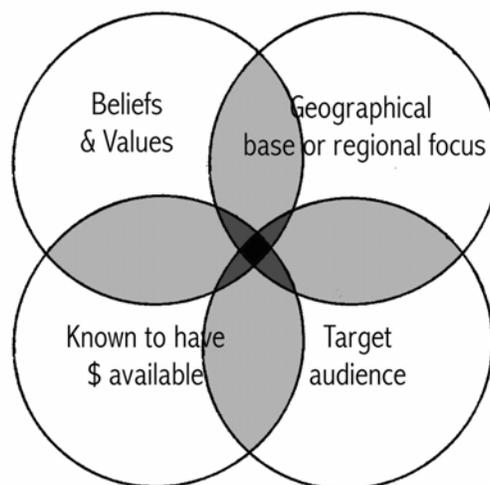
- **Their products and services** – where they are available, who they are made for, is there any link with your project or your own image?
- **Communication** – whether they have marketing and PR strategies that you can enhance or assist with, through your project
- **Clientele and target audiences** – who they are communicating with, and who they'd like to be communicating with. Do you have means of communicating with specific sectors of the community? Can you help increase this potential sponsor's image through your own networks?
- **Community reputation** – what does the wider community think about your potential partners, is there a certain level of trust already there? Can you assist in enhancing their relationship with the general community?
- **Shareholders and decision makers** – who will be making the final decision about your proposal? At what level do you need to pitch your arguments at?
- **New initiatives and future plans** – are they trying to change their current corporate image? Can you hook into future plans for expansion or otherwise?
- **Annual report and achievements** – have they been involved in community projects before? Can you tie your activities in with their existing community involvement?
- **Competitors** – who are they competing with? If you are unsuccessful with this potential supporter, is it feasible to approach their competitors?
- **Style/image/logo/corporate colours** – a simple strategy of using a company's corporate colours and other styles in your submission or proposal may assist in demonstrating how closely aligned you could really be with them.

4.4 Targeting your submission or proposal

If you match your idea with the right funding source or potential partner, it is highly likely that you'll be successful in gaining support.

4.4.1 Choose a partner where...

- you can demonstrate that you share a target audience – that is, if you're striving to communicate with the same sorts of people, from the same sorts of background
- you can offer flow-on promotional opportunities to your existing members and partners
- you share the same philosophy, aim or objectives
- they want to be seen to be 'clean and green' or socially responsible
- you both focus on the same geographical region or location, or your potential partner is looking at a specific region for expansion, or a campaign or promotion
- your project is within a budget that will appeal to them
- they actually have money available for community projects
- they are likely to see the cost-effectiveness and flow-on benefits of the project you are proposing



Your chances of securing funding and support increase significantly if you can demonstrate one or more of the factors listed above. You're aiming to be placed in the centre of the diagram above – right where all four circles meet. If you can achieve that, then your submission or proposal stands a good chance of being successful.

4.4.2 Potential partners

You may need to alter your proposal depending on what type of partner you need to have on-board. Consider the types of potential partners below... your approach will be considerably different for those linked to your project by tradition than for those who may have financial resources available.

- Those with expertise, knowledge, experience and information
 - Those with legitimacy to be involved
 - Those who will be impacted upon by your actions or project
 - Those whose assistance you genuinely need
 - Those linked to your project by tradition or status
 - Those who may oppose your project or actions
 - Those with time, energy or money available
-

4.4.3 Other points to consider when targeting your submission

- Ensure you research all avenues of funding and support, and select the most appropriate source
- You need to understand what each body or organisation is prepared to fund and possibly even *why* the funding program was set up initially
- Make sure you get a copy of guidelines and application forms if available
- Always ask if there are selection criteria that submissions or proposals are assessed against – you may need to adjust your idea and adapt your proposal to fit in with what the funding body is hoping to become involved in or support
- Some funding bodies have restrictions on what they will support. For example, some will only provide funds for the purchase of capital equipment, others will not fund administration or employment costs – you need to know this before you begin your project planning and development process
- Ask what sorts of projects they've funded before

5.0 Project planning and development

5.1 Plan your project

It is important to have a clear idea of what your project is about and what you want to achieve. Be sure to research whether similar projects already exist – most funding bodies ask specific questions about whether your project will duplicate any existing ones, and you need to be able to justify your application if this is the case.

