

# Grants Management Quarterly (GMO)



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**Publisher:**

Our Community Pty Ltd  
National Headquarters  
51 Stanley Street West Melbourne VIC 3003 Australia  
(PO Box 354 North Melbourne VIC 3051 Australia)  
Telephone (03) 9320 6800  
Fax (03) 9326 6859  
Email [service@grantsmanagement.com.au](mailto:service@grantsmanagement.com.au)  
Website [www.grantsmanagement.com.au](http://www.grantsmanagement.com.au)  
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**We welcome your input**

We welcome your article ideas, input and feedback.

**Contact the Editor:**

Chris Riches  
[chrism@ourcommunity.com.au](mailto:chrism@ourcommunity.com.au)  
(03) 9320 6828

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**SAVE THE DATES!**

**Grantmaking in  
Australia 2013:**

**The AIGM's Festival  
of Grantmaking**

**CONFERENCE:**

**Friday, March 15, 2013**

LOCAL GOVERNMENT & SMARTYGRANTS  
GRANTMAKING PEER EXCHANGE  
EVENTS: Thursday, March 14, 2013

**MORE INFO:**

**[www.ourcommunity.com.au/aigmfestival](http://www.ourcommunity.com.au/aigmfestival)**

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*More and more frequently, the Federal Government is channelling its grants funding to local governments and community organisations. But why is this occurring, and what does it mean? Government grants expert COLIN STEELE examines the trend and looks at what these grants funds REALLY aim to achieve.*



## Whose Money is it?

Understanding the “why” of Commonwealth funding



Sometimes sitting back and wondering “why” can result in big changes to how you apply for and how you deliver grants.

For example, have you wondered why the Commonwealth gets involved in matters that are not its constitutional responsibility or why since 2009 there has been a measurable increase in Commonwealth Government grant programs going directly to local governments and community groups?

I have wondered why. While I don’t have all the answers there are some clues to give you an idea. Understanding the answers can make a big difference to the way you apply for grants, your success rates and how you deliver them.

To understand the Commonwealth’s involvement in matters that are not its constitutional responsibility, we must go back to Federation.

**A short history of the Federal Government vs Section 51**

Federation was designed to contain the Commonwealth government’s powers. The States drew up the constitution in the 1890s, giving the new Commonwealth Government limited powers listed under Section 51 of the constitution.

Everything not on the list was a State responsibility and still is today: health, education and the environment are not on the list. The purpose of the Commonwealth was to provide national support in areas such as defence, post and telegraphs and lighthouses.

Almost from day one, the Federal politicians did not like the limitations outlined in Section 51. The new politicians wanted to make announcements and give out money – for the community hall, to fix roads, to do something about the school – as from their perspective, the State Governments were not doing enough.

In April 1911, Prime Minister Andrew Fisher (who at the time led the world’s first national Labor Party majority government) held a referendum aimed at giving the Federal Government more power. But like most subsequent referenda, it failed.

Federal politicians have also sought different interpretations of the Section 51 list via the High Court. The outcome has often been unfavourable to the Commonwealth: from the 1922 Wool tops Case which looked at Commonwealth powers to impose tax, to the **2012 Chaplaincy Case** on Commonwealth powers to fund programs outside its constitutional responsibility.

The way this form of challenge works is simple. The Commonwealth creates legislation or does something beyond the limits of its powers, and then waits to see if anyone challenges via the High Court.

One of the successes that provided limited increase in powers was the Franklin Dam case: the High Court decided in 1983 that the Commonwealth had power under Section 51(xxix) based on Australia’s international obligations under the World Heritage Convention.

The next tool in the Commonwealth’s kit is money. Why not just buy what it wants?

But this is challenging too. Again, the Constitution (and Section 51) limits Commonwealth expenditure to matters where it has powers. And where the Commonwealth would like to spend money on matters not on the list, it needs to be either through, or by agreement with, the States.

When State and Federal Governments are of the same political stripes, this type of arrangement is

much easier to arrange. However when they are not – as is the case currently – it is substantially more difficult.

Right now, you see reports of the challenging negotiations that go on; for example, the debate surrounding education funding and the Gonski Report on school and education funding.

**Local government the facilitator?**

The current relationship between the Commonwealth Government and a number of its State counterparts is the reason so many grant programs are being channel directly to local governments and community groups.

The recent trend is for the Commonwealth Government to get involved in many areas on the ground, some beyond its responsibility where the States are not necessarily willing partners. To do this it needs someone to do it for them – local government and community groups.

With a few exceptions, such as the current Regional Development Australia teams, the Commonwealth Government does not have operational environment staff, climate change, and tourism or community staff on the payroll.

Yet it has billions of dollars that it is now spending on environment, climate change, tourism, community and economic development. Through local governments and community groups.

Starting with John Howard (Roads to Recovery program), continued by ►



**Local governments and community groups may think that the funding is for “their” community group, for the local park or for environmental works. In one way, it is. But ultimately that’s not why the Commonwealth is giving them the money.”**



## Definition 2.5 c is all critical. In these arrangements, local councils and community groups are applying for, and delivering, a Commonwealth grant to help address one or more of the Australian Government's policy objectives."

Kevin Rudd (Nation Building and the Community Infrastructure Programs) and now with Julia Gillard (Climate Change and many other programs), the trend is to push the limits, meaning "wait until someone takes them to the High Court and says it cannot spend money beyond its powers".

Successful challenge occurred as recently as mid-2012 with the School Chaplaincy case, but the Commonwealth put a patch on its programs and continued on.

The usual source of challenge – the State Governments – has not emerged yet. My theory is that they are all struggling with their own finances and so are letting the Commonwealth intrude, for the moment.

The election is not that far away. On this last point, it doesn't really matter who is in government, the history of the Commonwealth is that both sides want more power.

### What does this all mean?

The first critical message is that Commonwealth grant programs are about achieving the Government's policy outcomes, and local governments/community groups are the ones delivering these outcomes and doing the government's work on the ground.

This is important to remember – local governments and community groups

#### 2.5 FMA Regulation 3A(1) defines a "grant" as an arrangement for the provision of financial assistance by the Commonwealth:

- a. Under which public money is to be paid to a recipient other than the Commonwealth; and
- b. Which is intended to assist the recipient achieve its goals; and
- c. Which is intended to help address one or more of the Australian Government's policy objectives; and
- d. Under which the recipient may be required to act in accordance with specified terms or conditions.

may think that the funding is for "their" community group, for the local park or for environmental works. In one way, it is. But ultimately that's not why the Commonwealth is giving them the money.

To illustrate, the Commonwealth Grant Guidelines – the Bible of all Commonwealth Program Managers says:

Definition 2.5 c is all critical. In these arrangements, local councils and community groups are applying for, and delivering, a Commonwealth grant to help address one or more of the Australian Government's policy objectives.

#### Every aspect of the grant program centres on this clause.

- The grant program guidelines are written around Australian Government policy objectives.
- It states how groups are going to achieve these policy objectives.
- The funding agreement will be about the policy objectives.

- The final report requirements will be about how councils and community groups have achieved them.
- Councils' and community groups' applications must show how they will contribute to these objectives.

Organisations may still be delivering their local project, but if they want Commonwealth money they need to define things in the context of the Australian Government policy objectives. And you only have to look at the guidelines of any of the recent grant programs to see how this works.

The Guidelines for the Community Energy Efficiency Program say it "... is a competitive merit based grant program that will provide co-funding to local governing bodies and non-profit community organisations ... as part of the Low Carbon Communities initiative under the Commonwealth Governments climate change plan – Securing a Clean Energy Future."

Both the Volunteer Grants program and the Regional Development Australia fund are about achieving policy objectives on Social inclusion. The Volunteer Grant Guidelines say the grants support achieving "... the Government's statement on social inclusion, A Stronger, Fairer Australia sets out the Australian Government's vision and strategy for social inclusion, now and into the future".

Again, the Commonwealth Government is providing councils and community groups with funds so they can deliver on their national policy outcomes.

#### Reporting

The last point is on reporting. Put yourself in the place of the Commonwealth public servants.

They give out billions of dollars ►



to local government, community groups and organisations to achieve the Australian Government’s policy objectives.

The objectives were in the guidelines, the application form and the funding agreement.

Legally, they report to Parliament and the broader Australian public on how the money was spent and how it achieved the Australian Government’s policy objectives. There is only one source of this information – the milestone and final reports.

As a public servant and politician in Canberra the interest is on the policy objectives, not necessarily

if the playground was fixed or the stormwater pipe is in. So, they need a great report that shows how the Australian Government’s policy objectives were achieved.

Get that right and your organisation will be looked at favourably on being funded again, and again. Everyone benefits from such long term partnerships.

If you look behind the big announcements or the glossy guidelines and ask “why” this funding is available it can result in big changes to how you apply for and how you deliver grants. ✘

**COLIN STEELE** is managing director of **Section51**, a specialist company supporting local government and community groups with the process of grants and funding.

# Grants funding must increase

## Funds not keeping pace with need

The Australian Local Government Association (ALGA) has formally called on the Federal Government to increase the pool of Financial Assistance Grants available to local councils across the country.

In a submission to the Commonwealth’s review of Financial Assistance Grants, the ALGA has stated the amount of grants has not kept pace with the needs of councils, nor the expectations of their communities.

The submission calls for an increase in the grants pool to “more effectively address the issue of improving the financial capacity of local government bodies”, as well as a change to the methodology for the indexation of the grants so that “indexation more accurately reflects the actual increases in costs faced by local governments”.

However the ALGA has been critical of the scope of the inquiry, which has called for submissions in the context of the “current funding envelope”.

The Association has argued that a lack of funding – and the urgent need for a funding increase – should be considered as part of the review, and was in fact a vital consideration when examining the Financial Assistance Grants program’s shortcomings. ✘

 [READ MORE ABOUT THE SUBMISSION.](#)





*The Federal Government has confirmed it will introduce formal “no gag clause” legislation into Parliament when it next sits later this month, protecting the ability for grant and funding recipients to speak out on issues related to their work without risking their federal funding.*

# The “gag” gets the “hook”

## Federal Government to formalise “no gag clause” legislation



So-called “gag clauses” which ban grant and funding recipients from speaking out freely will be banned under legislation to be introduced to Federal Parliament later this month. Federal Finance and Deregulation

Minister Penny Wong confirmed in an address to a not-for-profit forum in Brisbane this week that the government would formalise the “non gag clause” through the Not for Profit Sector Freedom to Advocate Bill. ►

Ms Wong said that while the Federal Government always wished to work closely with the not-for-profit sector, it acknowledged that it didn't have all the answers.

"We know that it is only through collaboration that we can overcome the most pressing of social problems. And we see you as partners in social progress. Because it requires a genuine partnership to see an inclusive society – one that extends the hand of help rather than turning its back," she said.

"(But) the sector also needs to be independent and needs to be free to advocate for change. To contest and to debate.

"The suggestion that governments – any government – can respond to community issues without the independent advocacy of the sector ... is both unrealistic and arrogant. Equally so is the assumption that government and government agencies have all the answers.

