GRANT WRITING 101
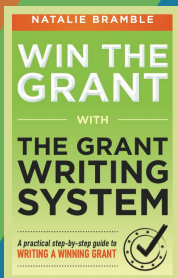
Your no-nonsense guide to kickstart
your grant writing journey

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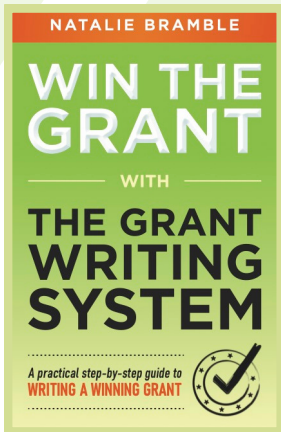A practical step-by-step guide to
WRITING A WINNING GRANT

Grant Writing 101

By
Natalie Bramble

In collaboration with iClick2Learn

Meet the
Author

Natalie Bramble

Natalie is CEO of **iClick2Learn** with nearly 30 years of sector experience and literally wrote the book on grant writing. *Win The Grant* launched in mid-2023 and was enthusiastically received by sector leaders and professional grant writers.

Now Natalie offers her wealth of knowledge and experience to all the budding grant writers out there with her latest ebook resource *Grant Writing 101*

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Find the answers to your grant writing FAQs

▶▶ Introduction

Grant Writing 101 is brought to you by iClick2Learn – your go-to guide for community grants in Australia.

iClick2Learn helps thousands of learners in the Not-For-Profit sector and provides bespoke training services for individuals, community groups and government.

If you're new to grant writing, you're in the right place. This ebook answers the most asked questions by newbie grant writers (and even some who've got a few grant applications under their belt).

In this ebook, you'll get Natalie's practical know-how to help navigate the complex world of grant writing. She also delivers regular free webinars and trains people online and in person through iClick2Learn. Get access to free resources and a huge learning library at iclick2learn.com.au

What Are Grants?

A grant is money awarded to an individual, a business, a Not-For-Profit, or a registered charity.

Each grant has **eligibility criteria** – rules about who can apply for the specific grant.

*Organisations awarding money are often called funding bodies or **funders**.*

There are different kinds of funders and they offer grants for different reasons.

Funders can be:

- Government departments
- Corporate businesses
- Foundations
- Charities

Grants are:

▶▶ Funding for you, your organisation (business, not-for-profit or social enterprise), or your community to achieve positive outcomes.

▶▶ The funding for delivering a specific product to help you improve or grow your business, or deliver a project or service.
For example:

- Community activities
- artworks and exhibitions
- events
- scholarships
- new or upgrading infrastructure

▶▶ Time sensitive. Funders commit to funding for outcomes to be delivered by a set date, with the majority having 12-month timelines. Some funding is multi-year, dependent on a successful outcome being achieved and an updated application.

▶▶ Offered by the funder to achieve one, multiple, or all of the outcomes of the grant program.

▶▶ Designed to meet the funder's objectives and address their identified challenges & opportunities.

Are Grants Free Money?

No. Grants are not free money. Funders provide grants to individuals or organisations for projects that align to the funder's key strategies.

Imagine a local council has a key strategy of celebrating cultural diversity in the community. To help achieve this the council offers grants of up to $5000 to local organisations to run projects that align to this strategy.

If you are successful in winning a grant there will be requirements you need to meet. Each grant will have different requirements, but at minimum they will include:

- Acknowledging the funder in any promotions
- Spending the money on what you said you would in the application
- Completing an **acquittal**

An **acquittal** is a report showing how you spent the money from the funder and you achieved the project goals

If you said you'd run **5** cooking classes for **10** people. And each class was a different cuisine. In your acquittal, you'll need to show how well you met that goal.

Why Do Funders Give Grants?

Funders provide grants to individuals or organisations for projects that align to the funder's key strategies.

Funders provide funding for tangible and intangible outcomes.

Tangible example: they might fund a new product you're developing in your business, or a building upgrade.

Intangible example: they may fund a healthy eating program or youth leadership development workshop.

In my experience, funders want to improve our businesses and communities.

They set goals to help these improvements.

The funder you're reviewing may have one or more goals in mind when they develop funding programs. And one funding program's objectives might differ from others they offer.

