Philanthropy How to Guide:

Effective Grant-Seeking

philanthropy australia

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1.   Introduction

The word 'philanthropy' is often used but many people find the world of philanthropy quite mysterious. There are many different meanings to the word, usually depending on whom you ask. In the context of this guide, we will be using Philanthropy Australia's definition, which is:

The planned and structured giving of money, time, information, goods and services, voice and influence to improve the wellbeing of humanity and the community.

In practical terms, much of the philanthropy that happens in Australian involves gifts of money granted to not-for-profit entities by philanthropic organisations and individuals, collectively referred to as 'funders' or 'grant-makers' in this guide. This publication is designed as a basic guide to these funders, how they operate, and how you can research them and apply to them for funding.

We always recommend that you seek income from a variety of different sources rather than rely on philanthropic funding alone. You cannot depend on philanthropic funding or be certain that your submissions will receive support - there are no magic phrases or surefire tactics. However, this guide contains information and tips to improve your chances of grant success.

2.   What this guide covers

This guide will provide you with advice on:

- The different types of funders and what are they looking for when they review submissions.

- How to research for funders.

- What kind of information you need to provide to funders.

- What to include in your application for funding – and what to leave out.

- What to do when you are successful or unsuccessful.

You will find that much of the advice in this guide is common sense, however grant-seeking requires forward planning, research and a strategic approach so you do need to invest sufficient time and resources.

3.   Philanthropy in Australia

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The story of Australian philanthropy has ancient roots, is influenced often by towering individuals and everyday Aussies, molded by rare but significant policy moments, and continues to be written.

The practice of giving on this continent is eons old. The rich traditions of the indigenous Aboriginal and Torres Strait Islanders honour reciprocity and relationships with ancestral lands, nature and clan, and an assumption that wealth is distributed.

Eighteenth century colonization as a penal settlement heralded a more British style of charity that established Australia's current nonprofit legal foundations and an enduring philosophy of the government as the main provider. This history contrasts with the United States, which eschewed its British heritage in favour of Abraham Lincoln's 'of the people, by the people, for the people' approach. Some believe this ethos that the community rather than government is responsible for meeting needs explains the perceived stronger culture of giving in the United States compared with countries such as Australia or the United Kingdom.

Certainly in 19th century Australia a government presence is evident through subsidy of some of the considerable charity and social work performed by faith-based organisations, such as The New South Wales Society for Promoting Christian Knowledge and Benevolence (now the Benevolent Society), Australia's oldest remaining charity that was formed in 1813. England and many of its other colonies at this time were seeing the rise of charities and the merchant/industrialist class as benefactors of community need. Australia too, later in this era and early in the 20th century saw the advent of substantial philanthropy from some of those who had amassed their fortunes in the new colony from gold mining and other enterprises. Prominent citizens, often prompted by their 'good wives' led the campaigns to build schools, hospitals and orphanages, and establish ambulance services in this inhospitable land of dangerous snakes, spiders and tempestuous weather events. Board service was a common elite contribution and sometimes governments provided matched incentives to develop education or health services for the growing populace.

The 1880s saw the start of the Trustee Company movement in Australia where the charitable endowments and estate wishes of affluent citizens were managed, sometimes multi-generationally.

Some of the early philanthropists' actions of this era were visionary and cast a long shadow. Examples include South Australia's still active Wyatt Benevolent Institution formed in 1881 by Dr. William Wyatt, thought to be the nation's oldest philanthropic foundation. Notable too was the advocacy and legacy of flamboyant, white-suited, confectionery tycoon Sir MacPherson Robertson, who role-modelled large scale giving for affluent citizens, sometimes in 'forward thinking' areas such as setting up a girls' high school. Significantly, the entrepreneurial man behind iconic product names such as Freddo Frogs, Columbines and Cherry Ripe also sweetened the act of giving. Robertson influenced the government in Victoria to foster giving through tax incentives whereby death duties were deductible if people established a charitable foundation in their will.

Such was the uptake of this notion enshrined in the Victorian Probate Act of 1907 that the weight of Australia's philanthropy become largely housed in the state of Victoria and directed internally there, from its preponderance of Australia's charitable foundations.

The Boer War of 1899 – 1902 and the Great War of 1914 – 1918 engaged a different level of community philanthropy. Patriotic Funds saw townships rally as givers. Post-WWI, committees of returned soldiers, sailors and airmen banded together to raise funds for often tax deductible war memorial projects.

By the 1930s, some sense of the sheer impact of individual philanthropic foundations was evident. An oft-cited example is the Sidney Myer Fund established in 1934 upon the death of this community-minded and beloved immigrant retailer. The £150,000 gift (more than $10 million dollars in today's terms) has translated to programs and projects across Australia as the accumulated interest, further family contributions and fourth generation thinking multiply the original impact.