- **Tell anyone and everyone!** The most successful community projects are those which are inclusive, and which involve as many sectors of the community as possible. While this isn't always possible, it certainly makes projects more appealing to funding bodies and will help add weight to any proposal you finally put together. Hold public meetings, information sessions or make appointments with key stakeholders to brief them on what it is you'd like to do.
- **Define and agree on the problem or issue.** Discuss what solutions currently exist (if any), and clearly state how your solution will be different and easy to implement. Set your objectives – these are the specific statements about what your project *will* achieve.
- **Have a plan of action** that all stakeholders will agree upon. Actions are the activities that must be carried out, or the strategies that need to be followed for the objectives of the project to be met. If you can share responsibility between stakeholders, you'll find an increased sense of ownership of the final project and any outcomes – which will benefit not only yourself, but also any sponsors and supporters you manage to bring on board.
- **Develop a workplan.** This is basically what you will do, and when. Your workplan will demonstrate to the funding agency your credibility as a project manager and will assist you in preparing a budget and cashflow. Monitoring of your project can be linked to your workplan.
- **Have a marketing and promotion plan in place.** Such a plan needs to detail how you'll go about promoting the partnerships which have resulted in your project and details of how you'll promote your project outcomes. Make sure you consider local and regional media outlets and make sure you think about HOW you will market your project to ensure your partners get the most 'bang' for their 'buck'. Some common options include:
 - project or organisational newsletters
 - conferences and seminars
 - site visits
 - journal articles and conference papers
 - pamphlets, books and manuals
 - displays and demonstrations
 - press releases
 - radio interviews
 - Internet postings.

- **Explore the implications.** Most importantly, can your organisation meet the technical, physical, organisational and resource-related obligations of the project? Have you considered all possible outcomes and all possible points of view? Have you contacted other organisations about their involvement or to investigate duplication?

Project planning... in a nut-shell

- **what** do you want to do?
 - **why** do you want to do it?
 - **who** needs to be involved?
 - **when** will it all take place?
 - **how** will you make it happen?
 - **how much** will it cost?
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5.2 Budget preparation

When drawing up your project budget, be as generous as possible, without being exorbitant. Include a statement of costs – and be sure to include any amount that will need to be spent in auditing or evaluating the grant and its outcomes.

A budget is one of the few components of a proposal that is simple to check. To this end, make sure that it balances – you'll have to wear any financial mistakes – and they could prove to be costly.

When preparing your budget, make sure you refer constantly to your workplan and agreed objectives. You need to ensure that everything you'd like to do has been included in your costings. This might include human as well as financial resources, physical resources (such as space, distance, time) and any voluntary labour that will be contributed to your project.

5.2.1 *What is an in-kind contribution?*

An in-kind contribution is the value of goods or services provided by another organisation (or yourself) as a contribution to your project at no charge. You need to be able to estimate the value of this contribution. In doing this, you will essentially prove to the potential sponsor or funding body that they are actually getting a lot more for their money. See the example budget following for more detail.

In-kind contributions can be varied, and may include:

- ✓ **Volunteer amenities** – e.g. a local bakery offering to cater for volunteer tree plantings
- ✓ **Office accommodation** – a local community centre may agree to 'house' your staff member, or a project, from within its premises
- ✓ **Professional assistance** – an advertising consultant may agree to write press releases and promote your project
- ✓ **Volunteer labour** – include all time spent on the project by volunteers

For some applications, it will be necessary to include proof of in-kind support. This can take the form of a letter from the organisation offering the support, describing the nature and value of the in-kind commitment.

5.2.2 *Basis for cost calculations*

Where possible, seek quotes for capital purchases, and any services you'll need to purchase with grant funding. This not only ensures a certain level of accountability, but will also prevent problems with lack of funds to complete your project.

It is general practice to use rates as set by major Australian Government funding programmes, for example, the Natural Heritage Trust. This program sets rates for activities such as labour, travel, fencing rates and monitoring and evaluation.

If in doubt, or you can't find the costings you specifically need, it is worth contacting someone who would provide those goods or services commercially. Ask them how much it would cost you to do whatever it is you need to put a price on. You can even ask for a written quote and include this information as an attachment to your budget.