Do I Have To Pay Tax On Grants?

Grants are usually considered taxable income and will need to be included in your tax assessment.

But there are some exceptions for one-off support payment for events like COVID-19 or natural disaster.

It's best to check your organisation's tax registration and the grant guidelines to find out if your grant is considered taxable or not.

What Types Of Grants Are There?

There are **4** types of grants, and **4** types of funder, each combination can make a difference to how you approach the funding opportunity.

▶▶ The 4 Funders

The 4 types of funders are
- government
- corporate
- philanthropic
- individuals

Each of these types has a different motivation for giving out grants; and they chose a type of grant to match their purpose.

Government funding can be anything from local level through to federal. Government funders have established goals and are looking for projects to help achieve them. They tend to have strict processes and very little personal discretion to award funding.

Corporate funders tend to be driven by their own policy and want projects that support their brand awareness. The types of grants there give can vary depending on the size and type of business.

Philanthropic funders tend to be more flexible with the details, as long as the project aligns with their targeted values. But it's likely your organisation will need DGR (Deductable Gift Recipient) status to be eligible. If that's not you, you might be able to partner with an organisation who is eligible, under an auspicing arrangement.

Individuals have the most flexibility and discretion with funding. They'll support you because they believe in your project. They might fund you directly or use crowd funding platforms or campaigns to raise money for your project. This kind of funding usually relies on having the right people, networks, and pitch.

The 4 Grants

The 4 types of grants are
- competitive
- demand-driven
- limited
- discretionary

Each of these grant formats are group by the application process, but the funding delivery can vary.

Competitive grants divide into open and closed categories.

Open competitive grants are publicised and open to any eligible applicants. Applicants compete for the funding by demonstrating their project best meets the criteria. Assessors weigh the applications against the criteria and the highest scoring application wins funding.

Closed competitive grants are like open grants, but they're not publicised. A selected group of potential applicants are invited to apply. Those applicants then compete in the same way as open competitive grants.

▶ **Demand-driven** grants are in response to advocacy or consumer trends. The funders respond to community demand or a specific problem by offering grants. For example, research might show women are underrepresented in STEM jobs so funders will offer a 'Women in Tech' funding program.

▶ **Limited** is responsive funding. When a situation arises like natural disaster or a global pandemic, this type of grant funds recovery and/or prevention for a limited time.

▶ **Discretionary** grants are budgeted amounts individuals within an organisation might have to spend on smaller projects. Discretionary funding has the least amount of process and subject to convincing the right person your project aligns with their objectives.

▶▶ Who Can Apply For Grants?

Grants are usually targeted to specific groups. You'll need to belong to one of the targeted groups to be eligible. Groups like:

- Individuals
- Incorporated organisations
- Businesses
- Charities
- Local Councils

If a grant is offered only to incorporated bodies but your community group isn't incorporated, you can partner with an incorporated organisation in an auspicing agreement.

Auspice is when someone eligible takes the legal responsibility for the grant money and you deliver the program. You would put the application together and list the nominated organisation as the auspice.

If you are successful in winning the grant, the auspice organisation will hold the grant money in their bank account and pay you on presentation of invoices/receipts. Generally, an auspice organisation will negotiate an administration fee to provide this service.

How Do I Apply?

The process of applying for a grant can vary between funders and types of grant. But you can save yourself a lot of time and resources with 6 simple steps.

1 **Get your paperwork together**

All your organisation details, you project plan, budget, research, and quotes. The guidelines will tell you any additional information to provide.

2 **Find the right grant**

All your organisation details, you project plan, budget, research, and quotes. The guidelines will tell you any additional information to provide.

3 **Read the guidelines**

When you find a grant that looks suitable, go through the guidelines with a highlighter pen. You'll find everything you need to know about what information to include and what sort of project they want to fund

4 ▸ Write the application & attach evidence

Spend time drafting your responses to the application questions. Make sure you stick to the word or character limits. Pay close attention to the kinds of words in the question so you give them the answers they're looking for. Always back up what you write. Attach evidence of your research and sources to your application.

5 ▸ Double check everything

Before you submit, go through your answers and your attachments and make sure everything is right. Check for mistakes or ways you can improve the wording. And make sure you've attached the right files. It's helpful if you have someone else read through it to catch anything you might've missed.