As in giving across the world, religion has played its part. For instance, at the community level, weekly 'two bob in the plate' giving to support Churches was the forerunner of today's regular giving whereby a set amount is donated typically weekly from the pay-packet or monthly via credit card or bank account debit. In the 1950s, the US-based Wells Organisation brought the concept of Church fundraising into Australia and small and larger scale giving was being generated for missionary services, and building funds. Post WWII, the growth of a well-to-do middle class enabled large direct mail campaigns that continue to fund many causes today. Meantime, the government assumes an even stronger role in social welfare supporting the work of charities and the concept of endowed charitable foundations continued to grow. Examples of the power of endowment funds include the Ramiciotti Foundation set up in 1970 with $6.7M, which has since given away $56M and continues to be a major contributor to biomedical science.

The 1970s ushered in the formation of Philanthropy Australia's precursor, the Australian Association of Philanthropy, the continued growth of corporate foundations such as the Utah Foundation and also Australia's first community foundation, the Victorian Community Foundation (what is now known as the Australian Communities Foundation was born from the Victorian Community Foundation) formed under the auspices of a bank with two other states following soon after. The notion of sub-funds, place-based giving and community foundations accelerated in the late 90s and early in the new Millennium and corporate foundations also developed alongside the corporate social responsibility trend.

Around this time too, the Howard Government established the original Prime Minister's Business and Community Partnership and announced a policy platform to increase philanthropy. Workplace, cultural and environmental giving incentives emerged along with the Prescribed Private Funds structure (now Public Ancillary Funds) in 2001.

More recently, the past decade has seen the advent of various forms of collective giving, most prominent among these giving circles where members join to give a predetermined amount and select what cause their pooled funds will benefit. Calls for more giving structures that broaden the notion of who is a philanthropist are likely to drive the next change in this ongoing story of generosity, which is so underscored by the timeless Australian ethos of mateship and helping a stranger.

4. Legal/ taxation requirements

- Some foundations can only fund organisations that the ATO has endorsed as a Deductible Gift Recipient (DGR).

- Some foundations can only fund organisations that are registered with the ACNC and endorsed for tax concessions by the ATO.

- Some foundations can only fund organisations that are both of the above.

- Some foundations can fund almost any not-for-profit entity provided that the funding is spent on activities which are legally charitable.

Some foundations can only fund organisations that have a certain kind of DGR endorsement. There are two main kinds of DGRs:

Item 1 DGRs, known informally as 'doing' DGRs. These are the organisations which carry out the hands-on work – health promotion, environmental, arts and welfare organisations etc.

Item 2 DGRs, known informally as 'giving' DGRs – which have no purpose other than to make or collect money in order to give it away.

The rule is that one 'giving' DGR cannot give to another 'giving' DGR. Most organisations that are seeking grants from foundations are Item 1 DGRs, 'doing' charities, but there are some entities which have been set up as fundraising foundations – often attached to a hospital or cultural entity – which are 'giving' DGRs. There are many funds, including Private Ancillary Funds (see Section 4), which cannot fund the 'giving' type of DGR.

To ascertain an organisation's charitable and/or tax status go to:

ABB Lookup: http://abr.business.gov.au

ACNC: http://www.acnc.gov.au

5.   What are the different types of philanthropic funders?

This guide focuses on how to seek grants from philanthropic funders. These are funders who have an asset base known as a corpus and use the income generated to provide grants or make impact investments. Although this is not a guide to seeking Government funding, many of the same principles apply.

Funders derive income from their investments, socially responsible investments and potentially via impact investments. Generally, they allocate the income generated as grants, but more recently, some funders are investing directly in social enterprises.

In Australia there are a variety of different types of funders and each type will have an impact on:

- How easy it is for you to find and to communicate with them.

- The types of project they will and will not fund.

- The amount of funding they will have available.

- When you can apply for funding.

- What their requirements and expectations of you, the grant recipient, will be.

The following descriptions are general in nature and designed to provide you with a guide to the different kinds of philanthropic funders, what they support, how they operate and how they are managed.

Private foundations

Typically, a 'private foundation' is one that has been established by an individual or family as part of their Will/estate/bequest and is managed by independent Trustees under the terms of the Trust Deed. Private foundations vary greatly, not only in size depending on the amount of the original bequest, but also in their purpose as determined by the wishes of the original benefactor. Some private foundations may try to retain a 'family linkage' to the original benefactor; however, the Trustees manage the private foundation independently, except where living family members are Trustees.

'Non-discretionary' private foundations allocate their funds to individual charities where the benefactor has left money in their Will to benefit a specific organisation. An example would be: "I want the funds to go to the Lost Dogs' Home and the Royal Children's Hospital". When this occurs, funds will be allocated in perpetuity to those named organisations and, as such, these private foundations are not available as sources of funding for other charitable organisations.

Private foundations known as 'discretionary' are those where funds are left to benefit certain purposes such as the arts, education, a specific geographic area, people with disabilities or 'general charitable purposes', rather than specific organisations. The purpose of a private foundation reflects not only the wishes of the original benefactor but also the prevailing social and economic needs at the time of establishment. This is why contemporary societal issues such as, for example, refugees and asylum seekers, may not be reflected in the granting guidelines of many private foundations, especially those that were created in the early 20th Century.