5.2.3 *Checklist of potential expenses*

- Salaries and wages** – including superannuation, leave loading, long service leave, workers compensation, Fringe Benefits Tax and payroll tax
- Recruitment** – advertising, interview and relocation expenses
- Office costs** – rent, postage, telephone, fax, Internet, stationery, photocopying, staff amenities, auditing, bank charges and legal fees
- Office equipment** – lease, hire or purchase of telephones, computers, photocopiers, fax machines, etc.
- Office furniture** – desks, chairs, tables, book cases, filing cabinets, room dividers
- Motor vehicle and travel** – mileage reimbursement, motor vehicle expenses (fuel, oil), service and repairs, registration and insurance, parking and tolls, air fares, accommodation and travelling allowance
- Consultants costs** – this also demonstrates the value of in-kind support, in the form of professional assistance
- Communication** – development of resource materials, advertising and publicity, newsletter printing, audio-visual equipment, memberships and subscriptions to other organisations, design and artwork costs, banners, stickers, posters, web site
- Event management** – venue hire, catering, hire of audio-visual equipment, marquee, transport, guest speakers, facilitators, invitations

5.2.4 The most important rules, when working on your budget are:

- You will need to be accountable to the funding body at the end of your project, and possibly during its implementation as well.
- Be realistic! Remember that the more money you ask for, the more you'll generally have to do in the long-run. Don't budget for large, public events, if you don't realistically think the coordinator will have time to coordinate them.
- Don't risk your credibility – be sure you can implement all the components you include in your budget.
- And remember... be as generous as possible, without being unrealistic... because in the long-run, you have to cover your project costs. Similarly, don't over-commit. Don't fall into the trap of making your project so big just because there's funding available, that you lose sight of why you're undertaking the project in the first place.

5.2.5 An example project budget

Item and description	Funds sought	In-kind support	Total value
Employment costs			
Salary – 24 weeks x 3 days per week x \$20/hour	11 520		11 520
Recruitment – advertising	1 000		1 000
On-costs – administration & overheads (20% or salary)	2 304		2 304
Total – employment costs	14 824		14 824
Office costs			
Purchase new computer	2 000		2 000
Internet access, modem		300	300
Office furniture		1 000	1 000
Total – office costs	2 000	1 300	3 300
Project costs – launch of project			
Bob-cat hire	500		500
Other site preparation – 2 people x 8 hours @ \$20/hour		320	320
Promotion – 10 hours @ \$25/hour		250	250
Invitation – printing and production costs	1 000		1 000
Plants, mulch, fertiliser		10 000	10 000
Catering	500		500
Safety equipment & first aid kit	500		500
Total project costs – launch of project	2500	10 570	13 070
Project costs – other			
Mileage – 10,000 kilometres @ 50 c/km	5 000		5 000
Volunteer amenities		500	500
Other site preparation – 250 hours (labour) @ \$15/hour		3 750	3 750
Plants, mulch, fertiliser		10,000	10 000
Total project costs - other	5 000	14 250	19 250
Total	\$24 324	\$26 120	\$50 444

Can you see why including in-kind contributions is valuable?

Looking at the bottom line, your potential sponsor will see that for \$25 000 they'll actually be part of a \$50 000 project. What a bargain! How could they possibly pass up this *fantastic* opportunity?

6.0 The submission

Basically, when preparing your submission, you will be faced with one of two scenarios. You will either have an application form, or there will be no form and you will need to create your submission from scratch.

6.1 With an application form

- Follow the format of the form provided.
- Before you start, read the form and any accompanying guidelines thoroughly.
- You may not have to use the actual forms – some organisations allow you to recreate the contents of the form in your own document – but you will still need to answer each question listed.
- Some organisations insist on the use of original application forms (this is usually to ensure they don't get your version of War and Peace!)

Often, you will be required to attach a brief submission to your application form as well. If this is the case, and there is no stipulation for the contents of the submission, then the guide below may provide a useful starting point.

6.2 Without an application form

Be sure you read the guidelines (if any) that are supplied and write your application accordingly. Most guidelines list assessment criteria and you should be confident that your final document meets every one of those criteria listed.

If your submission is unsolicited, include a covering letter that outlines what you intend to achieve with the submission, and more importantly, the opportunities that exist for the organisation you're approaching for support. If you use this approach, it usually pays to make enquiries first (see section on knowing your partners and supporters).