6 ▸ Submit before the deadline

This one sounds obvious but so many people miss out because they ran out of time. Deadlines are non-negotiable, so plan ahead to meet them. As soon as you find a promising grant, draw-up a timeline of all the things you need to get done to apply on time.

What Do I Need To Apply?

- Australian bank account
- ABN - Australian Business Number

(Generally, even individuals are required to have an ABN)

- Postal address
- Email address
- Phone number
- A project plan
- A budget
- Letters of support

If you're an incorporated organisation, you will also need:

- Certificate of incorporation
- Public liability insurance
- Summary of your organisation's history
- List of your committee members
- Copy of financial statements
  (if requested)

Where Do I Find Available Grants?

There are **4** easy things you can do right now to find out about grants available in your area.

1 ▸ Register on websites

Register for updates on funder websites like government departments, local government, and foundations. The Parliamentary Library is also a fantastic resource for finding community grants.

Online databases are available but often behind a paywall. If you're looking for more than just a one-off grant, it could be worth paying the subscription fee.

2 ▸ Subscribe to newsletters

Check if your local council has a newsletter. In some bigger LGAs the Community Officer might produce a newsletter listing the local grant opportunities.

Check out your State and Federal members. Their office may publish a newsletter with upcoming grants.

3 ▶ Google alert & search

You can use whatever platform you like, I just prefer Google. You can set a Google Alert if you're watching a particular grant program. Google will let you know when new information is released, meaning you know about new grants within 24 hours of them being announced.

You can also do what I call a reverse search. Search for grants that have already been awarded to projects similar to yours. Include the word 'grant', the type of project, and a primary outcome of your project. For example, search for 'grant for rural youth project improving mental health'. You'll get results of articles and newsletters naming the funders. These funders might still be offering similar grants.

4 ▶ Develop a grants calendar

Many funders have standard grants that come out at set points through the year. Too often, we hear about them just after they close! Creating a grants calendar will help you predict when regular grants are coming up and you can get a head start on preparing an application.

It's also worth developing your network. Develop relationships with other people doing the same as you, and with people who are influential. You share a common goal – serving your community, so share what you know about upcoming grants. Create your own grant grapevine.

What Can I Apply For?

What grants you can apply for depends on a number of variables.

Different grants require different things from the applicants. If you can show you meet the requirements, you can apply. These requirements are generally referred to as **eligibility**.

You can apply for grants you can show you are eligible for. Common eligibility requirements are your organisation's legal status, tax status, location, and accreditation or license to deliver a project.

To be eligible for a particular grant, your organisation might need to be in a selected area, or target a specific group.

There are a lot of variables about eligibility. You'll need to read the guidelines to work out what you can apply for.

Although they're called guidelines, they're non-negotiable rules. If you want to know if you can apply for a grant, download the guidelines and read through the eligibility section carefully.

If you meet the eligibility requirements, great! But if you don't, you might be able to partner with someone who does through an auspicing agreement.

▶▶ What Is Project Funding?

Can't I just get a grant for my organisation?

Funders have goals. They want the money to achieve set outcomes. Your organisation might be doing amazing work in the community but these outcomes might not align with the funder's goals.

The best way to win grant funding is by understanding what the funder is trying to achieve, what outcomes they're aiming for. Then demonstrating how your organisation will meet their goals with their money.

A good place to start is to look closely at what your community needs. How is your organisation meeting that need? Or how could you meet that need with funding? Look at the outcomes of the work you're already doing or could do.

When you have a good idea of the community's need and the outcomes your project could deliver, you have a way to match up with a funder.

What Goes In A Project Plan?

Your project plan is the blueprint of your idea.

It explains the who, how, when, and where of your project, so a funder has all the answers they need. And it'll help you have all the answers when you're applying for a grant.

Your project plan needs to answers questions like:

- Why is your project needed? What research have you done? What proof do you have?
- Who is your project for?
- When will your project happen?
- Where will your project happen?
- How will your project happen?
- Who is involved in delivering the project - volunteers, paid staff, 3rd parties?
- How will you advertise, market your project to the intended audience?
- Have you thought about what could go wrong?
- What is your risk assessment?
- Will you be partnering with other organisations?
- How will you know if your project is a success?