"We recognise the not-for-profit sector as partners, and in so doing we recognise your right to have your own voice. An unfettered voice. A voice that may disagree with us. A strong voice to

advocate in the best interests of those who you represent.

"This Bill embodies a belief in freedom of speech. It is predicated on the principle that advocacy from the not-for-profit sector is important and should not be restricted.

"It will protect the voice of your sector, banning gag clauses from all Commonwealth contracts."

Minister Wong criticised the Queensland State Liberal-National Government, led by Campbell Newman, for its introduction of "draconian" gag clauses to funding agreements.

She also challenged other State and Territory Governments to support the Federal Government's "no gag clause" legislation.

The actions of the Newman Government to silence the sector with gag clauses are nothing short of draconian," she said.

"In the context of deep cuts to the services that Queenslanders rely on, the move to insert gag clauses into State Government contracts is compounding. First, the Newman Government cuts funding to those without a voice, and then silences those who speak

on their behalf.

"Now, we are legislating to prevent any future government from taking this approach, and we are calling on all State Premiers and Territory Chief Ministers to do the same.

"Today, the Prime Minister will write to all First Ministers, calling on them to match our commitment and to introduce similar legislative protections." ✕

➤ [READ GMQ'S PREVIOUS COVERAGE OF THE ISSUE \(FROM OCTOBER 2012\).](#)

➤ [READ MINISTER WONG'S FULL SPEECH.](#)

➤ [READ CLIVE HAMILTON'S SILENCING DISSENT REPORT.](#)

➤ [COMMONWEALTH SETS DOWN NEW GRANTS GUIDELINES – PAGE 12.](#)

“

**The actions of the Newman Government to silence the sector with gag clauses are nothing short of draconian.”**

*Grantmaking in Australia is growing up, and March's Grantmaking in Australia Conference will celebrate by bringing together grantmakers of all sizes and types from across the nation for a Festival of Grantmaking Ideas.*

# Time to Celebrate

## Book your place at the 2013 Grantmaking in Australia Conference



Speakers and presenters from across the grantmaking spectrum will share their wisdom at the eighth annual Grantmaking in Australia Conference, organised by the **Australian Institute of Grants Management (AIGM)**, the

publisher of this newsletter) and to be held in Melbourne on March 14 and 15.

The two-day event will be split into three parts:

- **SmartyClass** – On March 14, ▶

from 9.30am until noon, the SmartyClass for SmartyGrants ([www.smartygrants.com.au](http://www.smartygrants.com.au)) users will be split into two streams: one for new users and the other for advanced users, with sessions conducted by the AIGM's own SmartyGrants experts.

#### • **Grantmaking Tribal Gathering**

– The Tribal Gathering on March 14 between 1pm and 4.30pm will have local government grantmakers hear grantmaking case studies and participate in open discussion. The session is about peer learning and exchange rather than lectures from the pulpit.

#### • **Grantmaking in Australia**

**Conference** – On Friday, March 15, AIGM's 8th annual Grantmaking in Australia Conference will allow grantmakers to connect, lift their gaze from their day-to-day tasks and take a broader view of the craft of grantmaking. Attendees will hear from some of Australia's most progressive and successful grantmakers, get an overview of trends and best practices in the field and learn about practical strategies for managing common grantmaking challenges.

#### **Expert presenters, great sessions**

Speakers and presenters at the

conference come from a variety of backgrounds and different areas of expertise.

They include:

**Peter Richards** – Peter is currently Assistant Secretary in the Department of Health and Ageing, where he is overseeing implementation of a range of grant reform projects. He will provide an insight into those reform efforts.

**Avalee Weir** – Avalee is Communications manager at the Ian Potter Foundation, and also has a background in PR and communications. She will speak about social media in grantmaking.

**Jo Curtin** – Jo is Senior Grants Administrator at the Community Broadcasting Foundation. The Foundation's Grants Advisory Committee enables significant peer group involvement in the grants process, the topic on which Jo will speak at the conference.

**Joanne McNeil** – Social enterprise and social entrepreneurship are buzzwords in the grantmaking world. Joanne will draw on her experience in this emerging sector for her conference presentation.

**Brett de Hoedt** – Grantmakers must become better communicators, and Brett de Hoedt – former journalist, publicist, radio host and now Mayor of

not-for-profit sector PR firm Hootville Communications – will show you how.

**Patrick Moriarty** – Austerity grantmaking, or even reducing and withdrawing grants, can be a harsh reality in challenging economic times. Patrick Moriarty, Our Community's Director of Training and Development, will share his insights on what grantmakers must know.

In addition, the winner of the **AIGM 2013 Grantmaker of the Year Award** will be announced at the conference.

Conference sessions will cover:

- Reviewing your grants program.
- Peer assessment of grants processes.
- The risks and rewards of your grants program being in the public eye.
- Social media and grantmaking.
- Grants for social enterprise.
- Program evaluation.
- Grantmaking as part of a team. ✕

👉 [READ MORE ON THE CONFERENCE, INCLUDING PROGRAM DETAILS, PRICES AND BOOKING INFORMATION.](#)

👉 [VISIT THE AIGM WEBSITE.](#)



*The Federal Government has officially launched its new grant guidelines, promising significant time savings and a cut in red tape.*

# Less duplication, less red tape

## Commonwealth sets down new grants guidelines

Federal Government agencies will be banned from seeking information from grantees if that information has already been collected by the government, under new grant guidelines launched this week.

The guidelines, launched on Monday by Federal Minister for Finance and Deregulation Penny Wong, will see:

- Federal Government agencies not able to seek information from grant applicants and grantees if that information has already been collected by another Commonwealth department.
- Federal Government agencies barred from requesting information already provided to the Australian Charities and Not-for-profits Commission (ACNC).

Ms Wong said the aim was to stop duplication and cut back on the amount of time and money grantees devoted to administration.

“In the end, the equation is simple. Every dollar you spend on administration is a dollar not spent on services,” she said.

“For (grantees and applicants) yourselves, I have no doubt that

you’d be keen to spend less time on process and compliance. And, for the government, more funding spent on service delivery will see improved services and better outcomes.

“Ultimately, red tape reduction is about cultural change as well as regulatory reform. In these revisions, we are doing both.”

Ms Wong said the changes aimed to ensure “less duplication and less time spent providing the same information over and over again to Commonwealth government bodies”.

### Encouraging longer term agreements

The Minister said the updated guidelines also encouraged longer term agreements between the Commonwealth and grantees rather than multiple short-term agreements that more commonly exist, further reducing red tape and cost.

“(The) changes support the “report once, use often” system which the ACNC is implementing through the electronic ‘Charity Passport’.

ACNC Commissioner Susan Pascoe said the Charity Passport would also ▶

“

**Ultimately, red tape reduction is about cultural change as well as regulatory reform. In these revisions, we are doing both.”**

play a key role in reducing duplication over time by allowing the electronic sharing and using information the ACNC collected from registered charities.

Ms Pascoe said the new grant guidelines were welcome news:

“The revised guidelines means that charities won’t need to provide the same information over and over, regardless on which Commonwealth agency has issued the grant,” she said.

### **Low-risk grant agreement template being developed**

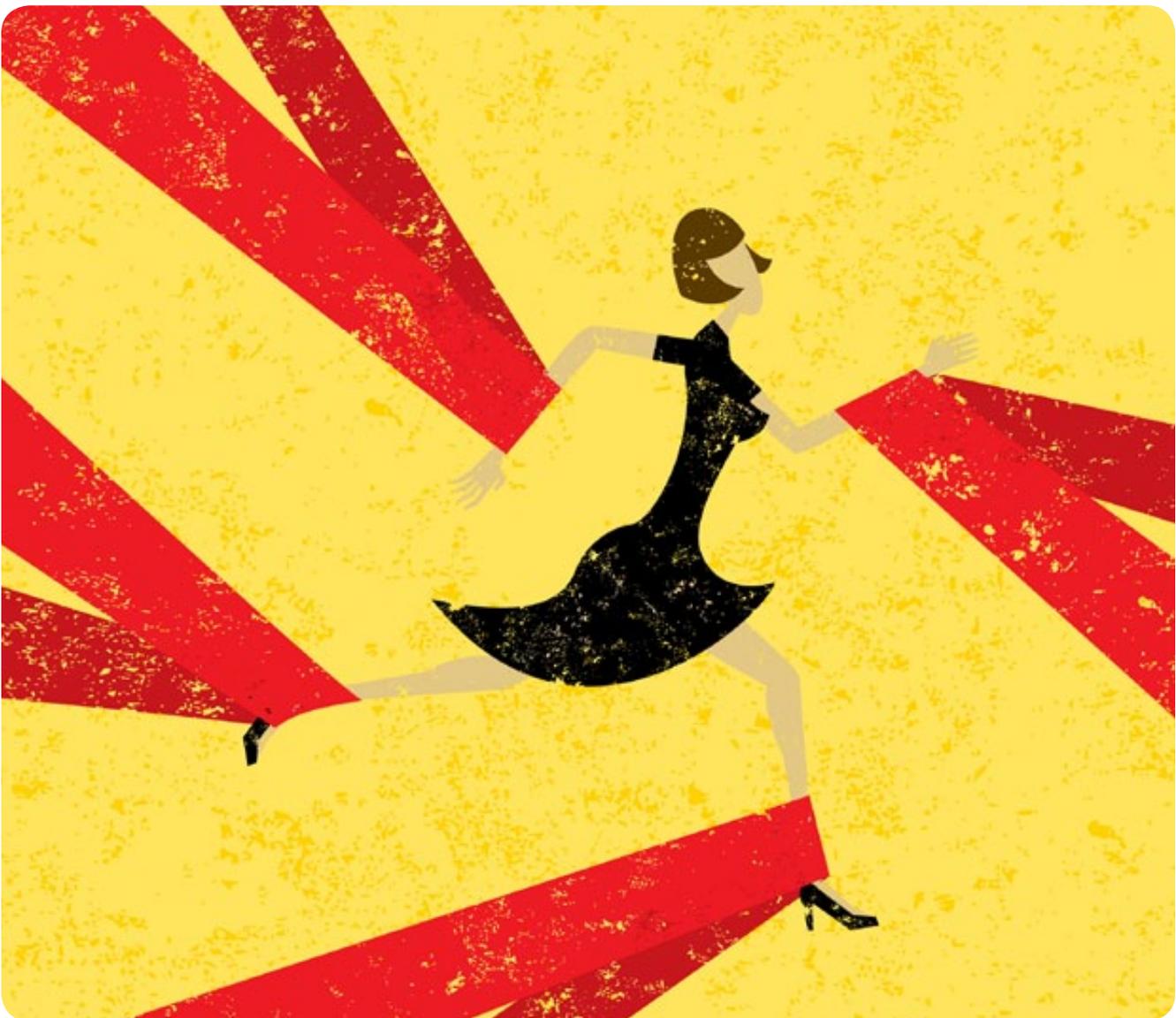
In addition to the new grants guidelines, The Federal Department of Finance and Deregulation is working with a number of Commonwealth agencies on what is known as a “low-risk grant agreement template”.

