

Grants Management

QUARTERLY

The essential best practice grantmaking and grants management guide for state, federal and local government, philanthropic and corporate grants programs

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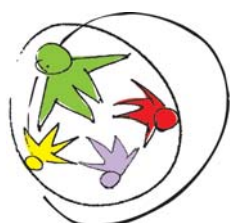
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Direct Inquiries to:

Customer Care Team, Our Community

Phone: (03) 9320 6800

Email: service@ourcommunity.com.au

Editorial Inquiries:

Kathy Richardson

Editor

Our Community

51 Stanley Street, West Melbourne VIC 3003

Phone: (03) 9320 6815

Email: kathyr@ourcommunity.com.au

Fax: (03) 9326 6859

Contributing Writers (this edition):

Karen Gauntlett

Chris Borthwick

Christy Dowling

Mark Boyd

Craig McGarvey

Michael Wells

Genevieve Morley

Kathy Richardson

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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 bestpractice@ourcommunity.com.au

Website www.ourcommunity.com.au

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Rhonda Galbally's top 10 conversation starters

From this edition of Grants Management Quarterly



Rhonda Galbally
Chief Executive Officer
www.ourcommunity.com.au

1. GRANTMAKING organisations seeking to find out how to reduce red tape can find out a lot by asking your stakeholders about their experiences of dealing with you. Make sure you ask a good cross-section of grantseekers – big and small, rural and metropolitan, experienced and novice – as their answers may vary.
2. Red tape drains financial and staff resources from organisations, provoking frustration, stress and disappointment and ultimately discouraging organisations from applying. But there are ways to cut it down. Remedies include creating consistency in funding processes, making better use of technology to streamline processes, applying universal (and realistic) timelines, improving communication, and only asking for what is needed – rather than what may be required at some future date. When dealing with data, aim for the ideal – to “create once, use often”.
3. THERE is no standardised picture of local government grantmaking across Australia – each program is unique. What does seem to be clear is that local government grants managers are becoming thirsty for greater collegiality, for more opportunities to learn from each other, for more guidance on best practices.
4. THE community sector is widely considered to be values-driven. But in the thirst for government money and the shift in many quarters from grants to contracts, those values that characterise the sector can become threatened – not necessarily by the government, but often in fact by the community organisations themselves, which can lose sight of who they are and what they were formed to do. The potential loss of values does not just present a threat to the community sector though – government also has a stake in preserving values. It does not want to destroy that which it was chasing in the first place.
5. THERE are inevitable tensions that arise when grantmaking organisations consider population-wide initiatives against those that seek to reduce inequalities between the most well-off and the least. Population-wide approaches may produce better overall effects, however they may also inadvertently widen the gap between outcomes for the poorest and the richest. These tensions are in some ways unresolvable – a mix of approaches may be best, but an open discussion about the pros and cons is essential.
6. IT'S often said that what gets measured gets done. However, if you only do the things that you

Rhonda Galbally's top 10 conversation starters

From this edition of Grants Management Quarterly

think you can measure, you're actually selling yourself short. There is no clear way to measure things like empowerment, or positive relationships. Time is also a major issue in the measurement of outcomes – while a program or project may be set to run for, say, three years, the real results may not begin to surface for years or even decades. And results may change over time, creating a distorted picture of the outcomes of a project or program. Moving from an accountability focus to a learning focus may help to resolve these tensions. Don't throw out the outcomes – use several of them, from several angles, and keep them in perspective.

7. **SETTING** up an audit process for a community grants program will help improve accountability – but it will also have the important side effect of helping to produce intelligence about the community your grants program is designed to serve, uncovering vulnerabilities and allowing you to put in place remedial measures.

8. **THE** real value in grantmaking is in telling the story of the grant – not through case studies, but through careful extraction of the lessons about what worked, what didn't and why. That way every grant adds enormous value.

9. **BEWARE** of overly complicated online application processes, particularly if your systems can't handle a high volume of traffic all at once. Provide appropriate back-up for your applicants, including an after-hours help line.

10. **A GRANTMAKER'S** resources are not just confined to its financial ones. In the area of affordable housing, for example, key tools can include the ability to form and nurture partnerships, as well as the freedom to influence policy and run or fund public awareness campaigns and research activities. ■



Thumbs Up: Budget Template

Including a budget template with your application form allows you to spell out very clearly how much money is available and what you will and won't fund. It also ensures applicants put their mind to clear budgeting when they apply for a grant. The set format has benefits for the grant manager as well – it will make it easier for you to read the budget, it will allow you to collect the exact information you need for assessment of the application, it will allow you to quickly identify any potential blow-outs or unrealistic estimates, and it will allow you to “compare apples with apples” when assessing applications.

For one example of a budget template, visit the Indent website at www.indent.net.au/funding. Download the application form and flick to Page 17.

FaCSIA helps stakeholders break out of the tangle

The Australian Department of Families, Community Services and Indigenous Affairs (FaCSIA) set out about 12 months ago to find out what barriers individuals and organisations faced when dealing with the department. The illuminating results of this project provide pointers not just for FaCSIA, nor even just for Australian Government agencies – but for any grantmaking outfit interested in making life easier for its stakeholders, as KAREN GAUNTLETT explains.

GMQ: Who is behind the Red Tape Reduction project – did it originate from within the department or outside?

Karen Gauntlett: FaCSIA commenced a project under the “One FaCSIA” strategic framework, to reduce unnecessary red tape experienced by service providers through their interactions with the Department. The project was announced by the then Minister for Family and Community Services Senator Kay Patterson and aligned with the broader Government agenda to reduce red tape.

The project began in October 2005 with a final report delivered in June 2006.

GMQ: What exactly is red tape, as it relates to your department and this project?

Karen Gauntlett: For the purposes of this project red tape is defined as:

“Requirements which may be necessary in some form to ensure accountability and transparency but also divert your organisation’s efforts away from delivering services.”

This definition was agreed with service providers and provided the framework for the consultations. The definition emphasises the importance of transparency and accountability as well as a platform for finding solutions.

GMQ: Was the project aimed at red tape reduction just for FaCSIA, or other Australian Government departments as well?

Karen Gauntlett: The project was aimed at reducing red tape in FaCSIA and was one of several initiatives under the One FaCSIA strategic framework. However, the findings and recommendations from the project can easily translate to other government departments which fund non-government organisations for the delivery of community services.

GMQ: What is the main aim of the project? What does the department hope to achieve?

Karen Gauntlett: The aim of the project was to identify specific areas of unnecessary red tape and to explore possible solutions to reduce or remove red tape. The findings and recommendations of the project feed into the work already underway in FaCSIA to reduce variation across programs and to streamline processes.

GMQ: You have undertaken some fairly extensive consultation as part of this project – was that a worthwhile exercise?

Karen Gauntlett: Yes, it certainly was a worthwhile exercise. We undertook several Round Table discussions across all states and territories that were ▶

Slicing the Red Tape

FaCSIA helps stakeholders break out of the tangle

attended by representatives from the different community services sectors. Input was also sought via email and at discussions with various FaCSIA consultative forums and peak bodies.

The service providers who provided input to the project ranged from those that received a single amount of funding from FaCSIA to organisations that receive several amounts of funding across different programs.

Representatives came from different sized organisations, received varying amounts of funding, came from different locations (metropolitan, regional and remote), and included organisations providing specialist services including Indigenous clients and clients from culturally and linguistically diverse backgrounds.

GMQ: What did you find out, particularly in relation to FaCSIA grantmaking and funding processes? What were the main “red tape” issues that you uncovered?

Karen Gauntlett: There was a high level of consistency in the issues raised and improvements suggested: Some of the key findings of the project are:

- **Red tape has the greatest impact on small providers and organisations in regional and remote locations.** Larger, multi-service operators noted that they were more able to absorb the administrative costs associated with red tape. However, they also said that inconsistency across programs, and the need to report separately for each funding source, requires them to develop and maintain complicated financial management and reporting processes;
- **There are inconsistencies in funding application processes and performance and financial reporting processes across**

programs (and sometimes within programs). Providers noted that accountability measures for small amounts of funding seemed to be (from their perspective) equally or more rigorous and demanding as those for programs where the level of funding (and/or risk) was substantially higher;

- **Staff changes in FaCSIA impact on the department’s corporate knowledge** and the quality and consistency of advice to service providers.

Providers saw red tape as draining resources (in terms of time and cost) and were concerned that the quality and quantity of service delivery was compromised to meet FaCSIA administrative requirements.

Providers also spoke frequently of the “frustration”, “stress” and “disappointment” their staff and clients experienced as a result of red tape.

Other views included:

- difficulties in recruiting and retaining staff (due to funding uncertainty);
- the need to put in unpaid overtime to meet requirements (particularly preparing funding submissions);
- the loss of credibility in the community when red tape prevented them from delivering the programs on time and as originally intended; and
- discouragement from applying for program funding, even when they consider themselves well suited to deliver the program.

GMQ: Did people involved in the consultations have any useful suggestions for improvements?

Karen Gauntlett: Yes, people did make useful suggestions. Some of the suggestions made to reduce red tape were around:

Bright Idea: Make a fuss

For smaller grants programs, hold a cheque presentation night – it’s a great way to promote networking and get some good PR for your program. Invite all your successful grants applicants and get them up on the stage to receive their cheques. Invite the local press as well – find a particularly good project to preview to provide a hook.

Slicing the Red Tape

FaCSIA helps stakeholders break out of the tangle

- The need for consistency in the processes within the funding cycle. In particular the creation of standard templates and tools for all program documentation (e.g. project plans, guidelines, funding agreements, application forms, financial and performance reports);
- The need for clarity around roles and responsibilities at all points in the funding cycle (e.g. between National Office and State and Territory Offices);
- Making better use of technology to support and streamline processes (e.g. uniquely identifying funds on payment, reporting, applying for funding, pre-populating reports with information already known about organisation);
- Universal timeline standards related to application, consideration, decision, announcement and payment of funding, allowing sufficient time for genuine consideration of funding agreements;
- Developing routine communication protocols to be used across programs to keep service providers informed, including advice on changes (to FaCSIA staff, organisation details or programs), upcoming activities (e.g. funding rounds and reviews) and other information of interest (e.g. case studies and research). Also to acknowledge receipt of performance or financial reports and provide constructive feedback about reports to the service provider including an analysis of trends, benchmarks and national comparisons (preferably through a pro forma analysing provider performance against expected standards or outcomes).

GMQ: Did the consultations raise issues you hadn't considered?

Karen Gauntlett: The consultations did not really raise issues we had not considered. What was not expected was the fact that at most Round Tables unprompted comment was made that FaCSIA's business processes did not pose as much Red Tape as the requirements of some other Australian, state or territory government departments. ▶

Survey reveals grantmaking strengths & weaknesses

SNEAK PEAK

RED tape is emerging as one of the issues of concern to Australian grantseekers, according to preliminary results from the Grants in Australia annual survey.

The survey – which remains open until early February – has shown that giving feedback on applications, accessibility of grants programs (e.g. for smaller groups), provision of grants inquiry lines and advertising of grants programs are also classed as “poor” by a large proportion of survey respondents.

Respondents also believe that grants are getting harder to secure.

Full details of the grants survey, including grantseekers' suggestions for how grantmakers can cut down on red tape – will be released at the Best Practice in Grants Management Conference on February 23, 2007.

Information about the conference, as well as the results of the 2006 survey, are online at www.ourcommunity.com.au/bestpractice.

Slicing the Red Tape

FaCSIA helps stakeholders break out of the tangle

GMQ: Was there any variation in feedback and experience between states or between different groups of people?

Karen Gauntlett: The main variation in feedback came from the providers delivering services in remote locations. They raised additional issues around the difficulty of delivering services in remote locations, including the impact of distance and accessibility issues such as the difficulty of providing a service to communities that are effectively cut off during the wet season.

More generally, matters were consistently reported at all Round Tables (though perhaps with varying emphasis); some providers reported on an unusual set of organisational circumstances and the red tape issues may not have been widely experienced; participants often reported different impacts arising from the same issue.

GMQ: This is about reduction of red tape – obviously a full cut is impossible for any government wanting to remain transparent and accountable. But how much is enough?

Karen Gauntlett: Service providers understand that there is a need for transparency and accountability and that we will never be totally free of red tape. FaCSIA is responsible for public money and therefore needs mechanisms to ensure that those funds are used for their intended purpose. We have not yet reached a point where we can decide how much is enough. FaCISA continues to work on streamlining processes and developing tools and templates to bring consistency across programs which will go a long way to reducing red tape.

GMQ: Is it really possible to reduce red tape while keeping transparency and accountability?

Karen Gauntlett: Yes it is. We can reduce red tape and maintain transparency and accountability by making the programs more consistent in their processes and reporting requirements.

Also, programs should only ask for what is needed rather than what may be required at some future date.