Knowing the answer to these questions will help you demonstrate your project's alignment to the funder's goals. And show that you have invested in the kind planning and preparation needed to deliver a successful project.

How Long Does It Take To Write An Application?

It's a good idea to plan ahead and make a timeline to write your grant application. A lot of people run out of time before the deadline. Sadly, these people miss out on the funding after investing so much time and resources into their application.

The problem is it can be difficult to judge how long it will take you to write your application. Gauging how long your application will take you to write comes with experience, which isn't that helpful when you're starting out. But I do have **4** pointers to help you finish before you run out of time.

1 Size matters

A good rule of thumb is the bigger the award, the bigger the application. If the grant is for a large amount of money, the application will be more complex and take more time to write. If it's a smaller grant, it'll be less complex and take less time to write.

2 ▶ Money matters

Double check your budget. Check the amounts are correct. Sometimes when we change things in a spreadsheet, the formulas change and throw out our numbers. Or prices change over time and an old budget no longer works. Having a realistic budget is a big deal for assessors, so give yourself time to double check the amounts and totals.

3 ▶ Read before you write

Before you decide to commit to writing an application, download and read the guidelines. Read them slowly and highlight all the things you'll need to provide. You'll get a good idea of how much work you'll need to do to provide everything.

4 ▶ Leave time before the deadline

When you're making a timeline between now and the deadline, remember to leave some time at the end. If possible, ask someone to check your application and make sure you've answered consistently, got the spelling right, and attached the right evidence. Hopefully everything is fine but if there are issues or documents missing, you'll need time to fix it before the deadline.

Can I Just Hire Someone To Write My Application?

Yes!

There are professional grant writers out there, but you might want to consider a few things before hiring one.

▶▶▶ The fee might be more than the grant and might not be considered a legitimate cost for the project.

▶▶▶ You'll still need to work with the grant writer, source and supply all the research and information.

▶▶▶ The grant writer won't know your community or the project like you do (unless they're already involved) so they won't have the kind of insight and authenticity you can bring to the application.

How Do I Write A Good Application?

You can write a good application with my **3** simple tips I'll share with you below.

But remember, this is a skill we all need to keep developing as industry language and the sector change. There are lots of learning options out there and several useful tools.

1 ▶ Break down the question

Grant questions break into parts telling you what to include in your answer. You can spot these breaks with words like 'and' or punctuation marks like a semicolon (;). Here's an example:

> **Demonstrate the need in the community for this project and list any groups or organisations you are partnering/collaborating with to deliver this project** (300 words)

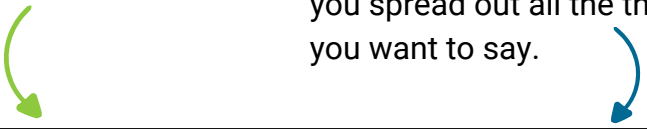Part 1: Demonstrate the need in the community for this project

Part 2: List and groups or organisations you are partnering/collaborating with to deliver this project

I put these into a 3 columned table I call an answer map.

The Grant Answer Map^{TM}

In the first column, write the parts of the question

For the final column, I bullet point the things to include in the answer. If you do this for all the questions, you might find you're repeating yourself. If you map your answers first, you spread out all the things you want to say.

	What they've asked for	Words	What will you include?
Part 1	Demonstrate the need in the community for this project		
Part 2	list any groups or organisations you are partnering/collaborating with to deliver this project		

In the middle column, write the word count you'll assign to each part.

The total word count is 300 words. But the question breaks into 2 parts, so you'll have to decide how many words you'll give to each part.

To decide, look at the 'doing' word in each part: 'demonstrate' and 'list'. A list will usually take fewer words than demonstrating something, especially if you're not partnering with anyone! So, I'd assign the bulk of the word count to part 1.

2 ▶ AI assistant

Artificial Intelligence is a fantastic tool to help you get started. They're great at brainstorming your answers, useful for summarising information, and for structuring your answers in a logical way.
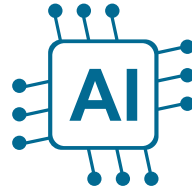
But be cautious with relying on an AI assistant to write your application for you. AIs are developing all the time but right now, they can't count. Cutting and pasting an AI answer into an online application form might mean losing half your answer.