If the funding purpose for which the foundation was originally set up no longer exists – for example, a trust established in the 1920s to fund orphans with polio, then the Trust Deed can be amended. This is a lengthy legal process that has to be initiated by the foundation Trustees, and any changes are not undertaken lightly. In fact, as long as the original purpose of the foundation can still be fulfilled, there are unlikely to be any changes. Only in cases where the original purpose is obsolete and cannot be fulfilled, would the Trustees make an application to have the deed amended. For instance, a fund that was established solely to support environmental groups to purchase land for conservation purposes must fund only that purpose until there are no longer any eligible groups carrying out that particular work. The foundation's Trustees cannot decide that they would prefer to give the funds to, say, arts or welfare organisations instead.

Other foundations are prohibited by their governing documents from funding certain types of entities or projects – for example, some foundations are unable to fund capital works as their Trust Deed specifically prevents them from doing so. This is why it is so important to do your research first and to read a funder's guidelines. Because no matter how strong your application for capital funding, or however much the Trustees may endorse it personally, they are legally unable to provide funding if the Trust Deed excludes funding for capital works.

Private foundations are governed by the requirements of the Will/Trust Deed – rather than specific legislation and as such may be able to support general charitable purposes (i.e. they are not limited to charitable organisations and/or those with DGR 1 status).

The management of private foundations consists of two main types:

1. Private foundations, which are generally larger, may operate independently with Trustees self-managing their operations, governance, investments and grant-making. They may also employ staff to assist the Trustees in performing their duties and responsibilities.

2. Smaller private foundations, or those where the benefactor appoints an organisation to be one of the Trustees, may be managed by a trustee company. Trustee companies are profit-making entities that are legally empowered to act as professional Trustees for all kinds of trusts, including charitable trusts. Trustee companies have been administering philanthropic funders for over a century and are often chosen by donors who do not have heirs or other people they can appoint to look after their private foundation.

A trustee company will sometimes manage the private foundation completely – looking after both the investment portfolio and the grant-making. In other cases, they will only manage the investments. A trustee company may act as the sole Trustee for the foundation, or it could be one of several Trustees.

Family foundations

Family foundations consist of either living donors or living people with a close connection to the founder who may themselves be donors to the foundation or have a family connection to the person who established the family foundation. They normally give funds via a Public Ancillary Fund (sub-fund) or a Private Ancillary Fund.

Sub-funds generally allow people who may not have enough money to establish a Private Ancillary Fund, so that they can be involved in philanthropy. Sub-funds are management accounts (via a trust company, community foundation or any other entity which establishes a Public Ancillary Fund Endowment structure) bearing their own name (e.g. The Jane Smith Family Fund) and established for specific charitable purposes.

With family foundations, funding decisions are often influenced by personal preferences or interests, and the Trustees may include the original founder, partner, sons, daughters and/or grandchildren. They have greater flexibility to change what is funded over time, especially when new generations take over as Trustees.

Many Family Foundations are very private and do not accept unsolicited applications for funding. This is usually because they are very specific about their funding priorities, are very small and have no paid staff with family members acting as Trustees over and above their other commitments. These foundations tend to research and self-select which charities they want to fund, or they may co-fund in collaboration with other similar funders.

Family foundations are generally structured as either a Private Ancillary Fund or a Public Ancillary Fund and can only support charitable organisations for charitable purposes with DGR Item 1 status.

Community foundations

Community foundations are established to benefit a specific geographic area. Like most philanthropic funders, they have a corpus, however they differ from private and family foundations because the corpus is built up from a variety of sources including individuals, local businesses and government sources. Many community foundations in Australia also receive funding from bequests. They make grants to fund local activities and not-for-profit groups and may also fund training and organisational capacity building. Community foundations are governed by a board of people from within a specific geographic region, who are familiar with the needs, demographic profile and community organisations in that region.

Community foundations are generally structured as a Public Ancillary Fund and can only support charitable organisations for charitable purposes with Deductible Gift Recipient 1 status.

Corporate foundations

Companies which are active in the philanthropic space and/or provide community donations and/or sponsorships and/or corporate social responsibility may establish their own corporate foundation.

These corporate foundations may be established as a separate legal entity or as a separate division within their business. The legal structure is determined by where the funds come from and what they are funding. As with private and family foundations, corporate foundations set up as a separate legal entities are charitable in nature and therefore have to comply with the same rules as regular foundations. For example, they can only fund charitable organisations for charitable purposes with DGR 1 status. Corporate foundations favour organisations or projects that align with their corporate mission and help to promote and build the profile of the company. If a corporate foundation is structured as a division within the business and allocates funds directly from operating profit, it can support a wide variety of individuals and organisations, both charitable and non-charitable.