Some examples of how we could further reduce red tape are the development of a common set of data definitions that could be applied across FaCSIA programs, and the development of a consistent framework and approach to financial reporting across all FaCSIA programs.

GMQ: What will you do with the findings from your consultation?

Karen Gauntlett: Most of the issues identified are being addressed through various internal initiatives FaCSIA is currently undertaking to improve efficiency and effectiveness.

These initiatives include:

- Business process re-engineering, which will result in more consistent processes being implemented across all FaCSIA community programs as well as the development of standard tools and templates and clearly articulated roles and responsibilities;
- The implementation of the FaCSIA Online Funding Management System, which provides a better basis to manage the control of payments and will provide an information base to manage and monitor provider performance more systematically;
- Core business processes, which are based on good practice and help FaCSIA staff to improve the quality and consistency of their work by helping them to structure, plan and prioritise the way they work. ▶



Thumbs Up: Anonymous Feedback

Some grantmakers are now inviting grant applicants (successful and unsuccessful) to complete an anonymous survey detailing their application experience. Surveys can provide invaluable information for grants managers, helping your program to evolve, improve and serve your stakeholders better.

Slicing the Red Tape

FaCSIA helps stakeholders break out of the tangle

GMQ: Was there much in what you have discovered that other government grantmakers might be able to use to help streamline their own programs?

Karen Gauntlett: Yes, there is. Most of the findings and recommendations could apply to any agency that funds third parties to deliver services to the public. It is all about streamlining and being very consistent in your processes across the various types of funding an agency might offer. Other red tape projects in recent times have reported similar findings and recommendations.

Karen Gauntlett is Acting Branch Manager, Program Advice and Compliance Branch with the Department of Family and Communities Services and Indigenous Affairs, which works in partnership with other

government and non-government organisations in the management of a diverse range of programs and services which aim to support and improve the lives of Australians. The Department is the Australian Government's principal source of advice on social policy issues and is responsible for about a quarter of the Government's budgetary outlays. ■

FURTHER INFORMATION:

www.facsia.gov.au/internet/facsinternet.nsf/aboutfacs/red_tape_reduction.htm

Local government network gets to grips with assessment

WHAT'S NEW

Papers from the last Victorian Local Government Community Grantmakers Network meeting for 2006 are now online.

The meeting, which was held at the City of Greater Dandenong on October 12, looked at the issue of Assessment for Community Grants Programs.

Key themes discussed during the meeting included:

- Options for the makeup of a local government grants assessment panel – including inclusion of councillors (how many?), council officers and community representatives
- Options for the assessment process – from first cut through to council endorsement
- How to select community representatives for an assessment panel, and guidelines for their term on the panel
- Common conflict of interest procedures for community grants assessment panels
- The benefits and drawbacks of using score sheets in the initial assessment of applications

Other topics covered by the network during the year included community grants information management and I.T. options, and methods for undertaking a review of a community grants program.

Summaries and notes from the meetings are online at www.ourcommunity.com.au/network-resources.

Doubling Up

Research examines the problem of multiple reporting

Any government department that hands out money to the not-for-profit sector in return for service provision needs adequate monitoring, accountability, and evaluation systems, and this may require a lot of form-filling and data exchange. On the other hand, if the not-for-profit agency has to collect the same data on the same client to fill out five different forms – one for each government department they are dealing with – it's worth asking whether there might not be a better way to do it. CHRIS BORTHWICK looks at the recommendations of a new report from the Australian Institute of Health and Welfare (AIHW).

IF SOMEONE has an alcohol problem that's serious enough to need attention, there's a much higher than average chance that they'll also need help with housing, unemployment benefits, and other issues “ranging across the health, welfare and housing care and support continuum”, according to a new AIHW report, *Cutting the Red Tape*.

A federal department may be authorised to take account of only one problem at a time, and partly for that reason there has been a trend to offer those responsibilities to not-for-profit agencies that can take on a full client case management function, the report says.

“*Each program's data is effectively ring-fenced, limiting its value to the government at large.*”

Every time the agency touches a department, though, another form must be completed. As the AIHW report points out, this is a problem.

The findings in this report demonstrate that community service providers are experiencing a considerable data collection and reporting impost because of:

- the requirement of program-centred reporting for service providers to use separate program-provided data collection forms and/or software, resulting in the

client providing and the service provider, recording and reporting on the same the client on multiple occasions

- the lack of electronic data capture, storage and reporting systems in the community services sector which would give providers the capacity to record data once, from which multiple reporting could occur.

The aim – the ideal – is to ‘create once, use often’; the data is collected, digitised, and filed, and all later forms are printed off from the same data bundle – person-centred rather than program-centred information. The reality is “an environment where there are diverse arrangements for funding, governance and subsequent development of program-specific collections and national data standards”.

The report identifies eight national data collections, including AODTS, SAAP, CSTDA, HACC, CFCP, ER, and JPP. This is of course a gross simplification – agencies also have to deal with reporting to state and territory governments, local government, philanthropic and other organisations, as well with carrying out their own internal administrative reporting.

We all knew that there was duplication (“in the example, Amy's name is recorded 14 times by hand by the same case manager”); the report points out that it is needless duplication: ▶

Doubling Up

Research examines the problem of multiple reporting

“The underlying cause of this data collection and reporting burden does not, therefore, lie in the difference between programs, but rather in the fact that each program that makes up a community service model requires service personnel to record responses using separate, program-provided data collection forms and/or software,” the report says.

While we always knew that the duplication involves extra work for the clients and the service providers, the report makes a valuable contribution by pointing out that the apparently trivial differences between program data from different services – requiring ‘Name’ rather than ‘Client Name’, for example – mean that it’s impossible to run the data together to explore wider correlations. Each program’s data is effectively ring-fenced, limiting its value to the government at large.

The agencies that deliver the service, furthermore, want to get more out of their data, and are “in many cases busy devising new systems to reflect a client’s case management activities and outcomes rather than ‘just to collect data’, which is how service providers in this study viewed current data collection requirements”. The aims are commendable, but, as the study points out, new systems could well complicate the achievement of standardisation still further.

In the end, the report recommends funding a Working Group “representing both funding providers (program managers) and community service providers (frontline staff and/or case managers)” which would draw up a plan to identify models to reduce these evils. The Working Group would then be tasked with persuading the departments to adopt its favoured plan.

This is a good idea, but it doesn’t really suggest any sense of urgency. The agencies that are actually having to carry out these programs and fill out these forms may well feel that this leisurely and unhurried approach to their complaints is another sign of the perceived lack of real concern at the government level for the interests of the community sector.

There is, of course, nothing to stop program funders taking the first steps along this road, at least by ensuring that all their own forms have at least a common data structure. ■

FURTHER INFORMATION:

Cutting the Red Tape, a report by the Australian Institute of Health and Welfare (AIHW)’s National Community Services Data Committee, is online at

<http://www.aihw.gov.au/publications/index.cfm/title/10378>



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Grassroots Grantmaking

Examining current issues in local government grants management

Local government grantmaking has been undergoing quite a transition in the past decade or so as many councils move to formalise and professionalise their programs. In an attempt to get a better view of how the sector is handling the new environment, GMQ selected a small sample of councils in each state and asked them about their community grants programs. Not every council responded, but the responses we did get, coupled with interviews with councils and local government umbrella organisations, provide some interesting insights into local government grantmaking around the country. Report by **CHRISTY DOWLING**.

OVERVIEW

IT IS difficult to arrive at any standardised picture of local government grantmaking in Australia – one thing that is clear is that the programs vary as widely as the populations each council represents.

To start with, the size of a grants program bears little or no relationship to the size of the population a council is serving. As an illustration of this point, Katherine, the fourth-largest town in the Northern Territory, does not have a community funding program at all, while Boyup Brook, a town of 1500 people in Western Australia, offers its residents between \$20,000 and \$30,000 in grants each year.

Grants programs are also structured in a variety of ways.

Many councils split their grants into different streams – to take just one example, Willoughby City Council in NSW provides grants through two categories: Enviro-Grants and Community Grants (the latter encompassing Community Development and Arts and Cultural grants).

Eligibility for council grants programs can vary as well. Burnie City Council in Tasmania, for example, provides grants not only for clubs and organisations but also for individual state representatives, who can apply for \$100 each. In contrast, the City of Hobart has a policy of not providing grants to individuals.

Some councils also have a less formal grants program, where individual councillors are allocated discretionary funds to give to individuals or groups within the community.

In Bankstown in NSW, for example, \$5000 is kept “in reserve” for each councillor each year. The money is accessed through the quarterly review process in the budget, and can be used for a project, upgrade, maintenance or donation.

\$4950 is available to Queensland’s Rockhampton councillors each year. They require CEO-approval for grants/donations under \$500 and council meeting approval where it is over \$500.

Also in Queensland, Beaudesert Shire Council has a general grants program of just under \$200,000 a year, but another \$560,000 is distributed through its councillors – \$70,000 each. A review of the guidelines associated with those funds is expected to be completed by Christmas. ▶

State	Total number of Councils	Councils Offering Grants programs
NSW	152	79
NT	64	3
QLD	157	71
SA	74	46
TAS	29	20
VIC	79	71
WA	144	43

Grassroots Grantmaking

Examining current issues in local government grants management

Given the fact that local government grantmaking programs are all so unique and at varying stages of development, perhaps it's not so surprising that there is little information available on the best practices in delivering these programs. This lack of information does, however, present challenges for those keen to bring their programs up to and beyond the benchmark.

Our Community (publisher of this newsletter), is the only organisation that provides comprehensive national and state databases cataloguing local government grants in Australia through its *EasyGrants* newsletters and database. According to the current data in *EasyGrants*, the proportion of councils offering grants programs ranges from 5% in the Northern Territory to 90% in Victoria.

“I would say my team has probably never had a question about grantmaking, and I'd say that with some confidence over a 10-year period.”

State-based local government bodies see little need to keep track of who's doing what in the grantmaking arena.

The Local Government and Shires Association of New South Wales, as part of a wider survey, periodically asks members to declare whether or not they have a community grants program, but the last time this was done was in 1999.

Strategy manager for the Local Government and Shires Association of New South Wales, Noel Baum, said the association was guided by the most significant issues facing councils, and grantmaking had not been one of them.

“It's never risen on the political radar, so it's not something we've ever done any work on,” Mr Baum said.

“I would say my team has probably never had a question about grantmaking, and I'd say that with some confidence over a 10-year period,” he said.

Director of policy and public affairs at the Local Government Association of South Australia, Chris Russell, also said there had not been any pressure from members to do any work around grantmaking.

The LGASA did, however, provide funds for the State Government to set up a Regional Funding and Grants Register at www.grants.ord.sa.gov.au. The register contains information about a variety of grants, and you can search using the name of an individual council, but it is difficult to create a list of local government grants.

Searching the register using the word 'council' creates a list that includes Adelaide Hills Council Community Grants and information about Peterborough District Council Funding, but it also provides information on the Australia-China Council Funding and the Australia Council for the Arts.

Victorian Local Governance Association (VLGA) chief executive officer Andrew Rowe said the VLGA did not collect information on local government grantmaking in Victoria, but he pointed out that the association facilitated the Victorian Local Government Community Grantmakers Network, along with Our Community.

RESOURCES

The VLGA also produced a book in 2002 called *Best Practice in Local Government Community Grants Programs*.

Although this guide is becoming somewhat dated, no other state seems to have a comparable resource for local government. ▶

Thumbs Down: Applications in a Hurry

One Federal Government grantmaking outfit put in place a 24-hour application window. Yes – applicants had just 24 hours to submit their proposals, and they had to do it online. This is a bad idea for so many reasons – as the department must have discovered. On re-checking the dates for this program, Our Community's grant tracking team discovered they had since been extended.

Grassroots Grantmaking

Examining current issues in local government grants management

The following councils responded to GMQ's local government grantmaking survey. This Snapshot is largely based on their responses.

STATE	COUNCIL	GRANTS BUDGET	POPULATION
NSW	Bankstown	\$370,000	164,841
NSW	Willoughby	\$95,000	58,319
NSW	Fairfield	No grants program. Instead have a community capacity-building program	181,300
NSW	Mudgee	Declined to participate	17,649
NSW	Parramatta	\$400,000	143,143
NT	Katherine	No grants program. Insufficient funds	9,481
NT	Palmerston	\$12,000	20,723
QLD	Beaudesert	\$186,985	52,614
QLD		\$290,070	57,864
SA	Onkaparinga	\$390,000	144,407
SA	Adelaide	\$2,400,000	16,456
SA	Salisbury	\$96,000	110,676
TAS	Burnie	\$50,000	18,108
TAS	Hobart	\$120,000	46,622
VIC	Glen Eira	\$250,000	117,199
VIC	Knox	\$534,000	141,408
WA	Joondalup	\$88,000	48413
WA	Boyup Brook	\$20,000 - \$30,000	1536
WA	Subiaco	\$30,000	15,189

(Population data from the 2001 Australian Census)

Grassroots Grantmaking

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Susan Phillips, team leader community development at South Australia's City of Onkaparinga, said her council used the Victorian guidebook to set up a community grants program.