And AI answers are easy for the assessors to spot. It doesn't have the experience or community involvement that you do, and that will show in the writing.

⚠️ And a word of caution, it can't tell the difference between reliable and unreliable data. An AI generated answer could give false information on your application. Plus it's not a secure environment, your information won't be confidential.

3 ▶ Edit

Once you've drafted your answers, read through and see if there are filler words you can take out. Words like 'really', 'very', 'that', and 'believe' are overused. You can use writer tools like Gremlin or ProWritingAid to help you make every word count!

How Do I Create A Budget?

A budget should include income and expenses.

Your budget balance should equal zero. When you minus the total amount of expenses from the total amount of income, the amount should be zero.

Income is all money you, or your organisation receive to run the project. Income could include:

An expense is any money you spend on delivering the project. Expenses could include:

Income	Expenses
• Money from the grant	• Venue hire
• Donations	• Marketing
• Sponsorship	• Staff
• **In-kind Support**	• Catering

In-kind support is the donation of goods or services instead of money.

Examples of in-kind support include:

- Volunteer time
- Donation of food, clothes, equipment
- Free use of a building, park, or event space

3 Budget Tips

1 Eligible items

Watch out for 'Eligible Items'. Make sure all the items listed on your budget are eligible. Check the guidelines, some of your budget might not be covered. It's best to check and make adjustments rather than have your whole application rejected.

2 Budget templates

Check if the grant you are applying for has a specific budget template for you to use. This could be as a separate attachment, or in the form itself. Checking first will save you a lot of time.

3 Quotes

For any big ticket items, or 3rd party services, make sure you attach quotes, even if the funder hasn't requested quotes. This will show you have done your homework, and that you are only asking for the exact amount that item or service will cost.

Can I Apply For The Whole Amount?

Or do we have to put money in as well?

Funders often look for **co-contribution** but not always. Different grants have different rules about funding percentages and co-contribution. The grant guidelines will explain what costs and percentages the grant money can cover.

Costs might not mean you have to pay dollars. **$**

Everything people contribute or pledge to the project has a dollar value even if no money is involved. If the local printer offers to print project flyers for free, the cost is the price you would've paid.

The project has covered the cost of the flyers through an 'in-kind' contribution.

Donated time and resources all have a dollar value you might be able to list as cost in your budget. But remember to check the **guidelines**! Not all grants accept budgets that include in-kind costs.

I Won The Grant! Now What?

Well done!

Your hard work has been recognised. But there are a few things you need to do before you announce your success and celebrate.

1 ▸ Check for a funding announcement embargo

Funders often want to announce funding themselves to maximise their exposure. So, keep it quiet until after the funder publishes an announcement.

2 ▸ Conditions

You've won the grant… kind of. At this stage, it's just an offer of funding. It's not official yet. The money comes with conditions you must accept or decline. Sometimes these conditions mean it's better for your organisation to decline the money. You'll need to look through the conditions carefully and make sure you can comply.

3 ▸ Not now?

Funding delays are common. Delays in funding might affect your project delivery and even the project viability. You'll need to consider the impact of delayed funding on the project.

4 ▶ Not enough?

Sometimes the funder offers only part of the funding you asked for. You'll need to work out if you can fill the funding gap. There might be some room for negotiation with the funder. You might tell them you'll need more time to raise more funds and that'll delay the start of the project. Or you can suggest a smaller version of the program to fit the funding.

The funder believes in your project, so see if you can negotiate to find a compromise that works for everyone. If not, it might be better to politely decline the offer.

5 ▶ Contract

Once you've carefully thought through the funding offer and you're ready to accept, it's time for the contract. The funder will send you a contract with a deadline. You might have to sign fast! I once had a contract with only 48 hours to sign and return. Even if you don't have much time, it's really important you get the right people to review the contract.

6 ▶ Manage

Once you've signed, you and/or your organisation are responsible for complying with the contract. Moving forward with your project, you'll need to manage how your contract obligations will be met. Things are rarely perfect, so if there are delays or unavoidable problems with the project, talk to your funder as soon as possible. You might be able to get a variation to the contract.

Something's Gone Wrong, What Do I Do?

I can't deliver what we agreed!

Reach out to the funder as soon as possible.