Government-initiated foundations

Some foundations were set up by Government with initial seed funding, but have received no further government funding since their establishment. These are generally independent foundations which have gone on to raise further funding and become self-sustaining. Examples of these kinds of organisations include the Foundation for Young Australians and the Victorian Women's Trust. There are other government-initiated foundations which operate with varying degrees of government oversight; this is usually because they are still in receipt of government-directed support.

Government-initiated foundations have many advantages for grant-seekers as they are often relatively large, publicly advertise their granting programs and usually have paid staff available to discuss your application. However, some of the drawbacks associated with government foundations include the high level of bureaucracy and detailed, and often complex, reporting requirements. There are also other government funding programs which may use the term 'Foundation' in their titles.

DGR separately listed foundations

On some occasions, charitable funders may obtain separate DGR status – such as The Foundation for Rural and Regional Renewal (FRRR) – which is a unique organisation created through collaboration between philanthropy and Government.

6.   Styles of giving

Each funder will have a different style of giving and it is important to recognise these styles when researching, talking to, and/or, meeting with funders. Generally, most funders fall into four categories and may operate programs in one or more areas.

Giving style	Description	Advantages	Disadvantages
'Cheque-book' philanthropy	• One-off donations or grants • Immediate need focus • Project orientated • Final Report required • Yearly application cycle • Focus on outputs • Grant Size – usually smaller • Usually for 12 months.	• Good for small funding amounts • Simple process and requires less resources • Usually quick-turn around from application to decision • Less complex application forms • Allocates funds easily and simple compliance /reporting • Makes no ongoing commitment to fund again or in the future • Low risk.	• Little engagement with funders • Makes fundees more dependent on 'drip feed' of funds • Discourages longer-term planning • Outcomes and impact less likely to be sustained • Creates perception of a power imbalance between funders and fundees.
Engaged philanthropy	• More strategic and focused grant-making • Engagement with funders – e.g. site visits • Project and program orientation • Focus on outcomes • Progress and Final Reports • Grant Size - Larger • 1-3- year duration.	• Improved and more sustainable outcomes possible • More a partnership between funder and fundee • Low risk.	• Usually a longer turn-around from application to decision • More time consuming for applicant and funder – especially if unsuccessful • More difficult to exit from funding if required.
Collective Impact	• Can either be a specific geographic area or issue • Deep engagement with stakeholders • Impact focus • Program and capacity building orientation • Grant Size – Small to Large • Usually greater than 3-5-year duration.	• Improved and more sustainable outcomes and impact possible • If specific to a geographic area – it's a partnership between funder, fundees and the community • If issue-specific – it's a partnership between funder and fundee.	• Usually longer turn-around from application to decision • More time consuming for applicant and funder – especially if unsuccessful • Very difficult to exit from funding if required • Requires deep dive in a specific area or issue – Trustees need high level of engagement • Higher risk.

Giving Style	Description	Advantages	Disadvantages
Impact Investing	• Utilising the funds in the corpus for social purpose • Patient investor e.g. low or no interest loans • Funds social enterprises • Business case and evaluation rigour • Grant Size – usually larger • Usually longer-term 5-10 years.	• Unlocks a percentage of corpus to invest in social good • Aligns investment and granting strategies • Improved impact possible • It is a partnership between funder/fundee • May leverage other funders and new funds for social good.	• New and emerging area – little accepted or best practice available • Requires extensive time commitment, rigorous evaluation and a high level of expertise from Trustees • Long turn-around time from application to decision • Very difficult to exit from investment if required • Higher risk of failure • May conflict with investment strategies (e.g. maximizing income), potential fettering of Trustee discretion (e.g. 5/10/15 year commitments) and there are some compliance issues which still need to be resolved.

7.   Researching funders

Applying for grants is highly competitive, and there are more private funders who do not have publicly accessible information than those who have a website and operate in the public domain. Even fewer have paid staff you can email or discuss your proposals with. However, you can find out which funders do and do not accept applications by doing your research.

For general information about most public funders you can do an internet search on key words to find their websites, annual reports, publications and media coverage.

However, for up-to-date and accurate research we recommend that you subscribe to a funding directory:

- Directory of Funders – Philanthropy Australia
- Funder Centre - Our Community
- Grants Expertise Management (GEM) Portal - Strategic Grants
- Federal & State Government Grant Programs – GrantsLink

When doing your research look for foundations that are a good match with your organisation. Consider how your proposal aligns with the foundation's funding priorities and helps to fulfil their philanthropic vision.

Can you approach private funders?

If a foundation does not accept unsolicited applications, you must respect their wishes. However, there are ways in which you can seek to engage them:

- Find out if one of your board members or volunteers has a contact with the funder and may be able to introduce you.

- If there's synergy between what your organisation does and the philanthropic aims of the foundation, write them a letter or send them an annual report.

- Raise your profile by sharing stories and case studies about your organisation in local and national print and online media.