She said there was some exchange of information between South Australian councils via informal networks, but there were no formal networks in place.

"We have absolutely no way of sharing that information in structured manner," Ms Phillips said.

Hobart City Council community development manager Wayne Mason said that when Hobart's grants policy went through a major review two or three years ago, informal networks were used to source information.

"There is another aspect to the meetings which is perhaps just as important as the formal part, and that's the informal networking and lunch afterwards. It's absolutely critical."

"We researched by contacting a number of councils, local councils, and got their guidelines, and basically picked ... those processes that suited us," Mr Mason said.

"Because Hobart's a fairly small place, I also have a fairly good working relationship with the state government in the sport and rec (recreation) area, and I do have discussions with them," he said.

In turn, Mr Mason said three or four councils from around Australia approached him each year for copies of Hobart's guidelines.

Representatives from New South Wales' Parramatta and Bankstown Councils both said they had used Our Community's grantmaking resources – available via the Centre for Best Practice in Grants Management

at www.ourcommunity.com.au/bestpractice – for information about best practice.

Parramatta City Council community capacity building officer Joanne McNeill said a lot of research had been done for a recently-completed review of Parramatta's grants program.

"We did desktop research, we looked at your stuff at Our Community," Ms McNeill said.

"We also looked at research around Australia and internationally into different programs," she said.

"We're certainly trying to link in more closely with our neighbouring councils. We've started a bit of a discussion with them and we'll try and continue that so we're all a bit more aware of what each other is doing."

THE VICTORIAN GRANTMAKERS NETWORK

The Local Government Community Grantmakers Network in Victoria appears to be the only formal avenue in Australia for communication between local government grantmakers.

Founded in 2004 by Our Community, the VLGA and City of Monash, the network meets three times a year to discuss common issues and share information.

Co-founder Julius Peiker from the City of Monash said most meetings were attended by about 20 people.

"We try and move the location of the meetings," he said. "Depending perhaps on the time of year and the location, sometimes you'll get more, sometimes you'll get less."

Mr Peiker said voluntary network organisers surveyed members for issues to explore, and tried to identify a theme for each meeting.

"Given the fact that local government grantmaking programs are all so unique and at varying stages of development, perhaps it's not so surprising that there is little information available on the best practices in delivering these programs."

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He said a guest speaker usually addressed the meeting, followed by some of the grantmakers themselves, and finally the session was opened up for general comments.

“One of the objectives is to look at best practice, because we learn from each other,” he said.

“There is another aspect to the meetings which is perhaps just as important as the formal part, and that’s the informal networking and lunch afterwards.

“It’s absolutely critical.”

While networking may be the more relaxed part of the Victorian group’s meetings, it is a structured opportunity to which councils in other states so far do not have access.

BEST PRACTICE

It is difficult to develop best-possible policies when there is so little information available on best practice for local government grantmaking.

Along with the VLGA book, in 2005 the Victorian Auditor-General’s Office audited five councils and produced a report with a series of recommendations.

This *Snapshot* does not seek to analyse the performance of each council we contacted against the VLGA guidelines or the Auditor-General’s report. However, we can examine how some councils address some of the relevant issues.

Community Representatives

The VLGA recommends that advisory panels assessing grants applications should include community representatives or independent assessors.

However, this is not always as easy as it first seems.

Bankstown City Council community development manager Tony Smith said community representatives did not participate in Bankstown’s grants assessment committee.

“The people who would be in the best position to determine what’s a good project are usually the ones that are putting applications forward,” Mr Smith said.

Joanne McNeill said Parramatta had removed community panels from its assessment process, because of the problems created by conflict of interest.

On the other hand, City of Joondalup coordinator of community services Julie Eaton said her council’s committees usually did involve community representatives.

“*The people who would be in the best position to determine what’s a good project are usually the ones that are putting applications forward.*”

“Obviously if a group had an application in, they wouldn’t be invited,” Ms Eaton said. “But there is always a check for conflict of interest, and if it hasn’t been picked up in our process, then we check again when we start the application assessment.”

Hobart Council uses yet another method for building its assessment panels, drawing its community representatives from the State Government.

“We actually use people who are involved, as far as possible, in grantmaking,” the council’s Wayne Mason said.

“It’s someone who’s got experience working with community organisations as part of a State Government body.”

▶ [continues Page 19](#)

Grassroots Grantmaking

Examining current issues in local government grants management

A 2005 Victorian Auditor-General's Office report produced a series of recommendations for local government grantmakers:

1. That individual local governments:
 - prepare a policy and procedures manual establishing a consistent framework for the administration of all grants
 - develop guidelines to address conflicts of interest
 - provide training for staff involved in grants administration, particularly on assessing the eligibility of applications
2. That local governments maintain adequate records to evidence the agreed grant terms and conditions (that is, grant agreements), and the monitoring and acquittal of individual grants.
3. That all local governments ensure that appropriate grant agreements are signed before funds are provided to grant recipients, and that copies of grant agreements are securely filed.
4. That local governments establish appropriate monitoring procedures for grants, commensurate with the assessed risk characteristics of different grant types and value.
5. That local governments annually evaluate the outcomes of their grant programs, and use this assessment to inform the future operation of these programs.
6. That local governments:
 - require all grant recipients to provide appropriate documentation to acquit their grants, and ensure the receipt and adequacy of the documentation received
 - consider the conduct of detailed grants reviews, on an annual basis, across a sample of grants, taking into account the size and nature of the grants provided.
7. That all local governments maintain adequate information systems to ensure that lists of grants are complete, accurate and up to date, and contain the information they are required by legislation to make available to the public.

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Policy & Politics

Both the VLGA and the Auditor-General's report stress the importance of policy development in creating a backbone for a local government grants program.

Having strong policies and procedures in place also provides some comfort, confidence and security for council officers – and councillors – in a process that can at times become political.

While council staff members, often in conjunction with a panel, make recommendations about which individuals or groups should receive grants funding, the final decision usually lies with elected councillors.

This is in keeping with the VLGA's recommendation that the approval process be "separate from assessment to ensure proper procedures and fairness are applied".

Still, it is not uncommon for officers' recommendations to be tweaked or rejected by councillors.

While such disagreements may well be legitimately based on grantmaking policy, council officers can sometimes face a challenge in ensuring the grantmaking process is not influenced by political affiliations.

The VLGA's Andrew Rowe, Liz Gillam from the Local Government Association of Tasmania and Chris Russell from the LGASA all agreed that having clear policies and processes was the best way to avoid political influence in decision-making.

Susan Phillips said Onkaparinga had worked on developing a professional process.

"The (grants) that are being dealt with by the elected members in particular, we have tried to get rid of as much grey as we possibly can, so it's a very objective process," Ms Phillips said.

"That way we can keep the politics out of it to a much greater degree than we used to be able to do."

Program Reviews

The VLGA and the Auditor-General's reports both recommend that grants programs are regularly reviewed. The VLGA does not specify a frequency, but the Auditor-General's report suggests reviews should be conducted every year.

While most councils we interviewed said they conducted some sort of review each year, or engaged in continuous scrutiny of their procedures, several were in the process of or had recently completed major program reviews.

The City of Glen Eira is in the process of reviewing its community grants program, and is expected to have a new procedure in place by the time the next grants round opens in April next year.

When GMQ interviewed Wayne Mason from Hobart, the council's grants program had been through a quality-assurance assessment the week before. That followed a major review two or three years ago.

"There was a fair bit of ambiguity in our guidelines, which in practice made it a little bit difficult at times," Mr Mason said.

"We just ... went for a bit more clarity with the guidelines, so there was less confusion within the community about what was eligible and what wasn't eligible." Mr Mason said he was continually making notes with a view to modifying and improving the grants process.

Tony Smith said Bankstown's procedures were reviewed every year, and over time the guidelines had been reduced from five or six pages to two. ▶

“*The Local Government Community Grantmakers Network in Victoria appears to be the only formal avenue in Australia for communication between local government grantmakers.*”

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“We’ve probably tried to simplify it a lot more, and refined the form,” Mr Smith said. “We basically review it all the time.”

Joondalup’s Julie Eaten said a review of her council’s community funding program was expected to be presented to council in the near future.

She said the review examined the robustness of the program’s accountability, and confirmed the process was sound.

Meanwhile, a major review of Parramatta’s grants program passed through council in the last week of November.

About two years ago, Parramatta began working on a 20-year strategic plan, and earlier this year, a new team became responsible for the grants program.

They decided the program was not always meeting the community’s needs, and commenced the review.

Joanne McNeill said grant applicants were trying to fit their projects into rigid council grants categories, and there were funding inequities across those categories.

“The arts and festivals side of it had a huge weighting of funding, and there was very little for things like community development and welfare and homelessness, which are very big issues in our area,” Ms McNeill said.

She said the review resulted in a change to grants categories, and to the balance of funding across those categories.

The new framework had also made it easier for the council to grant funds to projects that did not fit neatly into one category, and to grant funds to voluntary groups, which the review identified as having been disadvantaged in competing with large, staffed organisations

“There’s also a strong evaluation component to the program,” Ms McNeill said.

“We’ll be looking to evaluate as we go at each stage, and incorporate that feedback until hopefully in about three years time, we’ll have it about right.”

The program will then be evaluated every five years.

CONCLUSIONS

- **Desire for best practice:** With a number of councils declaring that they have conducted or are conducting significant reviews, local governments do seem to be striving for best practice in their grantmaking programs. However, with few benchmarks in place and such a vast variety of programs serving such a huge diversity of priorities and needs, it is difficult to judge local government grantmaking on anything but a council-by-council basis.
- **The need for guidance:** Clear guidelines for best practice would make it easier for councils to negotiate issues such as having community members on panels, conflict of interest and politics in grantmaking.
- **Networks:** In the absence of published guidelines other than those from Victoria, informal networks between grantmakers are providing a useful avenue for the sharing of information. Local government grantmakers in other states may find a formal network, like the one established in Victoria, useful for generating ideas about how to tackle the issues they face. ■

Free Range Golden Eggs

Preserving values in the shift from grants to contracts

The community sector is sometimes described approvingly as values-driven. CHRIS BORTHWICK reviews *Living Values*, a new paper from Community Links, that deals with the threats that new developments in government policies pose for the values of the sector.

LIVING VALUES is a study of the place of values in the not-for-profit sector. It's based on consultations with a range of people with experience in the sector, and draws heavily on their responses.

The particular focus of the paper is on the English situation – the authoring body, Community Links, is a charity that runs community-based projects in East London – but there's a lot that applies to Australia, and a lot, too, that should be of interest to the funders on the other side of the desk.

The report finds that organisations in the not-for-profit sector agree on a number of core values:

- Empowering people
- Pursuing equality
- Making the voices of the disadvantaged heard
- Transforming lives
- Being responsible
- Finding fulfilment
- Doing a good job
- Generating public wealth.

These values are also attractive to the business sector, which attempts to co-opt them through Corporate Social Responsibility marketing, and to the government sector, where “for quite different reasons, government has been experimenting with different models of service delivery and has been particularly enthusiastic about the third sector role”.

This popularity, however, is not without its hazards.

“The third sector has always existed in the midst of forces that variously shape, support and threaten its work,” the report says. “Now, more than ever, there are pressures acting on the sector which have the potential to cause a step-change in what the sector does and how it does it.

“These pressures will be experienced very differently by organisations that are small and large, local and national, those that campaign and those that deliver services. We need to ensure that they do not destroy the very thing that makes the third sector special in the first place – its values.”

The report isn't simply an attack on government as the big bad heavy. The biggest threat to the sector, the report says, comes from the weaknesses of not-for-profit organisations themselves:

- Not focusing clearly on their values
- Chasing funding that does not fit their values
- Allowing their values to be influenced by others outside the sector
- Allowing the demands of running an organisation to overshadow their values.

Outside pressures are real, but they aren't necessarily determinative.

Governmental funders still have plenty to think about, though. The shift from grant funding (providing money for projects brought up by the community) to contract funding



Free Range Golden Eggs

Preserving values in the shift from grants to contracts

(providing money for project models set by departments) has placed more power in the hands of government and lessened the autonomy of not-for-profits, the report says.

Contract funding isn't necessarily a bad thing, and the report doesn't suggest it is – but increased funder power does bring with it a responsibility to face up to the consequences and minimise any possible disadvantages.

Looking at the mechanics of the change, the report sees many of the forces pressuring third sector values as springing from funders. The report quotes a range of complaints from not-for-profit staff (complaints that are certainly reflected in the views of Australian organisations).