The template aims to reduce the burden of reporting and acquittals for grants recipients by establishing

thresholds for low-risk grants. Reporting and acquittals for lower-risk grants will be less onerous.

Commonwealth agencies are preparing to pilot the template, with Ms Wong hoping the final version will be ready for broader use later this year. ✕

➤ **FEDERAL GOVERNMENT TO FORMALISE “NO GAG CLAUSE” LEGISLATION – PAGE 8.**



*Money is being wasted and misdirected due to poor evaluation processes, says a new local report.*

# Improvement Required

## Institute calls for better program scrutiny

Billions of dollars in Federal Government spending risk being wasted due to the lack of independent and transparent evaluation, according to a new report from the Melbourne Institute of Applied Economic and

Social Research.

Report author Deborah Cobb-Clark says governments are making decisions based on incomplete evaluations and evidence that has often not been subjected to adequate

scrutiny.

"Sound, independent program evaluation is crucial to ensuring taxpayers receive value for money, but the current evaluation system generally produces poor-quality evaluations that ►



don't tell us very much," Professor Cobb-Clark said.

"The results of these evaluations are typically not independent, transparent or widely distributed."

"Unfortunately, our current evaluation system generally produces poor quality evaluations that in the end do not tell us very much. Often evaluations are conducted within the very government agencies responsible for meeting program objectives," it says.

"When external evaluators are used, it is common for the government to insist that the results not be published. In short, the results of these evaluations are typically not independent, transparent or widely distributed. As a result,

methodological quality is undermined.

Professor Cobb-Clark called for all policy evaluations to be made public as a matter of course.

"Unlike medical trials, which must be registered, the results of economic and social policy evaluations are often buried when they do not suit politicians or policymakers. This makes it impossible to know what works and what does not," she said.

"All evaluations conducted by or commissioned through the government should be published externally, perhaps with a short embargo period for journalists and stakeholders to consider the findings.

"The current lack of a willingness to commit to the publication of results has meant that Australian academics

are increasingly disengaged from evaluations of major economic and social initiatives.

"This can lead to poor policy."

The report makes specific mention of programs aimed at closing the gap between Indigenous and non-Indigenous Australians, but its conclusions are applicable on a more general level.

It is the first of the University of Melbourne-based institute's *Policy Brief* series that will examine current policy issues and provide an independent platform for public debate. ✕

➤ [READ THE REPORT, ENTITLED THE CASE FOR MAKING PUBLIC POLICY EVALUATIONS PUBLIC.](#)

## Hard Times

### Theatre company in liquidation despite government grants



A Melbourne-based theatre company HIT Productions has gone into liquidation despite receiving more than \$750,000 in Federal Government grants since late 2010.

According to *The Age* newspaper, HIT Productions entered administration in late December, owing the Taxation Office \$700,000. In all, HIT Productions – run by 54-year-old actor-producer Christine Harris – has debts totalling about \$1.8 million.

The company has toured a variety of shows

around rural and regional Australia, and in doing so has received a number of grants from both federal and state governments.

This included a federal grant of more than \$300,000 in July 2011, and another \$240,000 federal grant in October 2011. More than \$110,000 in grants came from the Victorian Government during 2011-12. ✕

➤ [READ THE ARTICLE IN \*THE AGE\*.](#)

*Grantmakers are constantly looking for new ways to report on their grants programs and to showcase the impacts they have made.*

*Yarra City Council, located in inner-Melbourne, has turned to film in the past couple of years to tell grantees' stories.*

*GMQ spoke with former Yarra City Council Community Grants Officer NINA COLLINS about the initiative.*

## On Film

### Yarra Council uses film to chronicle grants stories



A scene from the film celebrating Yarra Council's community grants program

**GMQ: How have you reported on the program in the past? What methods have you used?**

**Nina Collins:** In the past there has been more of a focus on our accountability to council.

We have a formal report that goes to the council and explains the processes, as well as where the money has been spent, and who the successful recipients are.

And then we normally draw one or

two stories to highlight in the local media in order to provide an idea of some of the projects funded.

Something else we did for many years was stage a grants ceremony and function where people would come for a meal and some music, and grant recipients would receive their funding agreement and a certificate of acknowledgement.

But a couple of years ago we actually made the decision to not continue with and instead focus on the film.

We did the film for the first time in 2011 and it was a huge success. This one seems a little slower out of the gate but we'll wait and see how it goes.

**GMQ: Why film and YouTube? What do you hope to achieve through film that you can't achieve through other mediums or other methods of reporting?**

**Nina Collins:** One reason is that we are really interested in seeing where ►

social media can take us. Another is that we were keen to promote our grants program and its stories more widely.

The people who attended the traditional end-of-year grants ceremony were obviously those who already knew about grants and had already been successful in gaining one.

But we wanted to promote these stories more broadly both to potential future applicants and to the community. We thought we could achieve this through a film that celebrates the grant recipient and what they do, there would be a much broader reach.

**GMQ: What has been the reaction?**

**Nina Collins:** Generally the reaction has been really positive.

Last year, one of our grants recipients was a group which involved a number of elderly Italian people. We included their story as part of the film and eventually screened it for them.

When the film was finished we went back to them with a projector and a laptop and screened the film for them. Afterwards they said to us: “Oh we’d love to send this to our family”. So we gave them the URL link to the film online and they sent it on.

Soon after I got an email from one of their daughters or grand-daughters saying: “It was so good seeing mum or nana on the film. I know she goes off weekly to these things but we’ve never seen what they do before.”

That really emphasised the value the film had created and showed the film’s audience extended much further than that a ceremony might’ve attracted.

More broadly there’s been a really positive reaction as well. Last year I was invited to speak in Western Australia at a community development forum on how we use film to celebrate the community, and a range of people – not just in the grants area – have found this of interest.

**GMQ: Are the films indicative of**

**a changing trend in accountability and reporting – moving from accountability to just the council and towards considering accountability to the wider community?**

**Nina Collins:** The films do offer a level of accountability to the community. But I also think that a lot of grantmakers probably focus much more on the grantmaking process and don’t share their stories – both good and bad.

We had a lot of people who rang us up and were considering applying for this year’s grants who watched the film from 2011 – it gave them a real sense of the sorts of things we would fund and the reasons why we would or wouldn’t fund certain projects in a way that straight statistics would not capture.

So we are not shirking our accountability to council, and we still provide that slightly drier report which tells them where the grants have gone.

But then we animate that through the film, which gives them a record of what we are supporting and provides the opportunity to stop and reflect on the things that council’s support achieves.

Last year’s film was screened at the event which welcomed the new mayor, and this year it was screen at the end of the council’s Christmas function. It provided a visual taste of the richness of what we have in Yarra, as well as celebrating the grants.

The combination of statistics and the stories means anyone can process the information in the way that suits them best.

**GMQ: What steps went into putting the film together? How was it filmed, compiled and edited?**

**Nina Collins:** The first film we did was quite beautiful and we had a really terrific company to make that. The feedback we got was that the film itself should have been a community development style project.

So (this year) the second year we ►

**ABOUT THE PROGRAM**

The Yarra Community Grants Program gives around \$1.7 million annually to local community groups and not-for-profits across a variety of streams.

The grants vary – some are small project grants of up to \$1000, while others are more substantial depending on our relationship and the type of project. Some are for short term projects and some are multi-year commitments.

In all, its annual grants program sees funding of around \$740,000 allocated in grants of between \$1000 and \$15,000 each.

The council’s grants budget doesn’t include its support of our neighbourhood houses, which sits as a separate budget item.



**I also think that a lot of grantmakers probably focus much more on the grantmaking process and don’t share their stories – both good and bad.”**



A scene from the film celebrating Yarra Council's community grants program

produced a film we recruited some of the young people through one of our local neighbourhood houses – Fitzroy Neighbourhood House – to make the film.

In both films the aim has been to capture the diversity of the community and celebrate it.

As I said we wanted to ensure the making of the films was a community development project in and of itself, so this allowed them to experiment a little with what they were doing, and to give them an audience for their work.

That helped drive the process. The people involved really enjoyed it and they bought some equipment with the funds that we paid them with.

### **GMQ: Was it cost effective?**

**Nina Collins:** It was. In the past when we had a more paper-based system we would run grants ceremonies. It would normally take a couple of weeks to plan the event, – booking the room, organising catering, invites – also printing off all the funding agreements, making the packs.

It was chaotic, and organising the ceremony took time and cost money.

In recent times our grantmaking processes have gone almost exclusively electronic – funding agreements are emailed to applicants and then emailed back to us once they are filled in. Payments are made through EFT, etc.

So the strong impetus behind that community ceremony has been lessened in a way. But we still wanted to capture the feel-good nature of the projects and that's what we think the film managed to do.

### **GMQ: How did you choose the programs you wished to highlight?**

**Nina Collins:** We definitely chose projects that had more of a visual presence.

We also featured projects that were from our annual grants program – and the annual grants program is comprised of a number of different streams. This allowed us to capture the diversity of that program.

We also wanted to highlight programs which will see other community groups watch the film and say: "Aha – I can relate to this group, their work resonated with me".

### **GMQ: Any tips for organisations looking to do this – and why should they consider doing so?**

**Nina Collins:** For people doing this for the first time, working with an experienced company to begin with like we did is important. They were able to guide us through things like release forms – needed for when there were going to be children that were going to be filmed.

It is important to pick good projects to film – ones with a visual presence and which can get their message across visually.

And you need to convey passion and excitement. I think that, to me, the reason why I work in grants is to support people, support their dreams and the work they want to do. Aim to capture some of the enthusiasm behind the grant program. ✕

➤ [VIEW THE FILM ON YOUTUBE.](#)

➤ [VIEW THE FILM VIA THE LINKS ON YARRA CITY COUNCIL'S COMMUNITY GRANTS PROGRAM WEBPAGE.](#)



# Embracing Data

## Major report examines shifts in philanthropy

The embrace of data will be the biggest shift in philanthropy in 2013, according to a new report from GrantCraft, the US' Foundation Center and the European Foundation Centre.

Compiled by philanthropy scholar Lucy Bernholz, *The Philanthropy and the Social Economy: Blueprint 2013* report identified the embrace and use of data as one of the three most importance emerging trends for philanthropy.

Professor Bernholz said its use was of increasing importance in the world of philanthropy – particularly when it came to:

- How data relating to grantmakers and grantmaking activities was shared with the public (including issues related to privacy and transparency), and;
- How grantmakers themselves used data to explain their work, their grants efforts and the outcomes of their granting.

Professor Bernholz argued that data was becoming central to how foundations, not-for-profits, businesses and policy makers shaped the social economy. This meant the use, ownership, and access rules of data will be vitally important for the social economy.

“We are standing at a new ‘starting line’ for data in 2013, Professor Bernholz said in the report.

“Real progress has been made in building tools. Foundations and nonprofits are beginning to change behaviours around sharing information.

“

**Linked, comparable, accessible data is the new starting line. The race is now on to see who will create what public-facing tools for making sense of this information.”**

The early adopters are moving forward and new on-ramps are being built for others to join them.

“We have passed the point of just making data accessible. The new starting line is about putting the data we have to use, looking for relationships between nonprofit/philanthropic data and larger data sets from the public and private sectors, and experimenting with new practices that start from the premise that we now have access to enough useful data that we can move on to explore what to do with it.”

