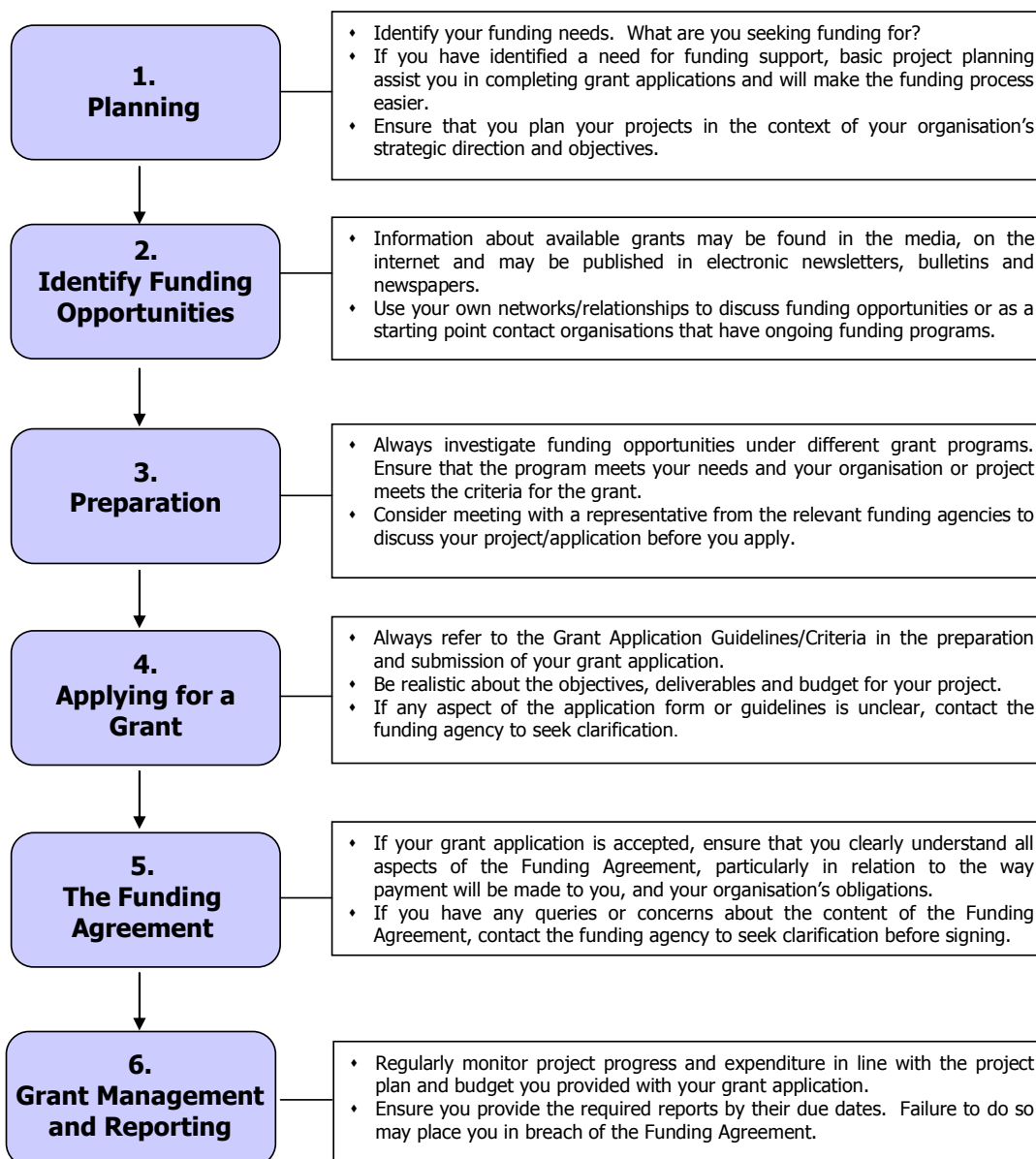


A Guide to the Application and Management of Grants

Sport and recreation related projects can be funded at a local, state and Commonwealth level. Local government may help groups at club level, while state government grants are generally available for local and state sport and recreation organisations. There are a variety of areas in which sport and recreation organisations may receive assistance via government or public grant programs.

This guide has been produced for WA Sports Federation Members to provide some useful information and suggestions with regard to the application and management of government grants. Links to additional websites and resources to obtain further assistance are also included.



More detailed information and suggestions in relation to the funding process is outlined below.

1. Planning

Projects should be planned and developed in the context of your organisation's strategic direction and objectives. Before you begin, identify your funding needs. Consider - What are you seeking funding for? How much do you need to support the delivery of your project? Your requirements will effect which funding body you approach. Before looking immediately to funding as a solution, first think about your project and decide how much funding (if any) is required.