- Keep your website up-to-date and make sure it is mobile phone-enabled and contains compelling stories of your work, research, publications and impact – along with up-to-date phone and/or email contact details of relevant fundraising staff.

- Leverage relationships with your existing funders and see if they are willing to host a presentation for other funders about your projects, work or research.

What do you look for when researching funders?

1. Is your organisation eligible to apply and/or receive funds – check the requirements as they can vary.

2. Do they accept applications/proposals/Expressions of Interest (EOIs)?

3. Read their guidelines carefully:

   – Does the work of your organisation and your proposal fit their guidelines? If not, then move onto researching another funder.

   – What have they funded previously, and do you fit?

   – Does the timing of your proposal (i.e. when you need confirmed funds) fit the funder's timeline? When do they make a decision and when do they disburse funds? As a general rule of thumb, you need to apply six months to a year in advance of your project commencing. Funders are not impressed when applicants require immediate funding.

   – Are you able to complete the project within the required timeframe and can you meet the funder's reporting and acquittal requirements?

   – Never apply for funding for a project that has already begun.

   – If they have a specific application form to complete – review it and check that you have all the required information before proceeding any further.

4. Wherever possible, make a phone call to the funder before you start writing. Some funders encourage contact via email or phone prior to submitting – so take advantage of this opportunity. Before calling, make sure you have read and understood their guidelines and researched whether they have funded a similar project or organisation in the past. The purpose of this contact is to:

   – Give a _very_ brief description of your proposal and gauge their initial reaction

   – Better understand their guidelines and what they are looking for

   – Find out who will be assessing your application. Will it be a panel of experts (e.g. scientists) or lay Trustees who have no specialist knowledge? This will help to guide your writing style (see Section 6. Preparing Your Submission).

If a funder is unable to fund your project and you have an existing relationship with them, it may be appropriate to ask if they can recommend other funders who may be interested in your project or organisation.

5. Plan to target those funders that most closely match your projects and organisational mission and start to engage them as part of building a relationship over time.

6. The number of grants submitted should not be an indicator of success. Your grants program should be about quality not quantity. Examples of useful measures include how many new funding opportunities you have identified, the number of conversations you have had with grant-funders, positive feedback received, satisfactory cost-profit ratio and whether you have reached your budget targets.

8.   Preparing your submission

You should only submit an EOI or full application if you have established through your research and reading of the guidelines that there is a strong match between your proposal and the grant-maker's criteria and focus areas.

Most public funders require you to complete an on-line or downloadable form with specific questions, formatting and word limits etc. Some funders may also still request hard copies of your application. Whatever the process is follow the instructions carefully and only send the information and attachments (such as letters of support or your annual report) requested by the funder. However, you may like to list other available project-related items (such as reports or DVDs) so the funder has the option of asking for further information if needed.

What kind of questions do funders ask?
You will find that most organisations require information in the following key areas:

Organisational description
Brief description of your organisation, its history, structure, geographic area of operation, track record, key achievements, vision, mission, programs, annual revenue and funding breakdown. Website links or copies of your most recent annual report and strategic plan are also usually required.

Project description
This is the most important section and needs to tell the 'story' of your proposal as briefly and clearly as possible and cover the following aspects:

* What problem does your project address?

* How do you know the need exists? Demonstrate the evidence and cite your research sources

* How does your project/program address the need?

* What are the expected outcomes? And what longer-term impact will your project have?

* What is the total level of funding required?

* Timeline/Key Milestones.

* Why is your organisation best suited to deliver this proposal?

* Are you working in partnership with any others to deliver the project/program? (For example, other service and community organisations).

Detailed proposal
This requires more detailed information about the project/program, its objectives, the steps you will take to implement them, who will do what (staff, managers, partners) and the project timeline including key milestones. It will vary greatly depending on the complexity and size of the proposal. Be careful to avoid sector-specific jargon and spell out any acronyms. Keep in mind whom you are applying to – whether a panel of experts, a small family run trust or a government fund – and adjust your writing style to suit the audience.

Budget
Most funders' online forms have a ready-formatted table requiring specific budget information. Other funders may ask you to attach a separate budget. Make sure that your budget is comprehensive and includes ALL the costs involved in delivering the project. And ensure that your income and expenditure columns add up to the same amount!

As a general rule, your budget should cover:

- All sources of income, including any in-kind and volunteer contributions
- Staffing costs directly related to the delivering the proposal
- Consumables
- Marketing/communication costs
- Travel and accommodation costs
- Administration/postage costs
- Equipment
- Vehicles
- Publication costs
- Consultant costs – where directly related to delivering the proposal
- IT/overheads – where directly related to delivering the proposal
- Evaluation costs.

It is important to check whether the funder has any grant exclusions and ensure that these are not included in your proposal. For example, some funders exclude salaries and operational costs.