“*The short-term nature of government policy ... forces you to compromise values that are crucial to sustainable long-term impact.*”

“One threat to values is operating in a world where central government is so prescriptive about what it wants. We'll say 'Here are the needs of the community,' and the LGA will say 'Yes we know, but this is what we've been told to spend our money on,'" one interviewee said.

“The government drive to quantify and measure can make people lose sight of what they're trying to achieve. You end up trying to achieve targets and not achieve change for the people you're working with," said another.

Interviewees also had some comments to make about funders' unrealistic expectations:

“The government needs to have a long-term strategy enabling the third sector to really bring about lasting change for the years to come," said one. “For instance, a private investor

would expect a business he was investing in to show the fruits coming in a realistic period of 5-10 years, but we're often expected to show a fully comprehensive outcome within 1-2 years. The sector is forced to focus so much on providing short-term results that it may neglect the long-term objectives of providing lasting change.”

As another interviewee saw the issue: “The short-term nature of government policy ... forces you to compromise values that are crucial to sustainable long-term impact.”

Summing it up, the not-for-profit sector complains about

- centrally designed programs without community input;
- a top-down approach;
- centrally determined targets and outputs; and
- short-term assessments.

True, the funder in these cases would probably describe these requirements less pejoratively as 'expert unbiased professional planning', 'close monitoring', 'nationwide standards', and 'continuing accountability', but that isn't necessarily the way the fundees see it.

More fundamentally, the report sees the real problem as lying not in this kind of conflict but in the absence of conflict – in those cases where the not-for-profit organisation has taken on the funder's point of view along with its money.

“Our Inquiry noted with much anxiety the spread of the 'animal farm syndrome' as voluntary agencies grow and change to look more and more like the statutory departments whose functions they hope to inherit," the report concludes.

Even if true, the funding body might well wonder why this is a problem. If the program agency is as efficient, as numerate, and as responsible as



Thumbs Down: Jargon Monster Rears its Ugly Head

Too many grantmakers are still littering their websites, guidelines and application forms with jargon and obscure references to Acts of Parliament. Avoid the temptation to cut and paste from policy documents – think about the information that grantseekers need to know and let that lead your communications.

Free Range Golden Eggs

Preserving values in the shift from grants to contracts

the department that funds it, isn't that a good thing? Perhaps not. Other differences may be important too.

As one interview put it: "The whole point of getting voluntary organisations to deliver services is the difference or value-added they bring, but you can't get this into a tender. What voluntary organisations most add is the least measurable. If the sector just becomes an agent it loses the very thing government is contracting with it for."

The report says there is a risk that not-for-profit organisations enthusiastically chasing public sector contracts will become "co-conspirators with government in destroying the very attributes of the sector which were precisely the reasons for embarking on this expansionary course in the first place".

There is something to this. The government's enthusiasm for the community sector does, at least according to the rhetoric, involve a little more than just saving money. Outsourcing service functions to the community sector is also supposed to lead to greater responsiveness, greater flexibility, and increased capacity building in civil society.

On a more practical level, anything that decreases flexibility and increases government control obviously diminishes the perceived attractiveness of working in the not-for-profit sector (with its accompanying pay levels), and may lead either to an inability to fill positions or a necessity to raise salaries (and diminish cost advantages).

Living Values recommends that not-for-profit organisations "foreground" their values, discussing them and reviewing them regularly at all levels and specifically taking them into account in decision-making.

Funding bodies, similarly, might be expected to identify exactly why any particular service was to be delivered by the community sector rather than government, and might be expected to review their systems to ensure that the values sought were not being threatened by administrative processes.

These days governments probably know enough not to kill the goose that lays the golden eggs, but it's still not clear whether they appreciate the value of free range over cage-bred. ■

FURTHER INFORMATION:

http://www.community-links.org/ourwork/livingvalues_page153.aspx

He Said It...

"Perhaps it's no accident that grand philanthropic gestures coincide with moments in our history when wealth becomes concentrated in very few hands and the gap between the rich and the poor becomes intolerably wide.

"It was during the time of the great robber barons of the late 19th and early 20th centuries that the first – and some of the largest – American foundations were created. In our own Gilded Age, the captains of industry try to outdo one another with their philanthropic gifts as corporate profits soar and wages continue to shrink as a proportion of the nation's GDP. Some cynics argue that now, as in ages past, philanthropy has functioned as a social safety valve, redistributing just enough wealth to keep people in low-income communities from taking to the streets in protest."

Albert Ruesga, Stanford Social Innovation Review blog, *Big Philanthropy's Threat to the American Way*



Mark Boyd
Senior Project Officer in Health Inequalities
VicHealth

The Victorian health promotion organisation VicHealth is currently trialling a new tool to bring greater equity to its grants schemes before rolling it out to all new grants programs, as Senior Project Officer in Health Inequalities MARK BOYD explains.

IN VICTORIA, two recent forums have highlighted some of the difficulties facing grantmakers across Australia in balancing tensions between targeting population-wide initiatives, and initiatives that seek to reduce inequalities between the most well-off and those facing the most disadvantage in Australian society.

These tensions emerge because population-wide approaches to improving wellbeing are often the most effective for everyone, but can inadvertently widen the gap between the outcomes for the poorest and the richest – as those with more economic resources are often able to take up the intervention much more easily than those facing economic, geographic, social and cultural disadvantage.

RESOLVING TENSIONS IN FAIR GRANTMAKING

Grantmakers use a range of approaches to curb these tensions:

- by establishing specific funding rounds that target sub-populations that experience disadvantage;
- by using equity filters such as place-based criteria to prioritise low socio-economic areas; and
- by working with selection panels to ensure an appropriate mix of projects is funded.

But do such approaches go far enough?

Former Victorian Premier Joan Kirner spoke at a review meeting to assess progress towards *A Fairer Victoria* in September this year. The Ministerial Advisory Committee she chaired was looking at progress towards redressing inequality through State Government policy and found that while funding streams targeting sub-populations – for example, a funding round open to Indigenous community agencies – were responding well to community needs, mainstream funding rounds were less accessible to, and less accessed by, communities disadvantaged by economic, geographic and socio-cultural factors.

However, the balance can be off-kilter in the opposite direction as well, as reported at a social planners forum held in October in Victoria. Catherine Dale, CEO of Bayside City Council, argued that the Council was ineligible to apply for particular State Government grants because overall, the local government area is measured as having quite a high socio-economic profile when measured using an ABS index of disadvantage (the “SEIFA” Index).

This meant the Council could not apply for resources for pockets of disadvantage within the municipality – ▶

Targeting Inequality

Profiling a process for building equity into grant schemes

such as in areas where public housing was highly concentrated.

THE HEALTH EQUITY AUDIT

The Health Equity Audit process allows for a methodical review of grantmaking processes to ensure that grant schemes are accessible and focused on creating a greater balance in local communities so that everyone has access to the resources needed for good health and wellbeing.

This process first steps back from the grantmaking scheme to consider what sort of interventions are most effective – as these can differ between successful interventions at the community level and those that are effective at targeting sub-populations such as those on low incomes. Once the evidence base has been reviewed, the equity audit process considers how each grant is structured so that it is most likely that it funds activities that redress social imbalances, and communicates with applicants in ways that encourage capacity building.

HEALTH AND SOCIAL INEQUALITIES

There are marked inequalities in health and wellbeing between groups in Australia, a pattern found consistently across societies. These inequalities exist on a range of measures (such as rates of death and self-rated quality of life) as well as in factors known to influence health and wellbeing (such as the use of services, and risk behaviours). These inequalities result in a less harmonious community as well as create economic costs such as increased health expenditure.

This Health Equity Audit tool is used extensively in health service planning in the UK, where a key outcome of the process is a better distribution of government funding to ensure greater fairness for all citizens. We have also begun trialling it at VicHealth in the lead up to rolling out new grants programs. To effectively address health inequalities, the drivers often lie beyond the health system so this process is equally applicable to funding that seeks to promote social wellbeing or to distribute resources fairly amongst communities.

STAGE ONE: Funding scheme design

Initially, it is necessary to review the current evidence base in order to understand what sort of program logic applicants should consider when developing project plans, and what sort of interventions the selection panel should be looking for when assessing funding.

It is important at this stage to differentiate between population-wide effective interventions and effective strategies that target inequalities. Any quick survey of the evidence-base needs to utilise keywords such as “socio-economic” or even particular sub-population key words (“Indigenous”, “Aboriginal”, “refugees”, “multicultural”, “disability”, etc.), in order to get a feel for how the evidence base can shift between the general population and specific sub-populations.

Recent research on participation in physical activity gives a good example. The evidence base suggests that positive influences that encourage participation in physical activity include safety, urban design, skill levels and physical health. Drilling a little deeper on socio-economic barriers, the



Thumbs Up: Timelines

Let your stakeholders know about your program’s timelines so they can plan ahead. Include a sentence on your website, guidelines and application forms saying when applications open, when they close, how long assessment will take and when successful applicants can expect notification and payment. Let them know about the future of the program as well – when next year’s program is expected to open.

Targeting Inequality

Profiling a process for building equity into grant schemes

influences change so that amongst low income populations, barriers such as inconvenient access and low personal functioning play a much greater role. Selection panels should therefore be looking for project models that recognise the barriers to participation by people on low incomes, perhaps in a mix with population-wide strategies.

Needs-based population data on suicide interventions provides another example. Reviewing the national suicide data would suggest that overall national suicide rates are decreasing, with hanging still being a more prominent means of attempt. This has led to recent reports in medical journals for an education program focused in this direction. But by drilling into the data using an equalities focus – by looking at suicide data by socio-economic position – a different picture emerges.

Amongst the lowest income-earning males aged 25-34, suicide is increasing: suggesting both a need to focus on a quite different target group than the population-wide data would suggest.

STAGE TWO: Funding Scheme Operational Issues

The following steps are encouraged to be discussed amongst those involved with the grant scheme operations:

Review the balance between criteria that prioritises place-based responses, sub-population and population-wide approaches: Many funding streams have already articulated an eligibility criteria that favours particular intervention approaches. All are valid and have benefits but it is useful to consider the balances between the three and to decide amongst funding decision-makers ▶

WHAT TO TARGET? PLACES? PEOPLE? SOME PEOPLE?

Approaches to targeting funding may give preference to areas of high disadvantage, may target the whole of the population, or may focus on supporting sub-populations facing the highest inequality. There are benefits and disadvantages in all three approaches.

- Place-based approaches target areas that have been identified as having low access to socio-economic resources. In practice, a focus solely on place can screen out people with lower socio-economic advantage living in more affluent areas.
- Population-wide approaches include efforts such as social marketing interventions and taxation policies. These are effective because they improve outcomes for everyone, including the most disadvantaged. However, they may improve outcomes more for those with economic resources and thus widen the inequity gap.
- Sub-population approaches may identify communities most disadvantaged or at-risk and target accordingly. These can be more complex to implement and there is a danger in stigmatising sub-populations in the process.

These tensions are inherent in intervention responses and no one size fits all – a mix of approaches may be best, but an open discussion on the balance of these tensions is essential.

Targeting Inequality

Profiling a process for building equity into grant schemes

what is the best fit. (See the discussion box on Page 26 for a discussion on some of the tensions between the three approaches.) Thus, discussion can acknowledge the limitations of each of the approaches and seek a balance in funding decisions.

Consider how the funding round will be disseminated: Many funding rounds are advertised on the internet, which may marginalise some communities from accessing information about funding opportunities. In a recent edition of Best Practice Grantmaking, Tim Pegler refers to a 2002 project between VICNET and the Ethnic Communities Council of Victoria which found that culturally and linguistically diverse communities may not have access to the web. Advertising in ethnic media – particularly radio – may provide better dissemination, but dissemination may require some creative reflection given that some new arrival communities have few media outlets available to them. Personal connection may work best and funding providers could contact agencies in disability, new arrival or Indigenous communities to draw attention to funding schemes.

Explain current inequalities in evidence-based practice in the guidelines:

The research undertaken under Stage One above should be summarised and explained in plain English in the grant materials. This will encourage potential projects to reflect on the differences between targeting the whole population and targeting those who face the greatest disadvantage when responding to the goals of the grant scheme.

Decide how the assessment process will consider inequalities:

Involvement of bodies that represent communities disadvantaged by geographic, economic, or socio-cultural circumstances is essential in the assessment and selection of potential applications for funding. This can occur in a variety of ways that reflect the spectrum of participatory mechanisms. The grant scheme selection panel could include representation from community agencies, but this is not always possible or even appropriate. The selection methodology could be discussed with representatives to ensure that assessment criteria reflects community needs, perhaps through the development of a weighted template for scoring applications. ▶

THE HEALTH EQUITY AUDIT

AT A GLANCE

1. Review available evidence applicable to grant scheme goals and look for differences between interventions that work for the whole of the population, and those that target sub-populations (as often what works can differ markedly)
2. Articulate the balance in the funding scheme between targeting locations, the whole population, and sub-populations
3. Brainstorm how the funding scheme will be disseminated
4. Explain the evidence-base (from step 1) in the funding guidelines
5. Decide how the assessment process will consider inequalities
6. Discuss how feedback is provided to unsuccessful applicants
7. Identify measures to reduce inequalities and incorporate into project planning.