If you have identified a need for funding support, basic project planning is essential and will be required in completing the grant application. Planning and pre-writing preparation is essential for a good grant submission.

The specific information you will need for funding applications will vary according to the particular grant, but some common elements are usually required. The requirements will be detailed in the grant application guidelines/criteria.

Much of the information and material required for a grant application can be prepared in advance and used for various proposals or applications.



Basic project planning will provide information required to complete grant applications. This will make the application process easier and can also help speed your response to identified grant funding opportunities which may have short timeframes for submission.

2. Identify Funding Opportunities

Grants may be available to you through the Commonwealth and State governments, through the WA Department of Sport and Recreation or other community-based organisations. Keep in mind that grants are usually offered by agencies in order to pursue objectives and strategies (eg. Government policy, community development), and are generally not available to support an organisation's core business operations.

The Department of Local Government and Regional Development has developed a Grants Directory which is a compilation of grants available to communities and local governments in regional and metropolitan Western Australia. The Directory contains programs provided by the Western Australian Government as well as private sector organisations. Visit <http://grantsdirectory.dlgrd.wa.gov.au/> to download a copy of the 2009 Grants Directory.

You may also find GrantsLINK a useful website www.grantslink.gov.au. GrantsLINK is a website developed by the Australian Government (Department of Infrastructure, Transport, Regional Development and Local Government) to provide assistance to individuals, businesses and communities in finding available grant programs. There are more than 250 government grants and funding programs linked to GrantsLINK.

Information about available grants may also be found in the media, through internet website searches, and may be published in electronic newsletters, bulletins and newspapers. WASF also provides information to Members about new grant opportunities via its Sportsview Alert, e-newsletter and website.

Use your own networks and relationships to discuss and identify opportunities or as a starting point contact organisations that have known funding programs. For example, you may wish to consider contacting:

- Australian Sports Commission
- Australian Sports Foundation
- Department of Health & Ageing
- Department of Sport and Recreation
- Healthway
- Lotterywest
- Local governments

3. Preparation – Before you apply

Once you have identified potential funding opportunities, ensure that you seek detailed information about the program. Most funding programs will produce an Application Form or Guidelines containing further information which will help you to decide if the funding program is suitable to your organisation or project. Look closely at the specific rules and regulations outlined for the grant to determine if your organisation is eligible to apply.

You may find it useful to meet with a representative from the relevant department or organisation to discuss your project and request input/advice about your proposed application.



Always investigate funding options under different grant programs. Ensure the program meets your needs and your organisation or project meets the criteria for the grant.

4. Applying for a Grant

Always refer to the Application Guidelines/Criteria in the preparation and submission of your grant application. Make sure you have the correct forms, documentation and information required.

Make a note of any specific instructions about how to complete, present or submit the application. Submission criteria may include things such as the number of copies to be submitted, the method of submission, the inclusion of attachments, the type of information required, word limits etc.

Most grant funding programs will include information in their Guidelines about their objectives and priorities. These are often reflected in the questions in the application form. The assessment of applications will take into account how your project relates to these objectives and priorities.

If your project is large or complex consider developing a detailed schedule and timeline showing start and finish dates and key milestones. Funding agencies want to know that the funds will be 'well spent'. An important aspect of this is demonstrating that your organisation has the capacity to deliver the project. Ensure that you have included sufficient information in your application about your organisation and the project. Highlight how your organisation has the necessary skills, ability and resources to effectively manage and deliver the project. Be realistic about the objectives, deliverables and budget for your project.

The Department of Local Government and Regional Development has developed a Guide to Submission Writing which contains practical information and tips to assist you in writing a grant application. The Guide is an invaluable resource and can be downloaded from the Department's Grants Directory website <http://grantsdirectory.dlgrd.wa.gov.au/>.

The Guide provides suggestions in the following areas:

- Planning
- Developing your submission
- Putting it all together
- Let people know - celebrate



If any aspects of the application form or guidelines are unclear, contact the funding agency to seek clarification before you start writing the application.

Completing a good quality application will take preparation and time. It is important to invest the appropriate time and resources needed to prepare your grant application. Do not leave your application to the last minute - start the application as soon as possible and aim to finish it ahead of time. Some funding agencies are happy to proof read applications before they are lodged.

Read and answer all questions. Build your application by including relevant supporting information and documents where necessary. Adhere to any answer lengths and word limits.



Try to provide short, clear answers. If necessary, provide more explanation below the short points, or in an attachment.

Review your application content before compiling and submitting it to check that it reads well and is free from spelling errors and typos. Check that you have included all of the requested information.

The funding agency may contact you to obtain further information or clarification of parts of your application. If this does happen, make sure you respond promptly and fully and check to determine that the additional information is satisfactory.