Project sustainability

Many funders want to see that your project will continue and be sustainable once their funding ceases – this can be a challenge for grant-seekers unless the project has a means of becoming self-funding. Although some funders provide multi-year funding, others prefer their funds to be untied, giving them greater flexibility to support other projects in future funding rounds. This is a challenge but also a strength as it will require you to diversify your funding by seeking funding from a variety of different sources (e.g. bequests, direct mail, events and corporate sponsorships). This decreases your reliance on any one funder and means that, should funding from one supporter cease, you will be able to continue to run programs with your other available funds.

Submitting multiple applications

You may need to raise funding to cover the total cost of your project from several grant-makers. Even if your project is relatively small, you may need to submit several applications at the same time, as you cannot guarantee that any one foundation will approve your project. The key is to inform the foundations to whom you are applying of all other pending funding applications for this particular project – including those submitted to Government departments and companies. This will not go against your application – foundations like to know that you have a diversified fundraising strategy. They often like to co-fund as it means that they can collaborate with others to fund a project on a larger scale than they alone could fund. Foundations will want to know not just whether you have approached other funders, but how much you have asked for and – most importantly – whether any other funding has been approved– this needs to be clearly shown in your budget under 'confirmed' funding and 'unconfirmed' (pending) funding.

Evaluation, outcomes and impact

You will need to outline what the outcomes and impact of your project will be, and how you intend to measure them.

It is important to distinguish between outcomes and outputs. You need to report on both of them, but they are not the same.

The *outputs* are the tangible actions, products or services put into place as a result of the grant. These might be client visits, workshops, telephone responses, publications sent, or care plans developed.

The *outcomes* are the changes or benefits created as a result of the project outputs and how they impacted on the people or community you were assisting with the grant funds. Outcomes can relate to behaviour, knowledge, attitude, skills, values, abilities and many other areas. As an example, the output could be that you ran a series of workshops and the outcomes were that attendees improved their knowledge and skills.

The *impact* relates to measurable long-term social benefits and changes at the community level or a segment of the community at a regional, state or national level.

Who will conduct the evaluation and how will you measure it?

You will need to tell the funder who is carrying out the evaluation – are you doing it in-house or are you bringing in a third party? And what will you be measuring and how? Will you be capturing both quantitative (using numerical data) and qualitative data (surveys that capture changes in behavior, opinion and thinking)? One simple method of evaluation is to survey beneficiaries before and after the project to see what has changed and how effective your project has been.

If you are seeking to build an evidence base to attract future funding from other funders including Government, then your evaluation framework and processes may need to be conducted independently by a recognised research institution, university or consultant.

Funders also like to see that you will share and disseminate the findings/results/learning of your project with other organisations and more widely in the sector.

Here are a few examples of outputs vs outcomes vs impacts.

Outputs	Outcomes	Impacts
Two financial literacy programs were conducted with 52 people from low income backgrounds.	After 2 months – 66% of participants have been able to make regular savings and had greater confidence and skills around financial literacy.	At the end of the program, the 66% who made savings relied less on food relief agencies – reducing the burden on service providers.
2000 insecticidal bed nets were provided to villages in Angola. 1800 families protected from the spread of malaria.	Village malaria rates reduced by 95%. Death rates from malaria reduced by X%.	Village economic activity increased by x%. Health costs reduced by X%. Education attendance rates up Y%.
20,000 secondary Y10 school students across 150 schools participating in a special mentoring support program.	School attendance rates increased from X to Y. % students progressing to VCE increased from X to Y.	5/10 year study demonstrated increased employment participation rates. Reduction in government and other costly public services e.g. employment benefits, prison and justice costs.
Provision of housing and support packages for 50 released young offenders.	Level of recidivism decreased from X to Y.	Reduced economic costs via avoidance of prison terms. Increased employment level and economic activity.

General tips

- Be sure to comply with word counts and formatting guidelines. If submitting in hard copy and the funder does not specify a word or page limit, aim to keep it concise and relevant to a maximum of around 3-5 pages. Keep in mind that assessors often have several hundred applications or more to read. When submitting to an expert panel, more detailed information may be needed. Check the guidelines.

- As a general rule, only attach items requested in the guidelines or as otherwise requested.

- Do not attached general references (unless requested to do so) – however if a major project partner is providing cash and/or in-kind support, evidence of their support should be included

- Don't assume specialist knowledge, unless you know that your proposal is being reviewed by an expert panel. Write in simple and clear language that can be understood by an intelligent lay person familiar with your field – but only in broad and general terms.

- Get someone who is not familiar with your work to review and proof-read your application and check that it reads clearly, convincingly and is easy to understand. Correct any errors and review any areas that are not clear or where information is missing.

- Strive to achieve a balance between emotion (real life case studies, anecdotes or quotes relating to your project) and evidence (research and stats that demonstrate the need).

- When using data ensure that it comes from recognised authorities such as the Australian Bureau of Statistics, Government research institutions, peak bodies, researchers or academics. Always make sure you are using the most up-to-date and accurate research, and quote your sources.