And while philanthropic groups had been slow to move on these data-related changes, Professor Bernholz used the report to highlight a dozen “meaningful efforts” at sharing philanthropic data during 2012.

She added that the challenge now was for organisations to use the data they have to best benefit.

“Linked, comparable, accessible data is the new starting line. The race is now on to see who will create what public-facing tools for making sense of this information,” the report states.

“How will individual donors, foundations, and public agencies put together the data on nonprofits with



census data, weather data, trend data, and financing data to show new types of relationships?

“New data-driven insights will become a first step, an input, into the practical work of decision making. This will stand in contrast to data’s past role when they’ve been expensive outputs of proprietary consulting contracts.” ✕

 [DOWNLOAD THE REPORT \(FREE REGISTRATION REQUIRED\)](#)

# Seeking Recognition

## Local government's push for constitutional recognition to safeguard grant funding



The protection of Federal Government grants and funding to local governments is at the centre of a push to have local governments formally recognised in the Australian Constitution.

The Australian Local Government Association (ALGA) has spearheaded the push.

It has resulted in the Joint Select Committee on Constitutional Recognition of Local Government issue a preliminary recommendation that a referendum be held at the same time as the September 14 Federal Election to decide whether local government receives formal financial recognition.

In January the Joint Select Committee heard from ALGA vice-presidents Troy Pickard and Keith Rhoades, who urged formal recognition of the third tier of government in order to protect federal funding earmarked for community services and infrastructure.

The push has increased in intensity after the **2012 High Court ruling** which deemed the federally-funded school chaplaincy program as constitutionally invalid. At the time, this ruling raised serious concerns

over how valid Federal Government payments to local government actually were.

Recognising local councils in the constitution is the ALGA's preferred way of ensuring federal grants and other funding is deemed constitutional.

"The only way to protect direct federal funding for community services and infrastructure is to have local government recognised in the Australian constitution," Mr Pickard told *The Australian* newspaper prior to the hearing in mid-January.

"Such funding is essential for all communities."

Mr Pickard told *The Australian* that the ALGA's view was shared by an independent expert panel appointed by the Federal Government in 2011.

However Constitutional law experts told the hearing that a referendum would cost about \$80 million, and may not alter a thing.

*The Daily Telegraph* quoted Constitutional law expert Anne Twomey, who said many of the arguments for constitutional recognition were flawed and misleading, and that councils may end up worse off if the Federal Government takes money out of grants

to pay administration costs that are currently covered by the state.

She added that changing the constitution could lead to a shake-up in Federal funding which could see the Commonwealth distribute grants by need rather than population, which would see Victorian and NSW councils "lose out hugely".

"Disadvantaged rural areas would get more money, and city area would get less, in terms of fairness that is probably good, but in terms of how it would affect people, it would probably give an advantage to one per cent of the population, and would disadvantage something like 98% or 99% of the population," she said.

The Federal Local Government Minister Simon Crean did not issue a formal response to the committee's preliminary recommendation, instead indicating the Government would wait on its final report. ✕

➤ [READ THE HIGH COURT RULING IN THE CHAPLAINCY CASE.](#)

➤ [WHOSE MONEY IS IT? – PAGE 4.](#)

➤ [ALGA URGES INCREASE IN FEDERAL ASSISTANCE GRANTS –](#)

*Honesty in reporting failure is a key to increasing the success of grants, according to New Philanthropy Capital's David Pritchard.*

# Straight Shooting

## Honesty in reporting failure vital – report

The inability of grantees to admit to and examine their errors – and for grantmakers to encourage honest reflection – leads to mistakes being repeated and learnings being ignored, a new report says.

New Philanthropy Capital head of measurement and evaluation David Pritchard recently spoke with the UK's *Guardian* newspaper in the wake of the release of **Making an Impact**, a report on impact management in the UK charity sector.

As reported in the last edition of *GMQ*, *Making an Impact* found more than 70% of respondents agreed or strongly agreed with the statement: "Charities should be encouraged to report failures or negative results".

In addition, more than 60% grantees from the charity sector believed grantmakers could improve impact measurement funding by building it into their funding agreements.

In his interview with *The Guardian*, Mr Pritchard said funders' inability to report on failure and mistakes was "arguably the biggest barrier to charities achieving their potential impact."

"The problem is that as charities don't want to admit they have a program or service that ... did not work, ineffective practices and mistakes are repeated time and time again," he said.

"There are pockets – and even broad swathes – of inefficiency and ineffectiveness. These persist because

### WHAT IS PROJECT ORACLE

The **Project Oracle Evidence Competition** is an initiative from the Greater London Authority and Economic and Social Research Council that provides an incentive for transparent reporting, though not specifically for highlighting failure.

Intended specifically at charities working with young people, Project Oracle aims to improve how they monitor and evaluate their services.

Charities who register for Project Oracle, and complete a self-assessment of their evaluation and monitoring practices, are being invited to submit past evaluation reports or ideas for future evaluation projects into a competition.

Groups can receive prizes of between £2000 and £5000 (\$A2900 to \$A7300), with winning charities held up as great examples of transparency and rigour in reporting results, regardless of what the results actually say.

This helps to shift the incentives towards transparency, learning and improving and away from just looking good.

charities do not measure and share results sufficiently to know what works.

"Unlike the sink-or-swim nature of the commercial sector, charities that are ineffective can continue to exist because "impression management" can substitute for results, and unsuccessful programmes can be hidden.

"If only success is reported and poor results are hidden, charities are left to repeat each other's failures."

Mr Pritchard said there was an obvious reason for groups not reporting their mistakes and missteps, despite

their desire to do so.

"The conventional wisdom is that to attract funds and motivate staff and beneficiaries, you need to demonstrate good results," he said.

"Any charity that puts its head above the parapet and reports poor results or evaluations is at risk of losing funds, staff morale and stakeholder support. So typically they don't."

Mr Pritchard did highlight a couple of programs trying to turn the tide, including **Project Oracle's Evidence Competition** (see box above). ▶



“By itself this competition cannot change the culture of reporting impact. But it is one step towards a culture where adding to the collective knowledge of what works and what does not is as important – and is equally rewarded – as the credit a charity gets for showing it is successful,” he said.

“If charities and funders make this shift together, we would suddenly see

an opening up of data and evidence as to what programmes and interventions help people the most.” ✕

➤ **HOW DO YOU REPORT ON “FAILURE”? WHAT CHALLENGES AND DIFFICULTIES DO YOU FACE IN DOING SO? SHARE YOUR STORIES WITH [CHRISR@OURCOMMUNITY.COM.AU](mailto:CHRISR@OURCOMMUNITY.COM.AU).**

“

**If only success is reported and poor results are hidden, charities are left to repeat each other's failures.”**

Recent advice from the Australian Not-for-Profits and Charities Commission on handling conflicts of interest raises some interesting questions for grantmakers.

# Have Your Say

## Handling conflicts of Interest



Recently, the **Australian Not-for-Profits and Charities Commission** issued some **guidance** on conflicts of Interest for not-for-profits:

*“Conflicts of interest can come and go and sometimes a serious one can arise that means you may have to resign your position. **For example, if you accepted a role with the funding body for your charity it may be necessary for you to resign.**”*

*“Don’t continue on in a role if your conflict of interest is regularly going to make it difficult for you to make a contribution.”*

As conflicts of interest go, this one involves no personal gain or moral barrier, which may be why the ACNC

chose it. Still, it’s not absolutely straightforward.

And while the question is aimed generally at not-for-profits, it raises some interesting queries for grantmakers as well:

1. If you were a charity and someone on your board got a job with a grantmaker in your area, would you ask them to step down from the board?
2. If you were a grantmaker and someone on your board got a job with such a charity, would you ask them to step down from the board?
3. If you were a charity and someone on your board was elected to the

board of a grantmaker in your area, would you ask them to step down from the board?

4. If you were a grantmaker and someone on your board was elected to the board of such a charity, would you ask them to step down from the board?

How would you handle these potential conflicts of interest? Add your votes in response to the questions above at our survey page - **[www.surveymonkey.com/s/PYL678Q](http://www.surveymonkey.com/s/PYL678Q)**.

Survey results will be featured in the next edition of *Grants Management Quarterly*. ✕



# “Grantmaking Plus”

***Fleshing out grants programs, assessing applications (and applicants!) and distributing grants funds are all important parts of the job. But increasingly grants officers and co-ordinators are going further than just grantmaking and “looking after funds”.***



## The expanded grants officer role aims to increase the level of funds flowing into the area, improve the skills of locals and to empower the communities in which they operate.”

### WHAT IS IT?

The idea of grantmakers going beyond “just grants funding” – a concept we’ve labelled “Grantmaking Plus” here at *GMQ* – is a basic one.

The concept involves expanding the traditional grants officer role so officers play a more formal part in sharing and spreading knowledge aimed at empowering communities and improving grantees’ chances for grantseeking success.

Generally speaking, this is done in two ways:

- **Improving the awareness and knowledge of the grants that are available to community groups** – for example, advertising and promoting grants rounds, whether they are being offered by the grants officer’s organisation or another funder.
- **Providing hands-on advice and guidance to improve the quality of grants applications, and in turn the chance for groups to gain funds** – for example, staging workshops on writing grant applications, or on identifying applications suitable to grantseekers.

Many grants officers will informally offer support, advice and guidance as part of their role. But under these arrangements, this type of support is actually formalised.

### WHO’S DOING IT?

The concept of “Grantmaking Plus” isn’t exclusive to a particular stream of grantmaking. Local council grantmakers are using it, as are grantmaking foundations and corporate philanthropic bodies.

In the past *GMQ* has highlighted Casey City Council (read more [here](#))

as one organisation embracing the concept. Other grantmakers hopping on board more recently have included:

- Hunter Valley-based mining company Coal & Allied, which has funded grants officer positions at four local councils – Cessnock, Muswellbrook, Singleton and Upper Hunter.
- The Gardiner Foundation’s Strengthening Small Dairy Communities program, which has operated in various rural and regional Victorian communities.
- The Community Grants and Outreach Project, backed by Rio Tinto Kestrel Mine and the Central Highlands Development Corporation (CHDC), which operates in a number of Central Queensland communities.

Rather than looking specifically at WHO is doing it, it might be better to look at the trends in WHERE and HOW it is being used.

These trends include:

- Use in geographically isolated areas, in smaller communities or in rural or regional areas.
- Use in areas where a growing population presents authorities with challenges when meeting funding needs.
- Use in areas where skills are low, or where it is a struggle to attract funding and support to the area.

In all three cases, the expanded grants officer role aims to increase the level of funds flowing into the area, improve the skills of locals and to empower the communities in which they operate.

### WHAT DOES IT INVOLVE?

The Coal & Allied program in

NSW’s Hunter Valley sees the mining company fund grants officer positions at four local councils – Cessnock, Muswellbrook, Singleton and Upper Hunter.