Feeling a bit lost?

Most funding bodies are more than happy to provide support to potential applicants. A quick telephone call will generally provide some much-needed clarification if you're feeling confused or don't know where to start.

6.3 Putting it all together

Now that you've done all the hard work, putting it all together should be a piece of cake. The following list is by no means exhaustive and should only be used as a guide to the components of your submission or proposal.

Given the diversity of funding bodies and potential sponsors, it is worth remembering that every proposal and submission you prepare will need to be modified depending on who you're targeting it at.

- **Project title** – Ensure that it describes your project, but keep it short and punchy. Aim for no more than eight words if possible. You don't need to tell the whole story with your title, but you do need to *grab* attention.
- **Introduction** – This introduction is a credibility statement and should describe your organisation's professional qualifications and capabilities as well as provide a logical link to the next section on project background. It is tempting to focus on your own needs in this section, but you should aim to use the introduction to link your project to the sponsor's priorities.
- **Project background** – Describe the problem or the issue and why the need for this proposal has come about. What are the facts and figures that support your submission?
- **Project description** – Introduce your proposed solution to the issue or problem. This is the guts of your proposal – this is where your project will 'come to life'. Make sure you set achievable outcomes. Remember, in your final report you will need to demonstrate that you have adequately achieved stated objectives and outcomes of the project. Try to avoid phrases like ... 'little is known about...', you need to be able to justify the significance of the problem or issue.
- **Who will benefit from your project?** If you have target groups that will benefit from your project, make sure they are significant. You can back up this information with statistics, by quoting relevant authorities or by using case studies. Statistics are generally available from government sources (e.g. ABS), local government or welfare organisations. You can quote appropriate authorities from books, journals and newspaper articles or speeches made by politicians or well-regarded spokespeople.

Case studies, on the other hand, can assist in giving a vivid picture of what is currently happening, and what is possible or what you've already achieved with appropriate funding and assistance.

- **What will the sponsor gain from being associated with your project?**
You need to demonstrate that there's something in it for your sponsor/supporters. Include promotional and publicity opportunities and prove to the funding body that you have thought about strategic marketing and general promotion. Again, this is a great opportunity to demonstrate that for little financial outlay, you will generate increased positive exposure for the donor or sponsor.
- **Project timeline** – This will assist in planning for larger projects, or for projects with multiple components. Make sure you include a review and reporting phase. If you do decide to include a timeline, ensure that it is realistic and that if funding is successful, all parties involved are aware of its existence and are able to meet deadlines.
- **Monitoring your success** – This is to do with real outcomes. You need to consider how you will be able to measure the things that happen as a result of your project. Sometimes, this can be straight forward, e.g. number of trees planted, or number of people attending a workshop. But at times, your outcomes will be qualitative. You will need to be creative in documenting and reporting on changes in values and attitudes, e.g. improved interaction between young people and older people.
- **Community support** – List organisations who will benefit from your project and who have provided letters of support (include these letters only if appropriate – check with the funding body if in doubt). You need to be able to demonstrate that this project has sufficient community support to make it successful. It will also add weight to your proposal if you can show that the funding body will receive increased exposure through the diverse range of individuals, groups and organisations involved in your project.
- **Budget** – Ensure all data and costings are correct. Include quotes where appropriate. Include funds and in-kind support already committed by your organisation, funds required from the funding body, and in-kind support (in the form of goods, services, training, etc.) from other organisations.
- **Attachments** – Some funding bodies and organisations will request the inclusion of your Certificate of Incorporation, annual report and audited financial statements. In addition to these, make sure that any other attachments are relevant to the project for which you are seeking a grant. That said, your attachments will provide an opportunity to communicate the flavour and personality of your organisation – so look for colourful, interesting items that may add weight to your application, and help to illustrate the main focus of your proposal.

Your budget is as much a credibility statement as your introduction and background... it is an alternative way of expressing your project.

6.4 Proposal appearance

Your proposal should 'look' familiar to the reader. Look at the printed materials produced by your target. Note their use of type style and size and design your proposal to reflect this 'look'.

6.5 Multiple submissions

While you're waiting to hear the results from your first submission, you should consider slightly modifying that document and submitting it to other potential supporters.