5. The Funding Agreement

If your organisation is successful in obtaining a grant, a legally-binding contract or agreement is usually required before funds will be distributed. The Agreement will include information about the grant amount, timing and terms of funding. You may need to consult with your legal advisor to review the Agreement.

Ensure the Funding Agreement reflects your application and that you are not committing to anything that you do not have the capacity or resources to deliver. Ensure you clearly understand all aspects of the Agreement, particularly in relation to the way payment will be made to you and your organisation's obligations.

If you have any queries or concerns about the content of a Funding Agreement, contact the funding agency to seek clarification before signing.

6. Grant Management and Reporting Requirements

Good management of your funding will demonstrate your ability to effectively manage funding grants to implement projects. This may strengthen your ability to obtain future grants from that agency or other funding agencies. Failing to do so may jeopardise opportunities for further funding.

Ensure that you have a good understanding of your reporting and other obligations, in particular any applicable deliverables and timeframes. If you have several projects and related grants, consider developing a schedule of key obligations and relevant dates.

Always keep good records of project progress and expenditure, and retain appropriate expenditure evidence (receipts, invoices, bank statements etc). Even if regular reports are not required by the funding agency, it is good practice to complete short reports or notes throughout the project so that final reporting is easier.



Regularly monitor project progress and expenditure in line with the project plan and budget you provided with your grant application, and detailed in the Funding Agreement.

The terms and conditions applying to your grant will normally include requirements for the completion of various reports. These may include Progress Reports, Final Reports and Acquittal Reports.

Progress Reports – depending on the specific grant funding program and the nature of your project, the funding agreement may include provisions for the completion of reports during the implementation of the project. If Progress Reports are required, the funding agency may specify dates for their completion, or they may be linked to project milestones as detailed in your grant application.

Grant payments may be linked to the completion of these milestones and submission of satisfactory Progress Reports. In such instances, you may also be required to report on the financial aspects of the project and explain how you have expended the funds to date. Reports which relate to the financial aspects of a project and particularly relating to the expenditure of grant funds, are commonly called Acquittal Reports.

Acquittal Reports – An Acquittal Report may be required at each Progress Report, in which case they may also be linked to payment milestones for portions of grant funds. Subject to the requirements of the Funding Contract, there may be a requirement to include formal financial reporting in the Acquittal Report by provision of an audited financial statement of project expenditure. If such a requirement exists it will normally only apply to the report due at completion of the project.

Based on your budget provided with your application, explanations of any differences between the proposed budget and actual expenditure will need to be detailed.

Final reports – Funding agencies will require at least one report on the completion of the project. Where only one report is required, detail of of grant funding expenditure will usually be required. Where Progress Reports have been required, the Final Report may simply be the last Progress Report, together with a financial Acquittal Report. This Final Report will normally be required within a set time of the completion of the project.

Give yourself plenty of time to plan and prepare your progress reports and acquittals by the due date. If you have difficulties with the implementation of your project or in meeting the reporting requirements you should contact the funding agency as soon as possible to discuss the situation. Most agencies will be quite understanding and will be willing to work through problems with you and consider any requests for a variation to the funding agreement.



It is important that you provide the required reports by their due dates. Failure to do so may place you in a breach of the Funding Agreement. This may give rise to the possibility that progress payments will not be made, are made later than required, or the possibility of having to repay the monies granted.

HELPFUL RESOURCES

2009 Grants Directory – Visit <http://grantsdirectory.dlgrd.wa.gov.au/> to download a copy of the 2009 Grants Directory.

Department of Local Government and Regional Development Guide to Submission Writing – Suggestions and tips to assist you in the submission writing process. To download a copy of the Guide to Submission Writing, visit <http://grantsdirectory.dlgrd.wa.gov.au/>

Australian Sports Commission – Visit www.ausport.gov.au for links to information regarding grants available in Australia. A link to the document 'Overview of Grants Process and Suggested Activities' is provided on the WASF website.

Physical Activity Taskforce - Whilst the Physical Activity Taskforce is not involved with providing grant funds it can help provide resources to assist organisations with funding applications. For more information, contact the Coordinator Physical Activity Projects (patf@dsr.wa.gov.au) at the Physical Activity Taskforce Secretariat. The Taskforce has also identified a number of alternative funding sources which may be helpful for groups or organisations wanting to become involved or continue to be involved in promoting physical activity. Visit their website at www.beactive.wa.gov.au for more information.

Fund Assist – Visit www.fundassist.com.au for information and suggestions regarding the key stages of the funding process. Fund Assist provides downloadable QuickGuides and hints, and are able to offer assistance in all aspects of the funding process. Inclusion of Fund Assist in this list of resources does not imply endorsement by WASF.

If you have found this Guide and the additional resources helpful, please pass it onto your clubs that may require assistance.