The program was extended for three years in late 2011. At the time, Allied & Coal estimated it had generated \$16 million in grants funding for local organisations, groups and councils

Coal & Allied spokesman Stephen Sneddon described what its “expanded grants officer role” entailed.

“The grants officers have helped deliver funding to the region by circulating bulletins promoting grant opportunities, directly assisting grant seekers with their applications, facilitating workshop sessions tailored to develop grants writing skills, and working within councils to assist the council grant application process,” he said.

“Some of the councils are now expanding the work these officers do to continue building the capacity of their local communities, through services like business development and asset mapping.”

Empowering and skilling the community is also at the heart of the CHDC/Kestrel Mine Community Grants and Outreach Project, as the project’s Debbie Gibson explained:

“The Community Grant Officer (CGO) role is not to assess applications or decide on grants priorities or successful funding applications,” she said.

“It is to work with people in not-for-profit organisations and skill them in how to search for funding and identify funding programs where their organisation and/or project is eligible. The CGO also works with them through process of developing their ▶



application and, if required, through to the acquittal process.

“The CGO meets with groups one-on-one or through phone and emails to prompt clients for their responses to questions in the applications, encouraging them to think outside the box and phrase their responses in the way that the funding body requires.

“The CGO provides advice on how to improve applications, the ‘do’s and don’ts’ and ‘tips and tricks’. We also provide avenues of where they might be able to find information or what they can do to provide evidence that will support their applications.”

For the fast growing City of Casey in Melbourne’s south-east, the challenges of trying to support a rapidly expanding need for community support (and grant worthy projects) saw it establish a grants facilitator position.

As the council’s then-grants facilitator Jessie Ballantyne told GMQ in 2007, the role involved her working with the local community to access non-council grants, and to co-ordination of the council’s own grantseeking activities.

“As many people will understand, there are just not enough funds available in local government to adequately support all the work the community is involved in. The idea was that if community groups and organisations were strengthened in their capacity to apply for funding, then they could still continue to grow their excellent work to meet the ever-increasing need in a rapidly growing community,” she said.

“In terms of the community, many groups don’t know where to begin looking for grants and even if they do, a lot of people are scared off by the application process. The role of the grants facilitator is to try and equip groups with the skills needed to successfully find and apply for funding.”

Similarly the Gardiner Foundation’s Kate Randall says this type of work can “demystify” grants funding.

“(We know) there are many rural communities not accessing funding where it is needed. Through the

program we have aimed to demystify granting and encourage greater uptake in the small rural communities where social amenity and infrastructure are declining,” she said.

“Through the program, community grants are offered in funding rounds targeted exclusively to the cluster of communities we work with. These funding rounds are linked to skills workshops ... where we train people on how to properly plan their projects, develop budgets, write applications, and work in partnership to manage projects successfully.

“They also find out about heaps of other funding sources they can pursue to leverage co-investment or matching funds.”

#### WHY SHOULD I KNOW ABOUT THIS?

There are a number of reasons why grantmakers should consider the “expanded grants officer role” as an option:

- For grantmakers with shrinking funding pools, or an expanding number of grants applicants, providing grantees with the skills to seek funds from other sources allows you to then shift your support to other groups more urgently in need of your support, or not able to access other funding sources.
- Giving local groups skills so they can attract more grants empowers them and builds community capacity.
- Empowering groups benefits the entire community – beyond just

the group being empowered, and beyond just the grants program being accessed. The capacity building has a multiplier affect which can spread throughout the region.

- A community with more skills in applying for grants is a community more likely to attract more funds from more sources. This opens up the opportunity for bigger projects and programs to be funded, or for other organisations to work in partnership with local groups.
- The role helps develop a more meaningful relationship with groups in the community. This allows you to better understand their concerns and needs and, in turn, address or support them.
- It improves the quality of applications, and provides the opportunity for a “teaching moment” – to build knowledge or grants processes and ensure grantees know what they need to do to access funds.
- Empowering the community should be a core consideration of any grantmaker.

Of course, establishing such a role may cost your organisation more in terms of wages or resources than having a “standard” grants officer position.

But that needs to be measured against the benefits listed above – particularly the overall community benefit and empowerment it could create. ✕

“

**There are many rural communities not accessing funding where it is needed. Through the program we have aimed to demystify granting and encourage greater uptake in the small rural communities where social amenity and infrastructure are declining.”**

# Arts Support Vital – Crean

## Grammy wins bear out arts grants importance

The success of Australian musicians Gotye and Tim Munro at last month's Grammy Awards has highlighted the importance of both Federal Government grants to the arts and the Australia Council, according to Federal Arts Minister Simon Crean.

Melbourne musician Wally De Backer, who performs under the stage name Gotye (pictured left), was the toast of the music world after winning three Grammys – Record of the Year, Best Pop Duo/Group Performance and Best Alternative Music Album – at February's awards ceremony in the US.

Receiving less fanfare despite winning two Grammys was Australian flautist Tim Munro, who took home awards as part of his Chicago-based ensemble eighth blackbird won Grammys for Best Chamber Music/ Small Ensemble Performance, and Best Classical Contemporary composition.

Speaking last month at a function to mark the 40th anniversary of the Australia Council, Mr Crean said both Gotye and Tim Munro received Australia Council support early in their careers.

Mr Munro now also acts as a mentor to young musicians through the Council's JUMP Mentoring Program.

But he added that Australia Council funding was not "just about picking winners, but about the pursuit of excellence".

"From the outset, the Australia Council has focused on backing local companies making new work aimed at creating a sophisticated 'Australian voice,'" he said.

"By investing in the arts we reach into every community and culture in Australia.

"The arts are the bedrock of a creative economy and are a key



contributor to Australia's prosperity and pride in our heritage.

"There is the social return from them, in terms of the return to the nation in terms of appreciation of heritage and culture, of expression, creativity and self empowerment." ✕

[READ MR CREEN'S FULL SPEECH.](#)

## The Search is on Australia Council job advertised

Both local and international candidates will be considered for the role of Australia Council chief executive officer after the search to fill the position began earlier this year.

The position was advertised via executive recruitment firm Slade Partners in mid January, with Australian candidates invited to apply from January 14 onwards.

According to the advertisement, an international search for candidates was to be conducted concurrently with the Australian search.

The Council has asked for applicants with "proven leadership skills and qualities to guide its future for the benefit of artists, arts organisations and the Australian community".

"To be successful, you will be

energetic and inspiring with an extensive track record of driving strategic success whilst being engaged, involved and aware but not entangled in the detail," the advertisement stated.

"You will definitely be of the arts, mature and able to be a credible and convincing advocate with Government for the arts in Australia, the Council and its use of funds." ✕

*Just over a year ago, the Trust Company embarked on a dramatic re-think of its philanthropic efforts, culminating in a new 'Engaged Philanthropy' model. As a result, the organisation has moved away from its traditional approach of small, one-off annual grants towards strategic multi-year partnerships with a smaller number of groups.*

*CHRIS RICHES spoke to the Trust Company's Head of Philanthropy and Community, SIMON LEWIS.*

# Getting Strategic

## The Trust Company and "Engaged Philanthropy"

### GMQ: What were the reasons behind the Engaged Philanthropy program?

**Simon Taylor:** We put in place the Engaged Philanthropy model to deliver greater and longer lasting impact from the distribution of over \$3.5m funds annually from our Australian charitable trusts.

Our merger with the Guardian Trust in New Zealand in 2011 brought substantial scale to our philanthropy responsibilities and increased our resolve to set down a regional vision across our group, including an enhanced granting philosophy to account for our trustee discretion.

Some of the key elements to the model are:

- **Multi-year commitments to a small group of strategic partners** – Delivering social outcomes has a time variable to it, and you are limited to what you can achieve in this context with a one-off, annual funding round process.
- **Partnerships and collaboration are central to our approach** – We were mindful of creating greater equity in what is traditionally a hierarchical funder-recipient relationship.
- **Selecting an evaluation framework** – We have chosen the Theory of Change framework – and building this into the planning of partner organisations is essential as it gives us a common language to define and evaluate outcomes.
- **Selection of inaugural partners** – This came down to program fit, quality leadership, a well-defined strategic plan, a quantified track record and a propensity to engage in partnership models. ▶

### THE TRUST COMPANY AND 'ENGAGED PHILANTHROPY'

The Trust Company is an independent trustee company. It distributes \$A40 million across Australia and New Zealand from its charitable trusts.

The Trust Company acts as trustee and administrator of more than \$A900 million in more than 850 charitable funds.

To be eligible for its Engaged Philanthropy Program, not-for-profit groups must operate within one of the following four program areas (which reflect the legacy of the philanthropists for whom it acts as trustee):

- Socially inclusive education.
- Living with disability.
- Positive ageing.
- Research and development fund.

Seventeen inaugural strategic partners were selected in 2011 and supported with multi-year grant commitments totalling \$5 million.

Twelve months later, 12 additional strategic partners were added. The 2012 round of funding will see The Trust Company distribute \$3 million over the next three years to 13 new strategic partners.

**GMQ: Now, just over 12 months down the track – what have been the outcomes?**

**Simon Lewis:** We've improved our efficiency by setting defined criteria in the grant application process. This reduced the number of applications we received from 500 in 2011 to 135 in 2012, but it saw an increase in the quality of applicants.

By discussing with applicants their ideas for funding prior to them submitting an expression of interest, our success rate has improved from 12% to 20%.

And the quality of discussion, collaboration and learning has improved distinctly over the course of the last 12 months.

**GMQ: What learnings have there been so far?**

**Simon Lewis:** We asked our strategic partners to agree to a Memorandum of Association when signing up for a multi-year commitment. The Memorandum sets out our expectations and commitment to them as a funder.

Part of the arrangement has included strategic partners adopt a Theory of Change for their program or organisational framework, which we then use to set up the appropriate evaluation methodology.

For a number of the strategic partners, this was the first time they have been asked to document the assumptions, target groups, strategies and outcomes that underpinned their projects.

It was a challenging exercise, but one which will allow us to move beyond the acquittal process that has limited usefulness when it comes to evaluating outcomes and impact in the longer term.

Coming out of this though has been that our partners have told us they need more support to measure the outcomes they are striving to achieve.

**GMQ: And what has your response been?**

**Simon Lewis:** We are going to focus on providing them with that support during 2013.

Melbourne Business School (MBS) has been running sessions with all the partners around their evaluation ▶



framework and the acquittals.

**GMQ: How have you built relationships with those receiving funds? Has this become a real key to the program's success?**

**Simon Lewis:**

We've spent time up front developing the philanthropic framework for the Engaged Philanthropy approach in partnership with our team, the MBS and our strategic partners.

It has paid dividends as the shared insights and collective approach has strengthened the model and clarified our sense of purpose.

We bring our strategic partners together twice a year to create that space for discussion and collaboration; surprisingly, there are not many opportunities for discussion out there.

(Overall), our partnership model is developing and we are pleased with the progress we have made so far. It takes time to develop strong relationships and we will continue to work hard to incorporate the three fundamental

principles: equity, transparency and mutual benefit into our partnerships.