Targeting Inequality

Profiling a process for building equity into grant schemes

Discuss how feedback is provided to unsuccessful applicants: UK research into black and minority ethnic groups' access to funding found that community agencies find rejection letters unhelpful when they do not include information on how to build capacity for the next round of funding opportunities.

This can be a difficult balance for grantmakers, as the sheer volume of responses may make it difficult to respond in detail to all unsuccessful applicants, and discussions with grantmakers on this has raised some fears that to begin mentioning "areas for improvement" may lead into opening a conversation with unsuccessful applicants which creates much more work than is able to be managed.

However, grantmakers must also be respectful of the effort and resources that community organisations put into funding submissions. Explaining why an application was unsuccessful can assist smaller agencies to identify areas for skills development. VicHealth is trialling a range of key sentences that can be inserted into unsuccessful letters to identify areas for improvement. Ideally, it will be possible to mention not just areas for improvement, but where to seek appropriate skills development. For example, a lack of clear governance and management skills may cause a project to be rejected. This would be highlighted in the rejection letter perhaps with contact details for Our Community's training programs and Board Builder initiatives.

Identify measures to reduce inequalities and incorporate into project planning: Finally, projects that are selected for funding may require support to help assist with documenting the evidence base on how to reduce health and social inequalities.

Grantmakers could enter a dialogue with successful applicants to see how evaluation is built in to project funding at the start – perhaps alongside discussions on how to work towards sustainability where this is a proviso of the funding as well – so that projects make an impact in their communities but also share their learnings more broadly. Inequality gaps are widening in Australian society and contributions to the evidence base on what interventions work effectively can improve the chance of a fair go for all Australians.

Whether funding schemes are designed to improve outcomes for the whole of the community or those most at risk, an equity lens is essential to ensure that inequality gaps do not widen further. The Health Equity Audit provides a tool to review grant schemes methodically, and can help shape funding schemes to be more accessible to those facing the greatest disadvantage in Australian society.

Mark Boyd is the Senior Project Officer in Health Inequalities at VicHealth, which is a State Government-funded organisation that works with organisations, communities and individuals to promote good health and prevent ill-health. He has worked extensively in health, housing and local government.

Mark will present information about the Health Equity Audit tool in more detail at the upcoming Best Practice Grants Management Conference – visit www.ourcommunity.com.au/bestpracticeconference2007 ■



Thumbs Down: Oops ... Tracked Changes Alert!

Our Community's grant tracking team recently spotted a set of guidelines littered with edit marks – strike-throughs, deleted sentences, the works. Beware of this little Microsoft Word nasty. It can make you look very silly indeed. Road-test everything before you send it out for public consumption, and accept all tracked changes as a standard last step.

Measurement Matters

The seven tensions of outcomes and evaluation

As part of research to create a new *GrantCraft* guide on measuring outcomes, CRAIG MCGARVEY identified seven tensions created by this type of work.

IF MEASURING program outcomes makes so much sense, then why is it controversial? As one experienced evaluator explained, “measures are not benign; they’re tools” – and tools tend to get used for particular purposes. “Virtually every indicator we use in society is highly controversial,” he continued, from the consumer price index to the unemployment rate.”

The debate over measurable outcomes is actually made up of several lower-level questions. Each explores a very real tension in the work.

I. Which needles are we trying to move?

It might appear that selecting which outcomes to measure is a straightforward proposition, but considerable nuance can attend the task. The selection process should pay careful attention to unexamined assumptions.

A director of a community organisation described a project in which young people worked alongside social scientists to assess programs

in juvenile justice. To measure the effectiveness of the programs, one of the outcomes the young people wanted to test for was “respect” – whether adults afford it to program participants, whether young people had it for one another. Hard to operationalise, and perhaps more obviously interpreted as an input, such an outcome had not been considered by the sociologists.

In the end, respect became an organising principle for the entire evaluation. Through self-reporting surveys and interviews with both youth and adult staff from the criminal justice system, respect was revealed to be a critical variable: when it was missing from the program, there were major problems; when the program worked to foster respect, it was helpful. “The youth were trying to put a square peg in a round hole,” said the director. “We had to make a square hole.”

Another example was given by a grant-maker whose foundation was building an evaluation into an existing portfolio ▶

What are “outcomes” and what are the implications of trying to measure them?

Outcomes are the observable results of programs that are created and funded in hopes of making a difference in the world. The case for measuring outcomes is hard to refute: if you can’t measure it, say the proponents of evaluation metrics, how can you know it’s happening? An effective organisation or project, they argue, has measurable effects. The steps you follow to make change – your outputs – are important, but the results of the process – the outcomes – are what matter in the end.

Measurement Matters

The Seven Tensions of Outcomes and Evaluation

of grantees, all of whom were engaging residents in solving community problems through civic participation. For the team that was developing the evaluation (it included grantees, program officers, and foundation evaluation personnel), the first job was to name the goal of the program, or the overall outcome being sought. The director of the evaluation said the goal should be to improve selected conditions in the community, such as access to health care of student graduation rates. The program officer wanted the ultimate outcome to be “dense, interlocking networks of organisations that draw residents into efforts to improve community conditions.”

“I eventually realised,” the program officer reported, “that, if the goal was to move the needle on specific problems, then the civic participation aspect was just a means to that end. Someone later could say, ‘I’ve got a better approach for moving that needle.’ But civic participation was not only means but the very end that the grantmaking was trying to stimulate.”

As it turned out, the evaluation stressed the effect of civic engagement on participants’ development, by looking at, for example, changes in civic skills and knowledge, level of participation in civic life, and self-identity as a leader.

2. Are we searching under the streetlamp?

The sociologists in the juvenile justice evaluation were hesitant to include respect as an outcome because they didn’t know exactly how to measure it.

“There is no consistent data set,” explained a non-profit executive, “on empowerment, or voice, or positive relationships. When the data don’t exist, they can get washed out of the picture.”

Scale – in both size and time – can be part of the issue. The larger the size, the more an evaluation will tend to rely on standardised sets of outcomes.

There will be greater difficulty, said a community leader, in accounting for the diversity of local, indigenous knowledge, in getting to important detail in outcome measures. A major problem to standardise arts education using outcomes approaches, for example, included almost nothing about creativity in its list of measurable skills. Difficult to assess in any case, creativity was much too hard to measure at the scale of the project.

“*If all you do is stuff you think you can measure, you are actually lowering the bar.*”

Time scale, too, can drive measurement. The evaluation of a farming initiative, for example, had initially set as a major outcome an increase in the number of acres of farmland managed with sustainable approaches. But for the time scale of the evaluation, data on acreage were hard to collect: they vary from year to year as crops are rotated, for one thing. So the evaluation settled on the next available proxies: the numbers of farmers getting certified in sustainable approaches and joining sustainable funding associations. Clearly some distance had been created between desired results and the measurement of them.

It is important to distinguish between the proxies of measurement – the “indicators” – and the actual changes you are trying to make. Incorrect selection of proxies can leave you with little helpful information. A major foundation initiative to reduce gang violence, for instance, settled on

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the proxy measurement of reduced youth homicides. Many millions of dollars and several years later, the evaluators realised that this measure would never respond to the initiative's interventions. Very little could be said about the effectiveness of the project.

Pursuing available proxies too slavishly can lead to real distortions. In the words of one grantmaker, "if all you do is stuff you think you can measure, you are actually lowering the bar."

"It's like the old joke about the drunk looking for his lost car keys under the streetlamp," said another. "When a passerby asks him why he's not looking on the next street, where he lost the keys, the drunk replies that the light is better here. You've got to be careful that you are not limiting yourself to the spot under the streetlamp."

3. Are we mistaking partial measures for the full truth?

A related danger is that indicators can become confused with actual outcomes. The ability to measure the proxy can entice you into thinking you've captured the truth. As the evaluation director of a major foundation explained, "There's a

temptation to believe that you've got a full description of everything that's important. It can be exquisitely seductive, and it can be spurious."

"When outcome measures became the way for government to evaluate programs for runaway teens," recalled a non-profit director, "there was a shift from process objectives, like beds being filled at night in shelters, to outcomes – family reunification, in particular." That sounded like a great idea, until it became clear that the metric was encouraging agencies to return some adolescents to abusive situations. The indicator was a measure of a partial truth.

Partial truths can be deadly. "Both space shuttle disasters were a result of a focus on outcomes that were too narrow," said a consultant evaluator. "Managers felt that getting the launch done was the most important outcome. The information about the faulty systems was known; the engineers were trying to get the information up the line to stop the launches."

The real point here is this: indicators are only that, *indicators* of effectiveness, and they can lead programs astray. "Suppose you've got an anti-smoking ▶

Outcomes Dos and Don'ts	
Do ...	Don't ...
Strive for a culture of intentional learning	Use only single indicators
Foster a dialogue assisted by the data	Lose sight of larger context and system dynamics
Maintain flexibility for adaptation in a process of continuous feedback	Let the stakes get too high
Make it a learning experience, not an accountability experience	Confuse the indicator measures with the outcomes or the full truth
Seek balance and proportionality	Expect results from long-term strategies for large-scale problems

“*That sounded like a great idea, until it became clear that the metric was encouraging agencies to return some adolescents to abusive situations. The indicator was a measure of a partial truth.*”

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program,” explained an evaluator, “and you’re trying to figure out its effectiveness. You look at whether cigarette sales go down in the county. But are people buying outside the county? Your indicators might say nothing at all about this.”

4. Can the push for accountability corrupt the data?

When evaluation becomes too heavily weighted towards accountability, argue leaders in the field, measurable outcomes can not only mislead, but corrupt. People will teach to the test. “What gets measured gets done,” said one evaluator.

In a famous essay, “The Experimenting Society”, Donald T. Campbell, one of the pioneers of modern evaluation of social programs, cites a litany of such abuse: the US war on crime between 1968 and 1971 got results by downgrading the seriousness of recorded incidents; in the Soviet Union, nail factories over-produced large spikes when quotas were set by tonnage and small nails when quotas were set by number. More recently, the outcomes-based accountability approach of the No Child Left Behind law in the US has led to cheating by some principals and superintendents. The Houston school district showed a reduction in dropouts by changing how the statistic was calculated.

Grantmakers often worry that excessive emphasis on accountability can lead grantees to over-promise intended results, under-report missed goals, and even pursue incentives that sabotage the real work.

“One hectic day at the airport,” said a grantmaker, “when everything was running late and people were scrambling to get on planes, I watched an airline employee close the door and send off a plane that was not full. She was obviously being measured on

the time of departure. Maybe there was another perspective through which that could be seen as the best outcome, but I hoped I’d never done that to a grantee.”

Said a former foundation executive, “We funders keep wanting to push the bar up, and grantees are understandably hesitant to object. It should be like the high jump: set the bar at a level people can get over. Then we can raise it over time.”

5. Is it possible to measure impact meaningfully, given the realities of time and control?

“Time is a major issue,” said the executive director of a program that works with high school students. “We measure impacts within a program period, but the real story won’t unfold until the kid gets into college or not, stays in college or not,” or even longer.

Almost every outcomes evaluation faces some version of the problem of aiming for long-term change but needing earlier indicators of success.

“The tensions appear immediately,” said one evaluator. “When do outcomes become visible? Later. But we need information earlier in order to strengthen the work. An awful lot of the intellectual effort goes into articulating short-term outcomes inspired by a long-term vision.”

One famous story concerns evaluations of the federal Head Start pre-school program. An early study showed that the gains children made through the program disappeared after two to four years. But a more recent evaluation tells a different story. “Forty years later,” explained the director of evaluation at a major foundation, “the Head Start participants are statistically different. What looks like it washed out at one period of time has turned out to be very important later down the line.”

“*We funders keep wanting to push the bar up, and grantees are understandably hesitant to object. It should be like the high jump: set the bar at a level people can get over.*”

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Longitudinal studies are often prohibitively expensive, though – and of course they take time that is often simply not available.

Another thorny issue is the amount of control a particular intervention has over the results it seeks. This is partly a question of attribution – a question that can be answered definitively only with a big, very, very expensive control-group and randomised-assignment evaluation. But the question plays out in the relationship between grantees and funders.

The executive director of the youth program mentioned earlier explained that his organisation is held accountable by the city council – the program's funder – for outcomes over which the school district actually has much more control. The city council knows this but has no formal control over the schools. "Sometimes," he noted ruefully, "those who end up accountable have the least power."