If you do this, you should make it clear to potential sponsors that you have contacted other partners to be involved. This shouldn't impact on your submission to others, but rather, communicates to potential sponsors your commitment to the project and your willingness to make an effort to secure broad levels of support.

Think you've got it tough?

If in doubt, ask the funding body what sort of information they'd like to see in the submission.

Bear in mind that the people assessing your finished product are going to be assessing numerous proposals, and at the end of a long day, the proposals can begin to look very similar and very lengthy.

Keep it clear and concise, but do all you can to make your proposal stand out from the crowd.

Appendices

Appendix A

Useful References and texts

- Arts Queensland (1999) Programs of Assistance Handbook 2000, Arts Queensland, Brisbane
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Appendix B

Nine basic truths about fundraising

Adapted from Tony Poderis – It's a great day to Fund-Raise, online at www.raise-funds.com/9truths.html

1. Organisations are not entitled to support; they must earn it.
2. Successful fundraising is not magic. It is simply hard work on the part of people who are thoroughly prepared.
3. Fundraising is not about raising money... it is about raising partnerships and networks.
4. You do not raise money by begging for it. You raise it by selling people on your organisation and your projects.
5. People do not just reach for their cheque-books and give money to an organisation, they need to be asked to give.
6. You don't wait for the right moment to ask. You ask now!
7. Organisations successful at fundraising do not ask for money... they get others to ask for them
8. You don't decide today to raise money and then ask for it tomorrow. It takes time, patience and planning to raise money.
9. Prospects and donors are not cash crops waiting to be harvested. Treat them as you would any customer, client or volunteer.

Appendix C

Common reasons that grants are declined

Adapted from California Grants Guide, Grants Guides Plus (2000), which is referred to online at www.lib.msu.edu/harris23/grants/ten.htm

1. The organisation does not meet our priorities

Make sure you thoroughly research your target's priorities, beliefs and values before you complete your application, or begin the submission.

2. The organisation is not located in our geographic area of funding

Make sure you get copies of grant guidelines and any other documentation before applying. Ring the granting body and ask what geographical area they cover if appropriate, or which areas they will be focussing on for this particular round of funding.

3. The proposal does not follow our prescribed format

Read the guidelines and application information very carefully and follow any suggestions or instructions for formatting, copying and production of your submission.

4. The proposal is poorly written and difficult to understand

Have friends and experienced colleagues read your application and critique it before you submit it. Read it yourself many times. Attack it with a red pen. Ensure your grammar is correct and that your content is laid out in a logical way.

5. The proposal budget or grant request is not within our funding range

Investigate past successful grantees and the amount of funding they received. ASK the funding body whether they have a minimum and maximum limit for funding. If your project requires more financial support than what will be available through this funding body, do not change your project... simply request that the funding body only partly support your project and seek further support elsewhere.

6. We don't know these people. Are they credible?

You need to develop a relationship with funding bodies in the same way you do with your clients and customers.

Send funding bodies copies of your newsletters, promotional material and publications *before* you approach them for funding or support. Invite their involvement in other projects, events or publicity campaigns.

You need to establish a relationship with your partners to truly benefit from their support.

7. The proposal doesn't seem urgent. We're not sure if it will have an impact.

Study your project priorities and seek assistance from experienced or skilled writers to get your message across. Use facts and figures and case studies to demonstrate the significance and timeliness of your project. Your aim is to make the project sound urgent, without being in crisis.

8. The objectives and plan of action of the project greatly exceed the budget and timelines for implementation.

Be realistic about your programs and budgets. Only promise what can realistically be delivered for the amount requested. If you have lots of in-kind support or voluntary contributions, make sure you include them in your budget with a dollar-figure attached. This adds weight to your budget proposal and demonstrates to the funding body that you've thought about what other areas support might come from.

9. We've allocated all the money for this grant cycle.

Don't take this personally. It is a fact of life that there will always be more demand than there are resources for community projects. Try the next grant cycle – only this time you'll be better prepared and should have at least three months to further develop your relationship with the funding body.

10. There is not enough evidence that the program or project will become self-sufficient and sustain itself after the grant is completed.

Make sure you add a section to your submission about how you plan to ensure your project is self-sufficient after funding runs out. If your project is only intended to be a one-off, short-lived one, make sure you comment accordingly in your application or submission.