**GMQ: How is the Trust Company reporting on the program? What methods are you using?**

**Simon Lewis:** Our Theory of Change is the evaluation framework we are using at the individual organisation level.

In partnership with the MBS, the Trust Company initiated the Trust Company Fellowship which supports and guides the collaborative process and designs and delivers a social impact assessment of the granting portfolio.

An important aspect of the Fellowship is the sharing of information and best practice models. To support this process, MBS hosted two symposiums for strategic partners in March and October this year.

**GMQ: Have there been any missteps – if so, what are they, and what have you taken away from them in terms of lessons learned?**

**Simon Lewis:** Switching from being directive around funding and resources to facilitative of partner collaborations and subsequent funding has not been easy.

We have gone to great lengths to support our partners to share knowledge about their respective programs and explore areas of mutual interest that may lead to additional funding.

**GMQ: What are your hopes/aims for the future of this program?**

**Simon Lewis:** We are pleased with the progress and look forward to developing our work here and also introducing Engaged Philanthropy to our New Zealand discretionary charitable trust portfolio. ✕

➤ [VISIT THE TRUST COMPANY WEBSITE.](#)

# Women Donors Network to launch new guide

*Gender-Wise Philanthropy* to encourage investment in women and girls

Federal Sex Discrimination Commissioner Elizabeth Broderick will be the featured speaker at the launch of the **Australian Women Donors Network's** new *Gender-Wise Philanthropy* publication next month.

The publication has been developed in response to a need for information and guidance when considering funding for women and girls.

The guide aims to help trusts and foundations "increase the impact, inclusiveness and effectiveness of their philanthropy".

The publication will be launched in Melbourne on April 8, with Elizabeth Broderick (pictured left) the featured speaker. The launch will also include case studies illustrating the benefits of gender-wise philanthropy. ✕



# What a Waste

## Federal Coalition critical of government grants to private industry

Shadow Treasurer Joe Hockey says the Federal Government has wasted taxpayer money after two recent industry grant recipients announced job cuts in December and January.

Ford Australia announced late last year it was cutting around 200 jobs, while BlueScope Steel said it would be shedding about 170 jobs. Victoria has been hardest hit, absorbing most of the job losses at both companies.

Ford received a Federal Government

grant in excess of \$30 million in early 2012, while BlueScope Steel received \$100 million in Federal Government funding late in 2011.

Mr Hockey said the funding and grant announcements had coincided with promises of extra jobs in manufacturing, but those jobs had not materialised.

"It ended up that not only were those 300 jobs (at Ford) never created but, in fact, Ford sacked 300 people. That is

just a waste of taxpayers' money," Mr Hockey said.

He said Australia was fast becoming an "incredibly expensive" place to produce things, and, in part, blamed the government:

"When they increase taxes, they increase the cost of production in Australia," Mr Hockey said.

"That is why we are seeing manufacturing jobs, retail jobs and others go overseas." ✕

# "Not Worth Applying"

## Increased red tape ties up small business grantseekers

Federal Government research and development grants are going begging due to an increase in red tape dissuading small and medium-sized businesses from applying, according to a report from industry website *Smart Company*.

The **report** detailed concerns from small and medium enterprises over increased compliance burdens required to access the grants.

Ironically, those increased compliance burdens are linked to an initiative that should allow firms conducting research and development to be able to claim a significant tax refund.

The Federal Government's Research and Development Tax Incentive allows businesses to gain a cash refund of up to 45 cents in the dollar for spending on eligible research and development activities.

However the tax incentive also comes with an increased compliance burden after the Australian Tax Office (ATO) changed the program's eligibility

requirements in mid-2012, and As a result of a recent court case involving Queensland-based IT company NaughtsnCrosses.

In the NaughtsnCrosses case, the Administrative Appeals Tribunal upheld the ATO's objection to a claim by the firm for a research and development grant because the firm "did not have the appropriate documentation to support its application".

*SmartCompany* quoted Paul Brindle, managing director of the tax and accounting service at Thomson Reuters: "What businesses are telling us is that it is very hard for them to pull together the relevant documentation to support the Research and Development Tax Incentive," he said.

He added that the extra red tape was hitting small and medium sized enterprises hardest.

"It depends how big your claim is. For smaller businesses with a smaller

claim resulting in a smaller benefit the administrative burden may not be worthwhile; the administrative cost may outweigh the benefit," he said.

"For small and medium size businesses in particular, it is a big challenge for them as their claims are less than for larger corporates but the administrative burden is not necessarily commensurate with their claims."

According to Mr Brindle, this increase in administration for research and development claims was reflective of a "broader trend where the ATO was requiring more documentation from small and medium enterprises". This included more stringent record keeping requirements. ✕

➤ [READ THE SMARTCOMPANY ARTICLE.](#)

➤ [NEW COMMONWEALTH GRANT GUIDELINES AIM TO CUT RED TAPE: PAGE 12.](#)



# Making an Impact

## Growth in impact investment



A major new report on impact investment and investors has predicted the global impact investment market will be worth \$US9 billion (\$A8.73 billion) in 2013, up from \$US8 billion (\$A7.75 billion) in 2012.

The *Perspectives on Progress* report, produced by the Global Impact Investing Network (GIIN) and JP Morgan, compiles the results of a survey of impact investors conducted

late last year.

Almost 100 mainly US-based investors were surveyed. Respondents said their investment portfolios were “meeting financial expectations in addition to social and environmental expectations,” with a notable increase in collaboration over the past five years to “to develop a coherent and supportive (investment) market.”

“In the results of this survey, we see

positive indication of a market growing in both size and sophistication, which we hope will encourage more activity and attract new investors to the impact investing field,” GIIN managing director and report co-author Amit Bouri said. ✕

➤ [READ THE REPORT.](#)

## Emerging Trends

### Impact Investing and donor collaborative on the rise

Impact investing will increase in 2012, while the concept of “donor collaborative” will continue to emerge, according to major US philanthropic program manager Rockefeller Philanthropy Advisors.

In an article on the Foundation Center’s *Philanthropy News Digest* website, **Rockefeller Philanthropy Advisors** president and CEO Melissa Berman said impact investing had

already experienced rapid growth, but would “gain more traction” during 2013.

“Funders are becoming more sophisticated, especially in using impact investing to support global health and development projects,” she said.

Mr Berman also predicted that “donor collaboratives” – initiatives which enable donors to pool ideas and resources toward a common goal –

would grow in 2013.

“As more and more people start to think about the idea of solving a problem rather than being a generous funder of good organisations, they begin to realise that the numbers are not on their side and that it might be better to find partners,” she said. ✕

➤ [READ THE ARTICLE.](#)



# Funds for Sites

## Grants for website redesign

Websites are a key part of many not-for-profit groups' fundraising, advocacy, promotions and communications operations – but they can be costly to develop and maintain.

UK organisation The Nominet Trust hopes to make a difference by providing grants for up to 25 not-for-

profits to fund the redesign of their websites. The grants fit well with the Trust's overall aim of helping groups, particularly those at a grass-roots level, use the internet to further their work.

Selected organisations will receive at least £14,400 (almost \$A21,100) in

grants from the Trust to fund their work. New systems will be built on the Raising IT platform, a content management system integrated with e-commerce, donations and campaign functionality, together with social media monitoring tools. ✕

# Wanted (More Often)

## SmartyGrants experience

As more and more organisations start using SmartyGrants, an increasing number of grants management-related position descriptions are asking for experience in the system's use.

The City of Yarra in Melbourne recently advertised two positions – community grants administrator and community grants team leader – with candidates who had SmartyGrants

knowledge gaining an important edge.

Both positions stated “competency in using the grants management system SmartyGrants” among their key selection criteria. The community grants administrator position emphasised a “high level of competence” in using SmartyGrants as desirable.

SmartyGrants (a product of

the Australian Institute of Grants Management, publisher of this newsletter) is used by more than 225 grantmakers to manage almost 2850 grants programs across Australia and New Zealand. ✕

 [FIND OUT MORE ABOUT SMARTYGRANTS.](#)

# Quick Tip from the AIGM

**Question: What is a reasonable timeframe to have a funding round open when you're dealing with voluntary community groups?**

**Answer:** Frustrating as it might be, the most accurate answer to this question might be akin to: “How long is

a piece of string?”

However, this might give you a useful place to start:

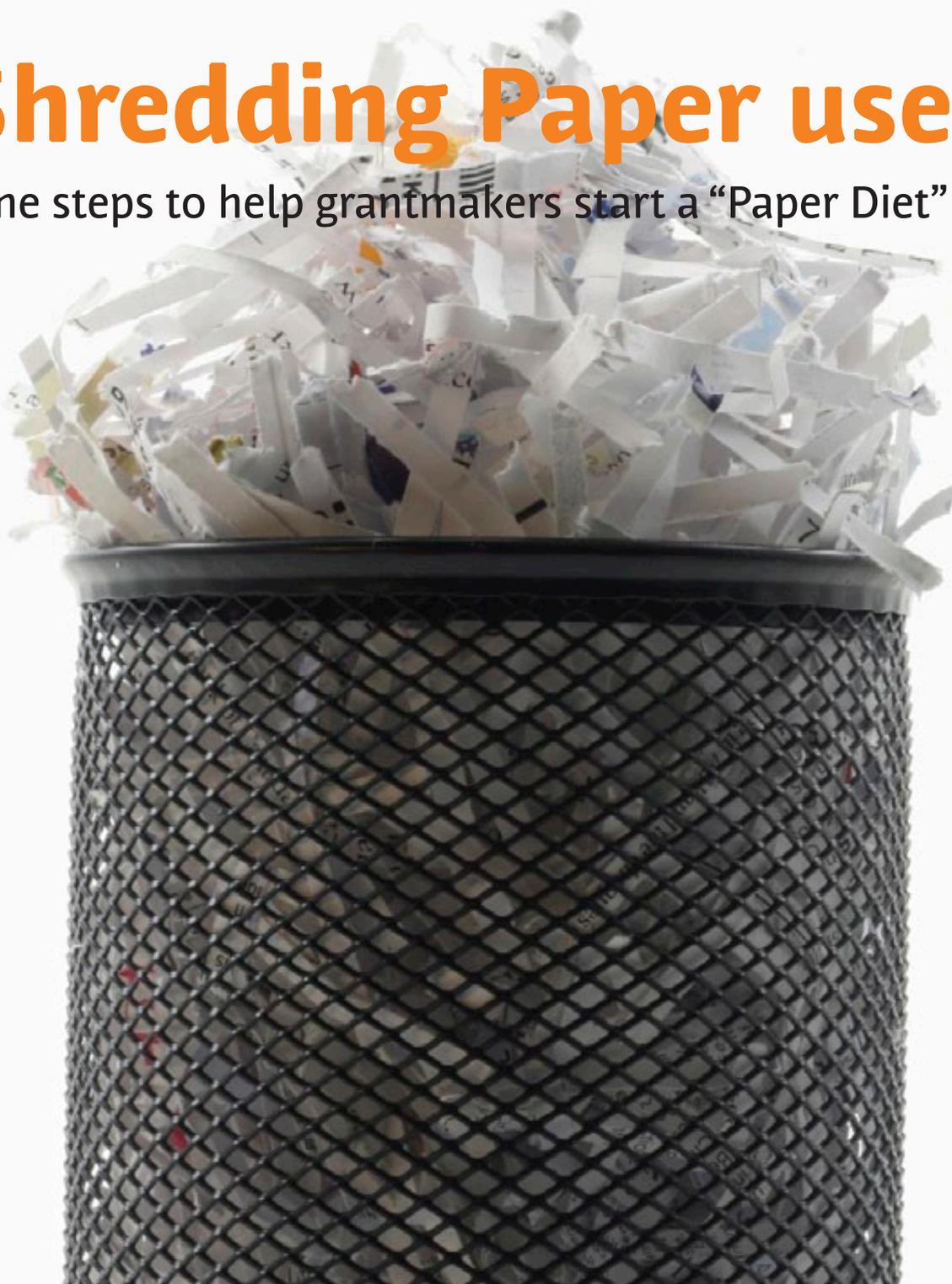
1. *Work out how long the average submission will take to prepare.*
2. *Work out how many days that will take for those putting in an*

*hour per night.*

3. *Double that to allow for coordination and committee work.*
4. *Add on a few days for mail.*
5. *There's your minimum. ✕*

# Shredding Paper use

Nine steps to help grantmakers start a “Paper Diet”



A new resource from the US' Grants Managers Network (GMN) provides grantmakers with a nine-step plan to cutting paper usage in their offices.