- Where possible be specific about what you are going to do. Rather than saying 'We will provide a dedicated educational program to educate young people about Drug and alcohol abuse related issues', be more explicit about exactly how this will be done. 'We will run two three-hour workshops per week, over a six-week period, with ten young people at each session being coached by two volunteer trainers'.

- You will often be asked to provide a timeline. Timelines demonstrate that your organisation is well managed and has appropriate project planning processes in place. Timelines also assist the funder to understand your project strategy and the different steps you will take to implement it. Always be realistic about what you can achieve within the specified timeframe.

- Be as concise as you can, communicating the essential information required rather than trying to write all you know about the project.

- If you have multiple applications for a single project pending, and one of your applications is approved for funding, you should immediately inform the other grant-makers to whom you have applied. Communicating with grant-makers and keeping them informed is vital and will increase your chances of getting funded.

- If, through submitting multiple applications, you end up receiving more funding than you need, contact the funders with whom you have pending applications and let them know. By being honest and transparent, you save them wasted effort in reviewing your application unnecessarily. But, more importantly, you have the opportunity to talk to them and give them the option of funding an expansion of the project, or even re-directing funding to another of your priority projects.

- If there have been significant changes to your funded proposal (e.g. timeframe, activities or budget), you should contact the funder and explain why it was necessary to make these changes. Don't wait until the end-of-project report to tell the funder of any deviations, let them know in good time.

- Access and keep excellent records of all of your applications past and present. You need to keep accurate records not only of previous submissions and funding agreements but also of future reporting requirements.

9.   What if your submission is successful?

If your application is successful there are a number of requirements and issues that you need to be aware of:

1. The funder may have set special conditions to the grant such as:

    –   Not allocated the full amount requested – which may or may not impact on your organisation's ability to undertake the project.
    –   May have made their funding conditional on your organisation successfully securing the remaining funds – sometimes referred to as a 'challenge grant' or 'matching grant'.
    –   If not already part of their guidelines and/or website information, some trusts may set down other conditions regarding the provisions of the funds in a separate Grant Agreement Form.
    –   Advice on how the funds are to be paid and when – some funders may require a tax invoice and your organisation's bank details.
    –   If the grant is multi-year, information on the timeline and processes for reports and future allocations.

2. Some grant-seekers may think that as soon as a grant-maker imposes any form of condition on a grant, then the grant becomes subject to GST – this is incorrect. GST is imposed where there is a 'taxable supply', and the mere imposition of conditions on a grant does not automatically make it a 'taxable supply'. The ATO's Goods and Services Taxation Ruling 2012/2 provides guidance in terms of whether GST is payable on a grant, and it is generally accepted that the inclusion of the following terms in a grant agreement would **NOT** make GST payable (however any additional terms beyond these could make GST payable depending on the circumstances):

    –   Specifying that the grantee use the grant funds for a particular purpose.
    –   Setting the date for completion of the project funded by the grant.
    –   Acknowledgement of the assistance of the grant-maker in any published or displayed material.
    –   Provision of a report on the use of the grant.
    –   Requiring repayment of any unused amounts or seek permission to apply funds elsewhere.
    –   Requiring separate management accounts to be set up for the grant.

3. If unclear in the advice from the funder, it is worthwhile confirming the following details:
    –   How the funder wishes to be acknowledged. E.g. website, e-newsletters, annual reviews, media releases etc., Do they have a logo they wish to see displayed? Note that some funders will NOT wish to be acknowledged at all.

    –   How the funder would like to be engaged in the funded activity e.g. email updates, visits to related events, site visits, presentation updates etc.

4. Most funders will require an acquittal report at the completion of the project - and will either provide a form or guidance on what is required. For one-year projects, acquittal reports are normally required at the completion of the project. For multi-year projects, regular or six-monthly reports are usually required to trigger staged payments, with a final report due at the completion of the project. Check the funding agreement or information on a funder's website and record the acquittal dates.

5. In your acquittal report you will need to report on the project outcomes as detailed in your original submission. Tell them how your project has benefitted the community and explain any issues, challenges and learnings that you encountered along the way.

6. In addition to submitting an acquittal report on time, thank the funder with a letter or follow-up phone call. And, if appropriate, invite them to a presentation or site visit. Developing an ongoing relationship with the funder and having a good acquittal process can pave the way for future support.

7. Continue to build the relationship with existing funders even outside of funding rounds; keep them up-to-date about any changes in your organisation, send reports or newsletters and invite them to events.

10.   What if your submission is unsuccessful?

You will inevitably come across rejection at some stage of the grant-seeking process. There is a great deal of competition for philanthropic grants, and community need exceeds available funding with many funders receiving more applications than they are able to fund. So even if your application is a good match with the funder, meets all the guidelines and is well written, it may still not be successful. However, another common reason for not being successful is that a large percentage of applications fail to meet the criteria and follow the guidelines and are therefore ineligible for funding.