A version of the problem can be found when philanthropy plays the role of the city council. "It is easy for us to expect too much of individual grantees," said one foundation official. "We are sometimes guilty of passing the buck by asking for results that are too big for any particular grantee."

6. Can individual measures take account of the full complexity of the environment?

Grantmakers, grantees, and evaluators alike worry that a measurable outcome approach can be overly simplistic. As a former foundation president said recently, "realities of social action and social change lend themselves only in a very clumsy way to the tidy world of numbers and bottom lines."

That view certainly has opponents, particularly among grantmakers who have worked to develop measures

of "social return on investment". Yet the issue is there to be examined. "We presume that we know what outcomes to measure in social change work, but we don't," argued an evaluator. "We use models from medical and agricultural fields. But we don't have any idea why, for example, violence happens. These things are not linear and mechanical."

A consultant who coaches foundation staff on evaluation took a similar line of argument. "Social systems are a lot like coral reefs. They have a rich and complex structure of branching and budding, and to measure them we need to look at issues of growth, strength, subtlety, diversity."

"What looks like it washed out at one period of time has turned out to be very important later down the line."

Asked to reflect on the problem, one community leader explained, "Much of grantmaking is field building. The non-profit world is an ecosystem with lots of necessary diversity, and there are many reasons to make grants other than the specific outcomes any particular grantee will produce. I was on the board of an organisation that made \$700 grants to public school teachers so they could innovate in their classrooms. Were we going to hold them accountable for outcomes? We were trying to help teachers have heart and motivation for the year; we wanted them to feel hope. Would we put in an outcome measure for 'teacher feels happier'?"

7. Do outcome measures help us learn about the things we want to understand?

At its heart, the debate often seems to be about whether or not it's possible to measure everything of value to

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philanthropy. Here is the way one grantmaker describes it: “There’s a difference between writing a business plan and raising a family. With a business, you’ve got that bottom line, which you want to maximise, and you plan backward from it. In raising your children, there are so many bottom lines! So many interventions! How many of them are quantifiable?”

“*We presume that we know what outcomes to measure in social change work, but we don’t.*”

An executive director of a community organisation struck the same theme: “Non-profits change people, and we are so ignorant about people. Suppose you have a program to increase gender balance in engineering. You give a fellowship to a young woman to study engineering, and halfway through she switches her major to art history. This is not an outcome failure of the college or the fellowship program. You could only change it by changing admissions to the program. But you have to take the risk.”

Many interviewed for the *GrantCraft* guide said that the way to take the risk is to shift from an accountability focus – the “game of gotcha”, in the words of one experienced grantmaker, or, from an evaluator, “the current push to tote it up at the end of the day” – to a learning focus.

Don’t throw out the outcomes. But use several of them, from several angles; keep them in perspective, and keep the overall eco-system in perspective.

Think of outcomes as “meaningful signs of progress or trouble,” suggested one evaluator.

“Think of them as information targets,” said another. “Treat outcomes as measures for dialogue and understanding.”

“It is all about investing in a learning process,” said another grantmaker.

“Outcome measures are just one tool for developing meaningful ways to tell your story.”

This text forms part of a guide written by Craig McGarvey as part of the GrantCraft series created by the Ford Foundation. The guide – *Making Measures Work for You: Outcomes and Evaluation* – also includes sections on defining outcomes, a mini-case study, as well as nine common questions (and answers) about outcomes measurement.

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FURTHER INFORMATION:

www.grantcraft.com

Finding the “X” Factor

Pinpointing the ingredients for community foundation success

Setting up a community foundation can be an expensive, exhausting and time-consuming business, and the result is sometimes disappointing. New research may help supporters of this movement target their resources more wisely.

A NEW research project has helped provide a basis for predicting which Australian community foundations will succeed and which are likely to struggle.

The research, carried out by philanthropic consultant Catherine Brown and funded by the Foundation for Rural & Regional Renewal (FRRR), was sparked by the need to better target the very small pool of philanthropic funding available to seed the start-up of community foundations in Australia.

Ms Brown began the research after hearing a presentation by the University of Oregon’s Prof. Renee Irvin on her US study of community foundation economics, *The Invisible Hands of Altruists*.

The research applied detailed census data over community foundation asset data to identify which factors could be linked with the establishment of a financially successful community foundation.

Factors found to indicate likely success were:

1. A stable population;
2. Higher geographic density;
3. A higher educated population; and
4. The percentage of the population over 65 years of age.

“Perhaps surprisingly, overall neither level of income nor level of wealth was a determinant of successful growth of community foundations or their assets,” Ms Brown told the November

WINGS (Worldwide Initiatives for Grantmakers Support) conference in Bangkok.

After reviewing the US research, Ms Brown set about applying the findings to the Australian context to see if the US results held true in the local environment.

The findings make for some interesting reading. Take, for example, the Central Queensland Community Foundation, which “started with a bang” in 2001/02 but is now facing some real challenges.

Catherine Brown’s research found that the region from which the Central Queensland Community Foundation drew its support recorded low scores in the key indicators (population stability, geographic density, education level and percentage of residents over 65).

“If you look at the success factor rankings for the region, it begins to explain why the area is not an easy one for establishing a community foundation,” Ms Brown said.

A similar story emerged when the key indicators were applied to the Northern Territory, where a community foundation has failed to emerge despite offers of support and seed funding.

In contrast, the regions supporting the Melbourne and Boroondara Community Foundations, which have done well, both achieved relatively high scores.

Ms Brown told the WINGSForum that the research findings had been

“*If you look at the success factor rankings for the region, it begins to explain why the area is not an easy one for establishing a community foundation.*”

Finding the “X” Factor

Pinpointing the ingredients for community foundation success

very useful in explaining why some community foundations had not taken off, and why others had, although she did provide some cautionary remarks:

“I would like to note that this research focused on the financial capacity of community foundations, not on their capacity as community builders. Most rural community foundations in Australia are active community builders as well as grantmakers,” she said.

Ms Brown said it was also possible that a successful community foundation could be established in a “less likely region” if other influences were at play.

“These factors might be outstanding local leadership and perhaps a key

donor, maybe even a donor that gives back to his or her roots but now lives in Melbourne or Sydney – or even elsewhere in the world,” she said.

Clare Brooks, from Community Foundation Network UK, also spoke during the WINGSForum session about the long-term horizons needed to start up a community foundation. The UK experience has shown that this can take up to 10 years.

Ms Brown said this sort of long-term support presented a challenge for some Australian philanthropists, as many still tended to fund one to three year projects. ■

FURTHER INFORMATION:
catherinebrown@optusnet.com.au

DARWIN (& NORTHERN TERRITORY) SUCCESS FACTOR RANKING SUMMARY

	Darwin Statistical Division	Litchfield Shire Statistical Div	Daly Statistical Division
Education Level	2	1	1
Population Density	1	0	0
Population Stability	2	2	4
% over 65 years	1	1	1
Overall Ranking	6	4	6

MELBOURNE & BOROONDARA COMMUNITY FOUNDATIONS SUCCESS FACTOR RANKING SUMMARY

	Northern Middle Melbourne Statistical Division	Eastern Middle Melbourne Statistical Division	Boroondara City Statistical Division
Education Level	2	3	4
Population Density	3	2	3
Population Stability	4	4	3
% over 65 years	3	3	3
Overall Ranking	12	12	13

Each region was scored out of 16. Areas with 10 or more were considered to have scored very well; those scoring 8 or 9 demonstrated some positive factors, while those ranking 7 or below would find it difficult to support a financially robust community foundation.

The US Scene

One grantseeker's view of the US move to online grantmaking

The US Government is rapidly moving its grantmaking operations online, and US grantseeker MICHAEL WELLS has some misgivings. His comments may provide some food for thought for Australian grantmakers heading down the online path.

THE US Federal Government is changing the way it announces grants opportunities. Agencies are slowly moving away from the venerable but dense Federal Register (www.gpoaccess.gov/fr/index.html) to the new web-based Grants.gov website (at www.grants.gov).

Grants.gov is a clumsy tool, especially for the web-savvy feds, although it's probably better than the online Register. One advantage of Grants.gov is you can sign up for email notification of opportunities in your field.

However, federal agencies almost all have good sites with easy links to their funding opportunities – and this is where I'd prefer to go for new grants releases. Every federal agency now

has a good website and there's tons of research information available online.

There are other good sources of grants information. The Grantsmanship Center, for example, lists all Federal register grants announcements daily at www.tgci.com. They are also advertising that their for-pay online service, GrantDomain, carries all announcements in more detail.

ONLINE APPLICATIONS

More and more federal agencies are also moving toward online applications, and in some cases requiring it.

I don't like "on screen" online applications in their current stage of development. They force you into their ▶

US GRANTS REPORTING TO BE STRENGTHENED

A searchable web-based database of all US federally awarded contracts and grants will go online by January 2008 after the signing into law of the Federal Funding Accountability and Transparency Act of 2006.

The database, which was approved by Congress and President George W. Bush in September, is expected to list government grants and contracts greater than US\$25,000, except those classified for national security reasons.

"We spend a lot of time and a lot of effort collecting your money, and we should show the same amount of effort in reporting how we spend it," President Bush said.

"Every year, the Federal Government issues more than \$400 billion in grants, and more than \$300 billion in contracts to corporations, associations, and state and local governments. Taxpayers have a right to know where that money is going, and you have a right to know whether or not you're getting value for your money."

Mr Bush said the website would allow "the average citizen" to see how their money was being spent, increasing accountability and reducing incentives for wasteful spending.

"The website will allow our citizens to go online, type in the name of any company, association, or state or locality, and find out exactly what grants and contracts they've been awarded," he said.

"It will allow citizens to call up the name and location of entities receiving federal funds, and will provide them with the purpose of the funding, the amount of money provided, the agency providing the funding and other relevant information."

The US Scene

One grantseeker's view of the US move to online grantmaking

format and don't allow you to show planning or program design, or to use graphics like charts, etc.

In every case when I've talked to federal program officers, they have either directly or indirectly recommended using paper applications if you have the choice.

I don't have the same objection to electronic submission of documents via email attachments.

I recommend to other grantseekers that if they are forced to use on-screen applications, they be sure to check out the whole application beforehand and see what's required as it can be incredibly time consuming. Last year I worked on an application which required you to download 20 page forms, sign them, scan them back into PDF documents and submit them via agency's website. I was working with a small agency which had a rudimentary scanner and no way to develop multi-page PDF forms, so it was a nightmare.

The agency concerned also had a multi-screen qualifications questionnaire to fill out online. The pre-submission process itself took a full day.

There are two other major problems with federal online applications.

One is that the servers can get overloaded and be v-e-r-y s-l-o-w. Some sites will become very slow when everyone is trying to make the deadline at the same time. Some will freeze for no apparent reason and when you go back you find you have lost all of your data and you have to start over. (A speaker I heard at a conference last year suggested having your application information at home and logging on at 3am when there's less traffic.)

The other issue is when the computer refuses to recognise you as an Authorised Organisation Representative and won't accept your application. In this case you have to wait until business hours and call the help line.

One last point to note is that some online applications allow you to see your whole document at the end and save it, others don't. (To overcome this, I recommend that grantseekers do their work in Word and copy and paste it into their form.)

Michael Wells is a partner in the consulting firm Grants Northwest and a grantwriting teacher and author. This article is reprinted with permission from CharityChannel.com and the author. ■

Good Practice guide released in NSW

RESOURCES

The New South Wales Premier's Department's Grants Administration Review has concluded with the release of a *Good Practice Guide to Grants Administration* for NSW Government grantmaking agencies. The web-based resource includes links to templates and good practice guidelines collected under headings designed to reflect the grants administration cycle:

- Planning and designing the program;
- Receiving and processing applications;
- Monitoring and acquittal; and
- Promoting the program;
- Offering grants and entering into funding agreements;
- Monitoring and acquittal; and Evaluation of the program.

The guide is online at www.premiers.nsw.gov.au/GrantsAdministration/

Moreland's audits provide path to community intelligence

When the Victorian Auditor-General undertook a review of local government grants administration in 2005, only one of the five councils reviewed had an auditing process in place. "Local Governments generally accepted the information on face value, considered it correct, and did not follow up," the audit report noted. The exception to this was Moreland Council in inner-city Melbourne. GMQ spoke to Moreland's NICHOLAS BURT and GERALDINE EARLE about the council's auditing processes, as well as its new membership grants category.

GMQ: Your new Membership Grants stream is a small part of your overall program but an interesting one – can you tell us a bit about why you introduced it?