Funders know life happens, especially if your project is dealing with catastrophic events like floods or bushfires. But even with delays in delivery because of supply chain issues or unavoidable complications.

Your funder might be able to add a variation to contract to help make the project work.

I recommend cultivating a relationship with your funder. You likely have to deliver reports, but you can also keep them up-to-date with the project, send them photos, call to share the success stories.

When you have an established relationship with the funder, it makes it easy to tell them about problems. And they'll see the real-time value of your project and want to keep it running.

How Do I Do An Acquittal?

Your acquittal is basically a report to your funder showing them how you used their money.

The funding contract usually schedules a report/s. It's a common mistake to forget about reporting until it's due or ignoring it completely. This sends a strong message to the funder about what you think of their contribution. It's unlikely they'll want to work with you again.

Enthusiastic reporting strengthens your relationship with the funder and, if done right, helps you and your project succeed long term. Reports are opportunities to share good news and show how you manage challenges.

So, here's my 5 tips on how to do an acquittal.

1 Start your acquittal when you start work on your project

Once you've signed the contract and the money has arrived, it's time to start work. Start your acquittal at the same time. Record the work, the data, the story. All of it will make your report easier to write and more engaging to receive.

2 ▶ Look for key moments

Think about what's important to the funder and find moments they'd want to know about. Identify these key moments in real-time and record them. It might be a photo of breaking ground on a new building, a pile of dirty dishes from a successful community meal, or a video testimony of a project recipient. Look for moments that connect to your project outcomes.

3 ▶ Tell the human story

Connect with the people benefiting from the funding. You could make a video of them telling their before and after stories. Highlight the change the project makes, how people's lives are impacted. Capture their feelings and appreciation.

4 ▶ Share your challenges

Include the changes to the delivery or setbacks and difficulties. Hopefully, you were already in touch with the funder to amend the contract, so it won't be new information. Show them how you managed the challenge to achieve the same outcomes, that you still delivered impact with their money. Make sure you acknowledge their support in overcoming the challenges.

5 ▶ Say thank you

None of the project's impact could've happened without the funder. In reporting all your amazing work, it can be easy to forget a simple 'thank you'. So, make sure you include them at the start and end of your report.

▶▶ Glossary

Below is a list of terms used in this ebook, and commonly used in grant writing.

Anecdotal	Personal opinions, experience and stories
Applicant	The person or organisation applying for a grant
Acquittal	A final report that shows the funder that you have done what you said you would. It includes information about where you have spent the money and reports on the success of what you delivered, and may also include an audited financial report
Addendum/ Addenda	Additional information that may be provided before the application deadline. These documents can include important information, such as answers to questions being asked by prospective applicants or additional information provided to clarify areas

Advocacy	Campaigning, usually in public, for a cause
Application forms/ templates	Standard application forms provided for you to complete. This provides a consistent assessment approach. Additional information may be asked, which could include templated budgets and other documents.
Application Pack	The series of documents you need to download to apply for the grant.
Application Process	The guidelines outlining what the process is from application to decision. (Only some funders provide this.)
Assessment Criteria	A list of key points that funders use in the evaluation of your application, compared to other short-listed grants. Most funders (95%+) share assessment criteria.
Assessment Process	The guidelines how funders will assess the grant, including the assessment criteria, who will assess applications and the assessment timelines. (Not all funders share all these details up front.)

Assessor A person who volunteers or is employed by the funder to assess your application.

Audited Financial Reports Financial reports that have been audited by a qualified auditor.

Auspice A partnership between two or more organisations to apply for a grant they would not be eligible for alone.

Baseline The process of setting a measure before you start something.

Benchmark The process of comparing a measure to the same measure in one or more projects or organisations.

Business Case The next level up from a project plan, covering what you want to do from an investment and return perspective. It may involve a lot more desktop and market research and stakeholder involvement than a project plan. A business case is generally developed for larger projects to convince someone their large investment is worth it, and you can deliver it. (See also project plan.)

Co-Contribution A contribution the applicant is asked or required to make. This may be a cash or non-cash contribution, or a mix of both as listed in the guidelines.

Contract A legal document containing specific information about what you'll deliver, how and when. Breaching the contract has consequences.

Cost-Benefit A financial analysis that compares the financial and non-financial cost and benefits of doing something.