The resource is part of the GMN's ongoing Paper Diet initiative, born as a follow-up to the Network's 2010 *Beyond the Recycling Bin* report.

Both the report and the initiative

promote less paper usage amongst grantmakers by highlighting ways they can shift towards non-paper based or electronic methods.

According to GMN, the biggest improvements in cutting paper use have been through grantmakers:

- **Turning to technology** – including

electronic or web-based documents, proposals, agreements and reports.

- **Raising expectations** – for example, implementing a double-sided printing policy.
- **“Right-sizing”** – reducing the number of required reports for smaller grants. ▶



### Nine Steps to start a “Paper Diet”

The report outlines a nine-step plan to grantmakers reducing their paper use.

- 1 Make the case** – Make reducing paper and increasing efficiency key to your organisational values.
- 2 Get buy-in from management** – Champion small changes and using them as catalysts for more support
- 3 Inform** – Find and point to instances of paper waste that everyone can understand, and keep colleagues informed on improvements and successes.
- 4 Educate** – Ask colleagues to audit their paper use. Consider also working out yearly spending on things like paper waste, printers and toner.
- 5 Collaborate** – Keep track of suggestions and give them real credence when planning your changes. Seek feedback on how you can improve.
- 6 Iterate** – Borrow successful processes from peer groups, and work to ensure change reaches all levels of your organisation.
- 7 Embrace holdouts** – Reduce their worries by using hybrid systems at first, so everyone can move at their own pace.
- 8 Harness your expectations** – Expect great things but plan for small, incremental improvements. Get a firm sense of the resources available to you and plan accordingly.
- 9 Address barriers to success** – Know what you’re up against and the ways to address challenges. ✘

➤ [READ THE FULL REPORT.](#)

➤ [HOW HAVE YOU REDUCED PAPER IN YOUR GRANTMAKING PROCESSES? WHAT SUCCESS STORIES HAVE YOU GOT? SHARE THEM WITH GMQ VIA: CHRISR@OURCOMMUNITY.COM.AU](#)

## Mixed Perceptions

### Still opportunities in Big Society despite scepticism

UK not-for-profits still see opportunities in the Big Society initiative, despite remaining cynical about the exercise, according to a new report from the UK’s Third Sector Research Centre.

The report – *Making Sense of the Big Society: Perspectives From the Third Sector* – drew on qualitative data gathered through 15 case studies examining the difficulties Big Society had encountered as a political narrative, as well as examining how it has been received by the sector.

Report author Rob Macmillan said the response had been a mixture of overwhelming scepticism about the Big Society agenda and an awareness of potential opportunities ahead; as long as the government had a “more compelling and realistic vision”.

Many of those surveyed said there was a contradiction between the government promoting the sector but at the same time cutting budgets and services in the name of deficit reduction. Despite this, Mr Macmillan said many of the same respondents still felt the need to position their organisations and activities in relation to the Big Society. ✘

➤ [READ THE REPORT.](#)

Grantees can sometimes be wary of evaluation, sometimes seeing it as a potentially punitive measure which could threaten funding. A new resource from Grantmakers for Effective Organisations (GEO) outlines five ways for grantmakers to build trust with communities and grantees, and engage with them meaningfully so evaluation can be beneficial.

# High Five

## Five principles towards building community capacity in grantmaking evaluation

Engaging and involving community members in evaluation can help ensure grantmakers are measuring the impacts of their program.

But actually doing so can be a challenge. Apart from the extra work involved, some community members and grantees are wary that evaluation can be a “stick” used to reduce or withdraw funding rather than a “carrot” aimed at improving program effectiveness.

A new resource from GEO – *Building Community Capacity for Participation in Evaluation* – provides five recommendations for engaging community residents in evaluation and learning.

The recommendations are:

### Create value for community residents

If grantmakers don't live in the communities they fund and in which they have to conduct evaluations, there can be a disconnect between their questions and those the local community thinks are relevant.

Grantmakers and evaluators can articulate the value that data collection and evaluation can

provide for the community — and include questions of relevance to the community in evaluation design.

### Illuminate, don't intimidate

Without grantmakers taking the time to explain complex wording, jargon or the ins and outs of data collect and evaluation, community groups and grantees can feel intimidated.

Grantmakers must set aside time to educate and inform those they are working with.

### Tailor technical assistance and training

Often, grantmakers place responsibility for engaging community residents on the community organisations that have received funding. But community organisations will vary in their ability to engage residents meaningfully in collecting, understanding and using data.

They may require capacity building or other types of support to be effective liaisons to community residents.

Community residents come to the table with different levels of understanding and familiarity with data and evaluation. Tailored technical assistance might be needed.

### Support community capacity for learning

Communities can be sceptical of evaluation work, possibly viewing it as something purely academic rather than something that can result in learning and change.

Grantmakers should tackle this head-on by creating opportunities for evaluation efforts to translate into learning and for learning to result in strengthened programs.

### Model transparency, accountability and consistency

Grantmakers must model transparency and self-evaluation if they are to be credible.

This means being prepared to share and explain ways of thinking about evaluation and opening their own decisions and practices to analysis and assessment.

*Building Community Capacity for Participation in Evaluation* also details ways grantmakers can address each of these five issues, as well as providing examples and case studies for each. ✖

➦ [READ THE FULL REPORT.](#)

# Changes afoot

## Welsh Government to reform grants management processes

The Welsh Government will make changes to its grants management processes, and will review its funding of the country's charity sector, in the wake of the scandal which saw the collapse of race equality charity Awema last year.

Carl Sargeant, Wales' Minister for Local Government and Communities, confirmed the government would "look afresh" at its relationship with third sector organisations.

According to an article at *Civil Society UK*, there are plans to update several documents, including the Third Sector Scheme and Code of Practice for Funding the Sector.

The news comes after Wales' Audit Office urged the government to make changes to its grant management processes after criticising its management of funding to Awema.

Awema received £8.4m in public funding, including some £7m (\$A10.3 million) in funding from the Welsh Government, since its creation more

than a decade ago. However the charity collapsed and closed early in 2012, **with a number of financial and governance irregularities** uncovered and investigated in the lead-up to the collapse.

Late last year the Welsh Audit Office released its report into the charity and its relationship with the Welsh government since 1999.

Wales' assistant auditor-general Anthony Barrett told *Civil Society UK* the report uncovered a number of problems in the government's handling of the issue early in the piece.

"The Welsh government's management and coordination of its grant funding to Awema was often weak and its responses to historical concerns about Awema were too narrowly focused," he said.

"By contrast, the Welsh government responded robustly to the concerns that emerged about Awema in December 2011, but dealing with the consequences has been time-

consuming.

"While the outcome of the liquidation process is not yet known, it is clear that the Welsh government will not recover most of the £545,966 (\$A803,800) debt it now believes it is owed by Awema, as this far exceeds the amounts available to reimburse creditors."

Mr Sargeant said the government wanted the review to be "collaborative and open".

"There will be a formal consultation process later this year. A reference group of people from the sector, key stakeholders and officials will be formed to inform that process, and a number of informal workshops will be hosted across Wales to seek views," he said.

"The outcomes will help shape the future of the working and funding relationship between Welsh government and the civil society sector in Wales." ✕

## Launching Soon

### First "School of Philanthropy" at Indiana University

What is believed to be the world's first School of Philanthropy will open its doors at Indiana University next month.

The Indiana University School of Philanthropy will stage its celebration ceremony on April 9.

The University's Centre on Philanthropy has a long history of work and expertise in the area, with the Centre's executive director Pat Rooney telling *Civil Society UK* that the new School of Philanthropy will focus on education, training and research.

"Philanthropy and non-profits play an increasingly

prominent and important role in society, and they are now quite complex, requiring more sophisticated education, research and training," he said.

"The new School of Philanthropy and the additional talented faculty and students it will attract will significantly expand the scope and impact of the Center on Philanthropy's research and training in best practices." ✕

➦ [VISIT THE UNIVERSITY OF INDIANA SITE.](#)

*US grantmaking foundations are slowly improving their technology usage and knowledge but there's still room for improvement.*

# Improving but can do Better

## Technology knowledge and use increasing



Grantmakers' technology staff are taking on increasing importance, with funders making strong progress in establishing online grants management systems, according to the latest edition of *Technology Affinity Group's Grantmakers Information Technology Survey*.

The 2012 survey gained responses from more than 270 foundations and revealed many still faced challenges when it came to using or implementing technology.

But the situation is improving.

### **Planning, management and staffing**

Respondents reported that foundation executives' attitudes toward technology were "mostly supportive but not too knowledgeable".

"(This explanation) may explain why most respondents report that technology is causing some change within the organisation, but only 20%

describe that change as transformative," the report stated.

Foundations are in fact far more likely to have done disaster planning (84%) than have a technology plan (37%).

One important finding was that more funders felt their organisation was adequately staffed in relation to technology, and that more groups (just over 50%) felt their technology adoption was "leading edge" or "fast follower" rather than lagging behind.

And the "myth" of the paperless office seems to be just that – a myth. Only 14% of respondents described their grants management process as "entirely paperless".

### **Grants management software the primary challenge**

The *Grantmakers Information Technology Survey* found that the implementation of online grants management systems and online donor

information systems remained big challenges for funders.

But in an encouraging finding was that 58% of respondents "had addressed online grantmaking and/or online donor information since 2010".

"Since there are many different and complex components to 'online grantmaking' ... it makes sense that grantmakers report progress yet still consider it their primary issue", the report said.

Almost 60% of respondents said their organisation now had an online grant application system. ✕

➤ [READ THE FULL REPORT.](#)

➤ [LEARN MORE ABOUT THE SMARTYGRANTS GRANTS MANAGEMENT SYSTEM.](#)

➤ [NINE TIPS TOWARDS A "PAPER DIET" – PAGE 34.](#)

# Gaining strength

## Asian-American philanthropy a growing force

Americans of Asian extraction are becoming an increasingly strong force in US philanthropy, and are looking to channel their giving through institutional philanthropy rather than via more traditional Asian practices, according to reports in the *New York Times* and the Foundation Center.