Nicholas Burt: We quarantined \$20,000 for the Membership Grants program and the idea behind it was to make the process really simple for seniors groups in Moreland – organisations that just want a couple of hundred dollars or some smaller amounts of money so that they can operate on a day-to-day basis. The grants are used to buy tea and coffee, or to pay a notional fee to the local church for the use of the hall, or for hiring a bus, that type of thing.

Council believes that the majority of its focus should be on the Programmatic and Operational Grants streams, to make sure that there are strong systems behind those programs. By isolating a small amount of money for the Membership Grants and allocating it on the basis of the number of members the group has, we have put in place an easy way to fund all of those seniors groups – nobody misses out – and at the same time it has removed the potential for large degrees of politics in the process.

This means officers have time to concentrate on the applications that need real assessment.

Geraldine Earle: The program also helps to show those seniors groups that Council recognises who they are and the work they do. Some of the groups are already in facilities rent-

free so they are getting support from Council already but this gives them that bit extra.

GMQ: How much money do you allocate to groups through this program and how do you work out who gets what?

Nicholas Burt: The grants range from \$100 to \$500, depending on the size of the group – up to 20 members is \$100, up to 30 members \$200, etc.

We're not talking about huge numbers of dollars but we are talking about huge savings in effort on the part of the groups – they're saved from having to go through the whole rigmarole of filling out a fairly complex and detailed application form. And from our perspective, we're being saved from a complex assessment process. The application form is very simple – we ask for information on the number of members and where they live and that gives us an indication about which dollar amount to allocate them. It makes it a really simple process for us.

GMQ: Do you ask for their lists or do you rely on their word of how many members they have?

Geraldine Earle: We ask for their lists, and they are of course kept under lock and key according to the Privacy Act.

One of the reasons we ask for their lists is to check on the addresses of the group's members. A number of the applicants are regional groups so they might be based in Moreland, and they might have 200-300 members, but we're only interested in the number

“We're not talking about huge numbers of dollars but we are talking about huge savings in effort on the part of the groups.”

Local Government View

Moreland's audits provide path to community intelligence

of members who actually live in Moreland.

For the groups that are based outside Moreland but have Moreland residents as members, we'll fund them – again – according to how many of their members are living in Moreland.

GMQ: How long has that program been in place? Has it worked so far?

Geraldine Earle: This is the second year we've run the Membership Grants program and yes, it's working very well. Probably the main benefit of the program is that it creates a sense that those groups are recognised by Council.

The program is also useful for groups whose members speak English as a second language as the accountability procedures – the application form and the reporting requirements – are a lot easier.

GMQ: What sort of reporting do you require for groups who get a grant under this program?

Geraldine Earle: It's not complicated – it's just a form that says "We got \$200 and we spent it on tea and coffee".

GMQ: That brings us to the topic of your grants auditing processes in general. The Victorian Auditor-General's office noted in their 2005 review of local government grantmaking that you audited 10% of your grants – can you tell us about that process?

Geraldine Earle: We put it in place about five years ago. When we did our Community Support Strategy back in 1999 we got a lot of feedback about our grants and about the sort of support community groups were wanting – and a lot of the time that wasn't necessarily financial.

So we looked at putting in place the audit as a way of creating more accountability but also because it gave us another way to have contact with community groups in Moreland on a more formal basis.

GMQ: How do you choose the grants that you're going to audit?

Geraldine Earle: We audit 10%, so that equates to about 20 grants per year. We sort them into their various categories and work out how many we need to audit from each category

“ We really didn't find many problems with the grants – more of a vulnerability, and an unwillingness to come to Council for advice and assistance.”

AT A GLANCE

- The City of Moreland is a municipality in Melbourne's inner-north servicing a culturally diverse population of 135,843.
- Moreland distributes around \$305,000 a year through its Major Grants Program, which includes the Community Grants (about \$245,000), Cultural Grants (about \$30,000) and Environmental Sustainability Grants (about \$30,000) programs.
- The Community Grants Program is further divided into Membership Grants (grants of \$100-\$500 depending on the size of the group), Project/Program Grants (\$200-\$3000 per grant), and Operational Grants (available to key community organisations for up to three years to a maximum of \$10,000 per annum).
- Moreland also has a Quick Response Grants program (for community and cultural grants – up to \$500 available per grant), Cultural and Recreational Achievement Grants programs (up to \$500 per grant), and a Community Partnerships program, which provides \$100,000 (up to \$40,000 per grant) for capital works projects on Council-owned land in partnership with local clubs.

Local Government View

Moreland's audits provide path to community intelligence

and we pull them out of a hat. For example, if we need to audit two or three Operational Grants to represent 10% from that category, we pull that many grants out of the hat, and so on with the Membership and Programmatic grants.

GMQ: Have your audits uncovered many problems with the acquittal of your grants?

Geraldine Earle: No, although we did find out a lot more about the vulnerability of groups – not necessarily in relation to the acquittal of grants, but in other areas. For example, we have learned about the vulnerability of groups in not understanding their risk management – one example would be groups that had organised a bus trip and you'd say "Can I have a look at your list of people who went on the bus?" and they'd say "Oh, we don't have one!" I'd ask who the first aid person was on the bus trip and they'd say "Oh, we don't have one!"

GMQ: So your auditing processes are a good intelligence gathering tool as well?

Geraldine Earle: Yes, and in turn that helps inform other Council initiatives. For example, as a result of the experiences I outlined above, Council now runs heavily discounted first aid courses as part of our training programs for community groups and volunteers.

We really didn't find many problems with the grants – more of a vulnerability, and an unwillingness to come to Council for advice and assistance.

So the auditing helps very much with the transparency, but it also shows that Council is out there ready to

assist and support community groups. It's not a big stick attitude that we're taking, it's more about saying we're looking at your program so we can help you the next time around.

GMQ: Was the audit process difficult to introduce? Was there a bit of fear that came from the groups that were audited that first time around?

Geraldine Earle: No, we announced it well in advance so there weren't any negative responses to it at all. One thing we did find, anecdotally, was that some groups stopped applying for funding, they were self-excluding because of that higher level of accountability. The new Membership Grants category has come in very handy for those groups as it allows them to continue to access grants from Council but with lower levels of accountability.

GMQ: Do you think your 10% auditing process is something other councils could introduce fairly painlessly then?

Geraldine Earle: Yes, I think so.

Best Practice Grantmaking: Is it resource-intensive?

Geraldine Earle: Yes, it is – if you're auditing 15-20 grants you're looking at 15-20 hours, plus preparation time and write-up time, so there's a good week's work in it.

GMQ: Is it worth it?

Nicholson Burt: I think so, yes – in building relationships and making sure that public money is accountable. ■

FURTHER INFORMATION:

For more information about the Moreland Council grants program contact Youth and Leisure Services on (03) 9240 2301 or youthandleisure@moreland.vic.gov.au.

Finding Out What Works

WHAT'S NEW

New web-based resource launched for grantmakers, grantseekers

Elimination of wastage and duplication is the target of a new resource launched for Australian grantmakers and grantseekers.

A NEW web-based resource has been launched in a bid to spread the news about “what works” in grants-funded projects, programs and services – and thereby help reduce wastage and duplication.

The Centre for What Works (www.ourcommunity.com.au/whatworks), housed on the website operated by Our Community (publisher of this newsletter), contains four sections:

- (1) **The Lessons Bank:** where community groups and grantmakers can find out about projects others can have worked on – what worked, what didn't, and what could have been done differently.
- (2) **The Plans and Tools Bank:** where community groups and grantmakers can download plans and tools developed for other grants-funded projects and programs, saving time and money.
- (3) **The Policy Bank:** containing a series of downloadable template policies and procedures relevant to community groups and not-for-profit organisations.
- (4) **The Linkages Bank:** providing useful Australian and international web links to the best knowledge and resources available for community groups and not-for-profit organisations.

Our Community is developing this resource in the belief that the real value in grantmaking is in the telling the story of the grant – not through case studies, but through careful extraction of the lessons about what worked, what didn't and why.

“That way every grant adds enormous value to the whole community,” said

Our Community CEO Rhonda Galbally, whose grantmaking experience includes time as the Chair of Philanthropy Australia (then known as the Australian Association of Philanthropy), head of the Myer Foundation and Sidney Myer Foundation, and inaugural CEO of the groundbreaking grantmaking and health promotion body, VicHealth.

“The templates we're using for the Centre for What Works have been developed in conjunction with the mother of participative research at the University of California Berkeley, Professor Meredith Minkler, along with Professor Len Syme – my mentor and inspiration on the value of community participation,” she said.

The Lessons Bank will house the key knowledge and hard-won truths accumulated through thousands of projects carried out around Australia, building over time and emerging as a fully indexed, searchable database of lessons – an invaluable resource for community organisations, and grants managers.

The Policy and Linkages Banks are already well-established, with the Lessons and Plans & Tools Banks currently in building mode.

Grantseekers and grants managers are being urged to contribute to this unique new resource and build a new means of sharing knowledge and lessons. ■

FURTHER INFORMATION:

For more information, visit www.ourcommunity.com.au/whatworks or contact Denis Moriarty at denism@ourcommunity.com.au.



Centre for What Works at www.ourcommunity.com.au/whatworks

Examining the grantmaker's role in affordable housing

Affordable housing is critical for lower-income families and communities, but it's not an issue grantmakers are eager to jump onto. A new report spells out the crucial role grantmakers can play in housing programs and policy – and it's not always about the money.

GRANTMAKERS can play a critical role in meeting the challenges relating to the provision of affordable housing for lower-income families and communities, a new US report says.

More than Shelter: A Grantmaker's Guide to Housing Programs and Policy, says intervening in the housing and community development field can be daunting for any institution, given the immense costs, long-term outlook and complicated financing involved.

However, it says grantmakers (particularly foundations) can play a crucial role by:

1. Funding Non-profit Programs:

supporting the research and development efforts required to create innovative approaches tailored to a local community.

This work, often directed by a collaborative of community institutions and implemented by expert consultants or academics, can become a platform for new strategies. Grantmakers can also partner with existing initiatives, providing support for program expansion or ongoing program operations.

2. **Forming Partnerships:** Almost every aspect of affordable housing, from construction and development to managing rental properties and promoting home-ownership, requires public- and private-sector partners. Even a small foundation can serve as a catalyst to facilitate dialogue among potential partners, support planning efforts and

provide seed money to leverage financial commitments.

3. Making Program-Related Investments (PRIs):

An alternative to making a grant to a program is to make a loan or provide an equity investment at below-market rates. Typically these investments attract additional capital from public and private financing sources, thus multiplying the impact of the initial investment. PRIs can provide capital for projects at their initial, more risky, stages, while providing a basis for future investments. Because PRI funds are eventually paid back to the foundation, capital can be recycled into new grants or PRIs, thus increasing the impact the foundation can have.

4. **Influencing Policy:** Research, leadership and advocacy on behalf of affordable housing for low-income families is in short supply. Besides engaging in the public debate about affordable housing, foundations can support the work of advocacy organisations directly. Given their relationships with leaders in the public sector, financial institutions and non-profit organisations, many foundations may be in unique positions to bring attention to the needs of low-income people in the housing and mortgage markets.

5. Funding Public Awareness Campaigns:

A strategy related to influencing of public policy involves raising the general level

Bricks & Mortar

Examining the grantmaker's role in affordable housing

of awareness about the need for affordable housing in the community. By supporting public outreach and education efforts, foundations can help turn the tide against NIMBY ("not in my back yard") attitudes. As the public comes to understand the value of affordable housing the community, programs will be better able to develop housing for working families.

6. Funding or Conducting Research:

A final strategy foundations can employ is to support research on demographic and market trends, housing needs for families in poverty, inequities in home ownership and mortgage markets, land-use patterns and other topics. When the non-profit sector and public

officials are armed with accurate information, they are more likely to avoid misguided strategies and to develop housing projects designed to meet targeted current and future needs.

The report provides examples of grantmaker action under each of the categories above, as well as background information about affordable housing and advice for implementing strategies.■

FURTHER INFORMATION:

Produced by the Neighborhood Funders Group and written by J. Michael Collins, the full report is online at http://www.nfg.org/publications/housing_2006.pdf

Start-up Grants

TRENDS

Many grantmaking organisations are now providing funds to help newly formed community organisations get their legal and organisational structures in order. Here are three recent examples:

ORGANISATION: COUNTRY ARTS WA

Grant: Annual Funding – Category 'C'

Amount: Up to \$1000

Details: This program is designed to enable groups to establish an incorporated arts organisation. Funds will cover the costs of establishing operating structures and processes. This includes activities such as consultation with other community groups, setting up networks, developing an organisational vision and forward plan, drafting a constitution, and incorporation. Funding in this category acts as a seeding grant and will only be approved for one year or, in exceptional circumstances, two years.