Demand Evidence that people want and support your project.

Desktop Research Research you can do with your computer; also called 'secondary research', because it is research that has been done by others.

Evaluation Criteria See: Assessment Criteria

Evaluation	Assessment of the effectiveness and impact of the project. Evaluation takes place during and after the project. Evaluation must be planned for before the project starts in order to collect the right data to inform the evaluation.
Funder	The person, organisation, foundation or government body offering a grant.
Funding Period	The term of funding. The guidelines will tell you when the program closes, or when the acquittal is due, which is the end of the funding period.
Grant Guidelines	Document detailing the grant process, including communication, compliance, assessment criteria (if provided), the assessment process and any legal matters such as conflicts of interest.
Human Services	Programs, projects or services that are delivered to help people.

Impact The longer term benefits of your work. These are the benefits of the outcomes you've achieved. For some projects, impacts can be achieved for several years after you have completed your work.

In-kind Something other than money donated to your project (e.g., volunteer labour).

Intangible Evidence capturing people's stories, testimonials and feelings; also called 'soft' or 'qualitative' data.

KPIs/ Key Performance Indicators A set of success measures to be include in your application.

Letter of Support A letter provided by a person or organisation who supports your project. It's intended as a reference but should be strategic, identifying why they support you and how you will deliver what you say.

Market Research Research that involves the 'market' directly and includes interviewing key stakeholders directly; also known as 'primary research', because it is research you have done.

Monitoring   Ongoing reflection of the project delivery, performance and outcomes. Monitoring provides useful opportunities to improve during the project and to collect the data needed in order to evaluate the project.

NDOIS   Needs, demand, outcomes, impact and solution.

Need   Funding is provided to address community needs. The funder may be aware of some of the challenges and opportunities specific to your community; however, it's up to you to show them that you understand what these needs are.

Objective   A goal or target to achieve; the thing to work towards.

Outcome   The benefits that are realised during a contract period. The outcomes achieved need to align to the objectives of the grant or tender. Outcomes are achieved within the funding period.

Philanthropist   A person or foundation investing money to improve society.

Pilot A project that is the first and is being delivered to test if the assumptions and plans work, and to deliver data on how to change them if not.

Primary Search See: Market Research

Probity How an organisation ensures that the grant process is ethical, fair, transparent and honest for all parties. This means that the funder will outline what they do to ensure these points, and they will ask you to confirm and validate statements, such as the fact that you either declare any conflicts of interest, or state that you have none.

Program A designed series of projects, activities and events. A program addresses outcomes in different ways over a series of projects, and generally has longer term positive impacts. Some projects are run many times over.

Project   A short-term initiative designed to achieve a small number of focused outcomes. It has a defined start and end and may not be delivered again.

Project Plan   A detailed plan that describes what your project, program or service will achieve, its purpose and information on how you'll achieve the outcomes. This includes information on the skills and ability to deliver the work, specifically how it will be delivered and what the costs and risks are.

Qualitative Data   Data that captures emotions, thoughts and expressions, and uses describing words. This data supports the story that your statistics are telling; also known as 'soft' or 'intangible' data.

Quantative Data   Data based on numbers, percentages and ratios, and which is easy to translate into a statistic; also known as 'hard' data or 'tangible' data.

Secondary Research   See: Desktop Research

Service Model Delivery — A visual or written step-by-step description of how all elements of your service are delivered. For example, how people find out about you, how they access what you offer and how you deliver this.

Services — Something available to help others. For example, delivering meals or providing the elderly with community transport. Services can be once-off or delivered for years. Generally, services are designed to support people in complex areas or with essential needs, so they are usually in place for more than 12 months. Sometimes a new service is trialled over a short time; this is often called a 'pilot project'.

Stakeholder — Individuals and organisations that are impacted by or can influence your work. It is important to consider the stakeholders, their engagement and the level of consultation required. Some stakeholders are more important than others.

Tangible	Evidence related to data and evidence, such as statistics and facts; also known as 'hard' or 'quantitative' data.
Target Group	Identified group of people who the project is being delivered with, for or to.
Viability	Whether a project can be self-sustaining and is the appropriate thing to achieve the desired objective.
Weighted Assessment Criteria	An indication of what assessment criteria are more important than others.