The growing trend, outlined in the **New York Times**, emanates from the increasing wealth among a number of Asian-Americans, especially those who have benefitted from booms in technology and finance.

Many donate significantly to well-known institutions – museums and universities, for example. But an increasing number are donating to philanthropic foundations such as the **Korean American Community Foundation** (KACF) and the **American India Foundation**.

These groups then grant funds to projects aimed at helping specific target communities.

“We grew up with this idea that success is the more distance you can create between yourself and the pack,” KACF executive director Kyung B Loon told the *New York Times*.

“But it’s really about how much of the pack you can bring along.”

Since its founding, the KACF has raised more than US\$7 million (\$A6.8 million), making about 50 grants to organisations. The AIF raised more than \$US7 million (\$A6.8 million) during the current fiscal year for grants to not-for-profit groups in India.

Traditionally, philanthropy in many Asian cultures has involved donations to relatives, neighbours, churches and business associations rather than third party foundations like those listed above.

However, according to Dien S Yuen, a philanthropy consultant focusing on Asian-American giving, that outlook is

changing: “A lot of donors, when they first come through the door, don’t even know they can do all these things,” Ms Yuen told the *Times*.

“They don’t even know they can get a tax deduction for giving a gift overseas. “(But) I think in the next three or four years, there’s going to be huge growth because philanthropy has become mainstream.”

According to US Census Bureau figures, Asian Americans are the fastest-growing population in the United States. ✕

 [READ THE NEW YORK TIMES ARTICLE.](#)

“

**We grew up with this idea that success is the more distance you can create between yourself and the pack. But it’s really about how much of the pack you can bring along.”**

# On the Up

## Foundation Grants to LGBTQ groups rise significantly – US report

US philanthropic foundation support for lesbian, gay, bisexual, transgender, intersex and queer (LGBTIQ) communities jumped by almost 30% in 2011, a new report has found.

The report from the Funders of LGBTQ Issues organisation, found that \$US123 million (\$A119 million) was donated to LGBTQ communities in 2011, a 27% jump over 2010 figures.

The increase compared to the 2.2% increase in overall foundation giving during the same period.

The report also found that foundation giving to international LGBTQ groups jumped by 50% – from \$US19 million to \$US28.5 million (\$A18.5 million to \$A27.7 million) during the same period. LGBTQ groups helping children and youth topped the list of LGBTQ funding priorities, receiving 16% of all LGBTQ grant dollars.

Funders for LGBTQ Issues president Ben Francisco Maulbeck said the jump

in foundation grants and funding to LGBTQ communities showed a “growing momentum for equality regardless of sexual orientation or gender identity”.

“LGBT-focused funders like the Arcus Foundation are growing in number and size, and more and more mainstream funders like American Jewish World Service are integrating LGBTQ communities into their grantmaking strategies,” he said.

“I am heartened to see this growing response to the urgent civil rights and livelihood needs of LGBTQ people both nationally and abroad,” said Maulbeck.

“We look forward to working with an increasingly diverse array of funders to expand LGBTQ funding even more, so that the scale of resources at our disposal is commensurate with the great challenges and opportunities before us.” ✕

➤ [READ THE FULL REPORT.](#)

The local landscape for grants specifically to LGBTIQ communities remains narrow.

A search of the **EasyGrants** database found only two organisations specifically targeting this community with grants:

- The Gay and Lesbian Foundation of Australia (GALFA) funding program ([www.galfa.org.au/applying\\_for\\_funds.htm](http://www.galfa.org.au/applying_for_funds.htm))
- Small grants from the Aurora Group ([www.auroragroup.com.au/grants](http://www.auroragroup.com.au/grants))

More often though, LGBTIQ groups in the community sector are able to apply alongside non-LGBTIQ groups for general community sector grants.

## What's On?

### John Fitzgerald to speak at APCSIP commencement lecture

Professor John Fitzgerald – recently appointed to a key post at Swinburne University’s Asia-Pacific Centre for Social Investment and Philanthropy (APCSIP) – will deliver the 2013 APCSIP commencement lecture on March 14.

It will be Professor Fitzgerald’s first public lecture as the APCSIP’s Truby and Florence Williams Charitable Trust Chair in Social Investment and Philanthropy. He will speak on the topic – “Action philanthropy – giving the boffins

something to measure”.

Also at the event, Swinburne’s Chancellor Bill Scales will launch *10 Years 11 stories*, a publication that celebrates APCSIP’s 10 years of teaching.

The event will be held on March 14 from 6pm to 7.30pm at ANZ Docklands, 833 Collins Street, Docklands. Attendance is free but registrations are required before this Friday, March 8. ✕

➤ [REGISTER HERE](#)

# Cuts Continue

## More budget austerity looms in SA



South Australia's Local Government Association (LGA) has strongly criticised a proposal for further State Government grants program cuts.

The *Adelaide Advertiser* has reported that, as part of its mid-year budget review, the South Australian Government has proposed a \$3.4 million cut to its Community Recreation and Sports Facilities Program in coming years.

The proposal would see the program's budget cut from \$7.2 million this year to \$3.8 million by 2015/16.

The program provides grants ranging between \$3000 and \$2.5 million. Grants are used to upgrade clubroom and sports grounds.

Speaking to the *Adelaide Advertiser*, South Australia's LGA president Kym McHugh criticised the plan.

"We would assume that councils will be under more pressure to fund improvements for community recreation and sport facilities from rates revenue," Mr McHugh said.

"Unless councils can provide additional revenue from ratepayers, or clubs can raise more revenue themselves, the task of maintaining (and) upgrading facilities will become even more challenging."

The-then Sports and Recreation Minister Tom Kenyon told the *Advertiser* in January the proposed cuts would have "some impact on the number of grants being provided for projects up to \$500,000".

He said the State Government planned to set up a separate fund of \$2.5 million in 2015/16 for "major projects" above \$500,000. However, the only grant that large awarded in the past three years was one of \$2.5 million to Hockey SA.

After Mr Kenyon took on the SA Government's Manufacturing, Innovation and Trade portfolio earlier this year, his replacement Leon Bignell continued to support the proposed cuts in the face of increasing community opposition.

He told *The Advertiser* he would not re-consider the cuts, but that they would be "partially offset" by increases to the government's Active Club Program funding.

"In the tough economic times, we're doing the best we can with the money that we have available," he said.

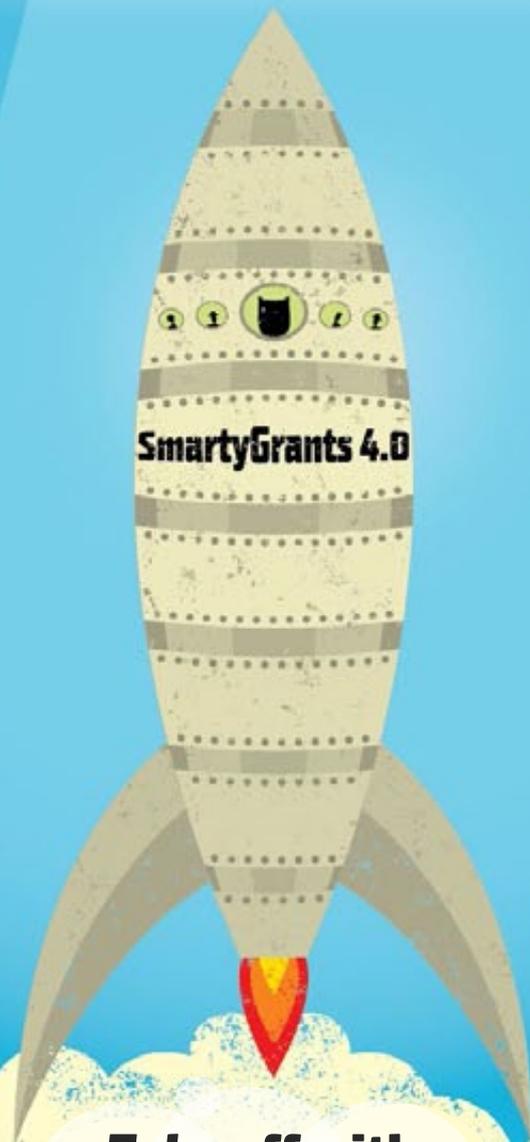
GMQ has previously reported on the affects of other funding and grants program cuts being made in South Australia by the Weatherill Labor Government, including impacts on a variety of groups in the arts sector.

The cuts are part of wider austerity measures being put in place ✕

➤ [READ GMQ'S PREVIOUS COVERAGE OF THE SA CUTS](#)

➤ [READ ABOUT THE LATEST AUSTERITY CUTS TO THE SECTOR IN THE NORTHERN TERRITORY.](#)

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# Become a Member of the AIGM

GMQ is the membership publication of the Australian Institute of Grants Management (AIGM), a division of Our Community.

The Australian Institute of Grants Management is an Australian-first – a home-grown professional network linking grantmakers, grants managers and grants administrators, providing support, advice, answers and inspiration.

**membership benefits**

**Subscription to the acclaimed Grants Management Quarterly (GMQ) publication.**

GMQ is a must-have tool for Australian grantmakers, grants managers and grants administrators, providing practical and achievable solutions for grants programs of all shapes and sizes. Each edition of GMQ brings you grantmaking news, views, innovations, resources, trends, issues and best practice examples from Australia and overseas.

**Access to the AIGM’s Online Resources.**

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# About AIGM



The Australian Institute of Grants Management (AIGM) is a best practice network for government and local government grants managers and grantmakers.

The AIGM is working to help grantmakers review and improve their grants programs, and keep abreast of best practices both within Australia and internationally.

The AIGM is a division on Our Community, a world-leading social enterprise that provides advice, tools and training for Australia's 600,000 community groups and schools, and practical linkages between the community sector and the general public, business and government.

As well as overseeing a number of grantmaking affinity groups, the AIGM's major offerings include:



**SmartyGrants** – Australia's best practice online grantmaking system, used by more than 1000 grants programs of all types and sizes.



**Grants Management Quarterly (GMQ)** – plain language publication tracking best practices in grantmaking across Australia and from all over the world.



**Grantmaking Toolkit** – an all-in-one decision-making framework, workbook (including policy building templates), and check-up tool designed to walk grantmakers through the process of building, reviewing or refreshing a grants program.



**Grantmaking Manifesto** – framing the drive for reform and professionalisation of grantmaking in Australia.



**Code of Practice for Professional Grantmakers & Code of Practice for Grantmaking Agencies** – setting performance and practice standards for leading grantmaking organisations and individuals.



**Grantmaking Knowledge Bank** – searchable, topic-based listing of best practice thinking and case studies.



**Grants in Australia Survey** – annual survey of grantseekers tracking the performance of grantmakers throughout Australia.



**Best Practice in Grants Management Conference, Training & Events** – generalised and topic-based conferences, networking events and training for government, philanthropic and corporate grantmakers.



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