ORGANISATION: SALISBURY CITY COUNCIL (SA)

Grant: Community Grants – establishment of a new group

Amount: Up to \$5000

Details: The City of Salisbury, through its Community Grants Program, aims to encourage, develop and support community projects that provide a service or program to residents in the City of Salisbury and foster opportunities for community participation and community development. For new groups an establishment grant may be available which is limited to a maximum of \$2000 for a unincorporated groups and \$5000 for incorporated groups.

ORGANISATION: CITY OF CASEY

Grant: New Community Organisations Seeding Grants

Amount: Up to \$250

Details: This program is designed to help community groups defray costs such as for incorporation and insurance and other associated costs. Each organisation is eligible to receive a grant once only, subject to the availability of funds.

(Information provided by the *EasyGrants* team: www.ourcommunity.com.au/easygrants.)

In Short

International grantmaking news, trends and resources

COMMUNITY FOUNDATION ACCREDITATION INTRODUCED

MORE than 260 American community foundations have earned a new accreditation for attaining high standards for grantmaking integrity and accountability.

The Council on Foundations' Standards Seal is designed to establish legal, ethical and effective operational practices for community foundations and highlight transparency and financial responsibility.

To achieve the accreditation, community foundations must document their performance in donor services, investment management, grantmaking and administration.

"This is critically important to the millions of people who give to and through community foundations," said president and CEO of the Council on Foundations Steve Gunderson.

"The National Standards confirmation says this community foundation has demonstrated a commitment to operational quality, integrity and accountability."

According to the Council on Foundations, the National Standards program is the first of its kind for charitable foundations in the United States.

CALL FOR MORE INNOVATIVE GRANTMAKING

CHARITIES should be demanding more innovative forms of grant funding such as loans and capacity building grants, according to a UK not-for-profit leader.

Cathy Pharoah, who runs a not-for-profit research consultancy, told delegates to a recent conference that

of the £1.8 billion given by UK trusts last year, just a few hundred million was delivered through "innovative financial practices" such as the types of loans and capacity building grants provided by the Futurebuilders fund.

Futurebuilders is a government-backed investment fund launched in 2004 that provides a combination of loans, grants and capacity building support for organisations that deliver public services. Organisations repay the loan element of the investment by earning revenue through forming contracts with public sector agencies.

Ms Pharoah told the Perfect Pitch conference that all financial innovation in the UK had so far come from the "supply side", according to *UK Fundraising News*.

"But there is no demand from charities for new forms of grantmaking," she said. "They are just saying to trusts that they would like the option of more sustainable, entrepreneurial funding. But charities have an interest in developing new financial practices."

FIVE COMMON ELEMENTS OF EFFECTIVENESS

FOUNDATION effectiveness requires five elements, according to the executive director of the US Centre for Effective Philanthropy – the organisation behind the groundbreaking grantee survey research.

The Centre's Grantee Perception Reports have involved surveying 30,000 grantseekers about their perspectives on 180 US foundations, leading to some important insights, Mr Buchanan says.

"Drawing on our research and our experience, I'd suggest that



In Short

International grantmaking news, trends and resources

effectiveness does require five elements.”

Those are:

1. **specific goals** that can be articulated succinctly and consistently by trustees, program officers and other staff;
2. **a strategy** that is rooted in an awareness of other funders and other actors – and, where possible, in data about what works;
3. **measurable indicators of effectiveness** that relate to goals and strategies;
4. **leadership** that is prepared to make the indicators real – holding individuals responsible and confronting performance issues head-on; and
5. **boards that are engaged deeply** in definition of goals and strategy and that insist on reviewing performance indicators on a regular basis – and holding the CEO accountable for results.

“These are not easy things to do. They entail personal risk. They require personal courage. They necessitate a kind of impatience and dissatisfaction with the status quo that is not always found within foundations,” Mr Buchanan said.

His full speech is available via the Centre for Effective Philanthropy’s website at www.effectivephilanthropy.org.

NEEDS-DRIVEN FUNDING TOO SUCCESSFUL

THE UK’s Big Lottery Fund (BLF) is seeking feedback on the first year of its controversial Reaching Communities grants program.

The results of a stakeholder meeting,

scheduled to be held late last month, will be presented to the board of the BLF as it plans the program’s second year.

Grants of between £10,000 and £500,000 (including up to £50,000 for capital grants) are available under the £100 million program, but critics believe the program is “vastly under-funded” given that applications worth more than £1 billion had already been received by mid-year.

Projects can be funded for up to five years and the emphasis is on communities developing projects that respond to their own needs and issues. In fact, the BLF has not set any restrictions on the kinds of activities that will be funded under Reaching Communities as long as the project aims to meet a clear need in the applicant’s community.

The BLF says on its website: “Reaching Communities has proven to be a very popular and highly competitive program. Competition for funds is very high, and difficult decisions have to be made, often resulting in very good projects not being funded.

“Any new applicant should note the high levels of interest in this program and consider whether your project is not better suited to another Big Lottery Fund program.”

EUROPEAN GIVING APPROACHING US LEVELS

EUROPE’S leading corporate foundations are giving more than their US counterparts and have a much greater international focus, according to the *Philanthropy in Europe (PiE)* magazine.

PiE editor Karina Holly says that the magazine’s first ranking of the top 25 biggest spending European and US corporations reveals that European



In Short

International grantmaking news, trends and resources

spending outstripped that in the US by more than € 500 million.

“Europe’s corporate foundations are also much more open to giving beyond their national borders, with 56% of the top 25 giving internationally, compared to 44% of the US funders,” she said.

“In addition, whilst US international corporate giving tends to focus on disaster relief or support in local communities where the funding company operates, Europe’s corporate foundations have a much more structured programmatic approach to international giving.”

According to the *Guardian* newspaper, other *PiE* research shows that US charitable foundations as a whole still give a lot more than their European counterparts, although the gap does appear to be closing.

US GRANTS STATS ONLINE

US grantmaking statistics for every year from 1992 are available online, with the latest data – from 2004 – being added recently.

The free online statistical resource is provided by the Foundation Centre, an organisation that conducts research on trends in foundation growth and giving, and provides grantmaking tools and other programs.

The database includes financial and programmatic information on all active US independent, corporate, community and grantmaking operating foundations sourced from the Centre’s annual survey of foundations, compulsory tax forms and annual reports.

It features more than 3000 tables and ranked lists, “representing the most requested types of summary financial data on foundations and their giving”.

The database is online at <http://foundationcenter.org/findfunders/statistics/>

SHORT-TERM FUNDING THWARTS CHANGEUP

SHORT-TERM funding has hampered the first two years of the UK’s 10-year ChangeUp program – a capacity building program aimed at the voluntary and community sector that focuses on modernisation of infrastructure.

A report commissioned by ChangeUp’s overseeing agency, CapacityBuilders, found that the program had made “good progress” given that it was barely two years old and had already funded more than 800 capacity building projects and plans.

However, it said the first two years had been “fraught with short-term difficulties about payments”.

Devolution of administration to the regions had been useful in providing a “good vantage point” in most regions – “but it has led to inconsistent administration and guidance, and differences in broad approach to infrastructure development,” the report says.

Priority One

Emerging Grantmaking programs

What areas or priorities are being targeted for funding in Australia? What sorts of programs are being introduced? Each quarter we include a selection of new grantmaking programs that have been established by either government, philanthropic or corporate bodies as a way of helping grantmakers stay up to date with what is happening in the world of grantmaking.

Program: Dilmah Water Quality Funding – Best Tea, Best Water

Provider: Landcare Australia

Purpose: To offer funding to community groups and schools to improve water quality in their local area.

Program: Waratah Fencing Grants

Provider: Landcare Australia

Purpose: To provide community groups with financial assistance to help them manage their landcare sites.

Program: Respect, Responsibility and Equality: Preventing Violence Against Women

Provider: VicHealth

Purpose: To improve mental health and wellbeing by supporting activities that will assist in preventing violence against women.

Program: Youth Services Development Fund

Provider: Headspace

Purpose: To build the capacity of local communities to identify early, and provide effective responses to, young people aged 12-25 with mental health and related substance use disorders.

Program: Queensland Community Partnerships Grants Program

Provider: Dept of Local Government, Planning, Sport and Recreation (QLD)

Purpose: To support innovative and sustainable projects aimed at increasing participation in physical activity and improving eating patterns.

Program: CleanBiz Grant Scheme

Provider: Department of Primary Industries and Water (TAS)

Purpose: To help Tasmanian organisations adopt clean, lean and resource efficient practices that are a win for an organisation's financial bottom line and for the environment.

Program: Community Voices Program

Provider: Office for Volunteers (SA)

Purpose: To provide funds and resources for community organisations to develop media products designed to give exposure and attract volunteers to their cause.

Program: Strengthening Indigenous Non-Government Organisations

Provider: Department of Communities (QLD)

Purpose: To build the capacity of funded Indigenous non-government organisations so that they can continue to provide high-quality community services to Queensland.

Program: Strengthening Rural Indigenous Non-Government Organisations

Provider: Department of Communities (QLD)

Purpose: To provide one-off grants for organisational development activities in Indigenous non-government organisations, funded by the Queensland Government, that deliver human services and are located in the Blueprint for the Bush catchment area.

Priority One

Emerging Grantmaking programs

Program: Our Club, Our Future Sporting Uniform Grants Program

Provider: Department for Victorian Communities (DVC)

Purpose: To provide grants of up to \$1000 to assist in the purchase of sports uniforms.

Program: Queensland Community Partnerships Grants Program

Provider: Sport and Recreation Queensland

Purpose: To support the development and delivery of healthy lifestyle programs at the local level.

Program: Regional Tennis Facilities Program

Provider: Sport and Recreation Qld

Purpose: To develop regional tennis facilities.

Program: Expanding Physical Activity Opportunities For People With Disabilities

Provider: Dept of the Premier and Cabinet (WA), Healthway

Purpose: To provide sustainable opportunities for increasing participation in physical activity for people with disabilities.

Program: Early Career Investigators Grant

Provider: The Cancer Council Western Australia

Purpose: To assist talented researchers at the early stage of their career to develop and advance their cancer related research skills and track record necessary to become competitive in national research grant processes.

IN THE NEWS

Headline: Form-filling stymies progress

Reported by: Laura Tingle, chief political correspondent

Appeared in: The Australian Financial Review

Date: Monday, October 2, 2006

- There has been little change in administration of funding grants to indigenous communities.
- Government departments haven't relinquished funding controls

Other Publications

NEWSLETTERS:

Easy Grants Newsletter & Grants Information Service

The *Easy Grants* newsletter is a state by state monthly summary of all Government (Federal, State & Local), Philanthropic and Corporate Grants available in Australia. Giving you access to hundreds of new sources of funding with all the details up to three months in advance.

With only 5% of Grants advertised to the general public, Easy Grants ensures that you won't miss a funding opportunity!

Visit www.ourcommunity.com.au/easygrants to subscribe or to view a recent sample of an Easy Grants newsletter – only \$330 a year by email (not-for-profit organisations price \$45) for Councils, Government departments & private businesses which includes year-round access to Australia's most extensive online grants database.

Raising Funds

Fundraising is an important element of raising money quickly and effectively. Raising Funds is a newsletter dedicated to providing all those fundraising tips, lessons, new ideas and strategies for raising money today. Raising Funds offers an alternative to boosting your budget than just applying for grants.

Answering all the key questions. What works? What doesn't? Raising Funds helps you recognise the problems and avoid the pitfalls.

Visit www.ourcommunity.com.au/raisingfunds to subscribe or to view a recent sample of a Raising Funds newsletter – only \$45 a year by email (not-for-profit organisation price) for 8 editions.

The Board Builder

The Board Builder is a quarterly newsletter committed to the improvement of Board & Committee effectiveness. Tackling issues in a practical, informative and no-nonsense style, *The Board Builder* is designed to ensure that every Board and Committee member has access to the knowledge, skills and best practice examples that can help them to make a difference in their own organisation.

The Board Builder provides solutions and a safe path to Board and Committee effectiveness.

Visit www.ourcommunity.com.au/boardbuilder to subscribe or to view a recent sample of a Board Builder newsletter – only \$65 a year by email (4 quarterly editions) for individual board members or \$165 for a licence to circulate the newsletter to your entire board.

Attention Grantmakers!

A growing number of grantmakers, foundations and Government departments now provide gift certificates for groups they are funding or haven't been able to fund, providing them with other alternatives to funding and fundraising. To find out how your organisation can organise gift certificates, please contact Steve Moriarty on (03) 9320 6811 or by emailing stevem@ourcommunity.com.au.

FOR FURTHER DETAILS

Please view the latest *Our Community Resource Guide*:

www.ourcommunity.com.au/resourceguide,

visit: www.ourcommunity.com.au,

email: service@ourcommunity.com.au

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Pay by credit card, please tick: VISA MASTERCARD BANKCARD AMEX

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Date: / / Cardholder's Signature:

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StyleCode	Qty	Price	\$
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