Some grant-makers are more willing to provide feedback on unsuccessful applications than others. Again, check the funder's website and guidelines

If feedback is available, then it is advisable NOT to ask the obvious question: Why was our application unsuccessful? However, you could ask some of the following questions:

- Was our project within your scope?
- What were some of the characteristics of successful applications?
- Were there similar applications to ours in this funding round? Were any successful?
- Would it be worth our applying again for something similar, or different, in the future?
- When will details of the next funding round and guidelines be announced?
- Are you able to suggest other funders that may be interested in funding this type of project?

Remember that sometimes there is no real feedback possible because there was nothing wrong with your application – others were just stronger. However, there may be the opportunity for a very beneficial discussion which can help guide your future applications.

11. Final words

Most of all, remember that a philanthropic grant is a partnership between you and the funder. Funders are in the business of giving money away for community benefit, but they need not-for-profit organisations with the skills, personnel, expertise, knowledge and infrastructure to spend the money and deliver products and services to the community.   You are an essential and valued partner in the process.

Applying for a grant is not begging for a handout. It is providing the grant-maker with the opportunity to do their job, and to make a positive difference, through funding your work.

12. Additional Resources

We trust this guide has been useful in helping you better understand the philanthropic sector. For further information, we recommend the following resources:

Philanthropy Australia
www.philanthropy.org.au

- Guides & Handbooks
  http://www.philanthropy.org.au/tools-resources/publications/

- Funder Central – for Members Only

- Directory of Funders – Members & Subscription Only

- Webinars – Members & Subscription Only

- Philanthropic Consultancy Services
  http://www.philanthropy.org.au/tools-resources/philanthropic-consultancy-services/

ABN Lookup
http://abr.business.gov.au/Index.aspx

Australian Charities & Not-for-Profit Commission
http://www.acnc.gov.au

The Australian Taxation Office
www.ato.gov.au/nonprofit

Asia-Pacific Centre for Philanthropy and Social Investment
www.swinburne.edu.au/business/philanthropy

Australian Communities Foundation
http://www.communityfoundation.org.au/

Australian Community Philanthropy
http://australiancommunityphilanthropy.org.au

Australian Environmental Grantmakers Network
https://www.aegn.org.au

Australian Women's Donor Network
http://www.womendonors.org.au

Centre of Philanthropy and Nonprofit Studies, Queensland University of Technology
www.bus.qut.edu.au/research/cpns/whatweteach/courses.jsp#gradcert

GrantsLink – Federal & State Government Grants Programs
http://www.australiangovernmentgrants.org/

Impact Investing Australia
http://impactinvestingaustralia.com

JBWere Philanthropic Services – Thought Leadership Resources
http://www.jbwere.com.au/for-purpose-organisations/philanthropic-services/thought-leadership

Justice Connect
https://www.justiceconnect.org.au

OurCommunity
www.ourcommunity.com.au

ProBono Australia
www.probonoaustralia.com.au

Strategic Grants
www.strategicgrants.com.au/au

Volunteering Australia
www.volunteeringaustralia.org

13.   Further Reading

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Setterberg, Fred; Kidder, Rushworth M.; and Wilbur, Colburn S*., Grantmaking Basics II: A Field Guide for Funders*, Council on Foundations, 2004.

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14. Glossary

ACQUITTAL

An acquittal is a report showing the grant-maker how the grant was spent. It will include information on the expenditure of the funds (including an itemised account of expenses, salaries and purchases) as well as information on what happened as a result of the grant (outputs) and whether it achieved its aims (outcomes).

ACNC - AUSTRALIAN CHARITIES & NOT-FOR-PROFIT COMMISSION

The Australian Charities & Not-for-Profit Commission.

ACNC REGISTERED CHARITY – PREVIOUSLY REFERRED TO AS A TAX CONCESSION CHARITY (TCC)

A Registered Charity is an organisation which has been registered by the ACNC as having charitable purposes, which is a precondition for being endorsed for income tax exemptions by the ATO (previously referred to as a Tax Concession Charity (TCC)). It is important to note that not all organisations which are tax exempt are Registered Charities. Also, not all DGRs are Registered Charities. An organisation's tax status can be checked using ABN Lookup. All charities are also listed on the ACNC Register (unless privacy has been approved).

APPLICANT

An applicant is an organisation applying for a grant, and/or the person who actually writes the grant application.

APPLICATION

Also known as a submission or a proposal, an application is the document which is used to apply for a grant. It usually contains descriptions of the project or activities for which the grant is requested, information on the organisation which is applying, a budget detailing how the grant will be spent, and a section detailing what the results of the work or project will be.

ASSOCIATE

Associates of the founder or major donors or directors of a trustee company of a PAF are ineligible to be the "Responsible Person" for that PAF. Also only associates of the founder are able to make unrestricted donations to a PAF. Associates of the founder include family members and controlled entities. Section 78A Income Tax Assessment Act 36.

ATO - THE AUSTRALIAN TAXATION OFFICE

The Australian Taxation Office.

BEQUEST

A bequest is a gift left in a Will. Bequests are a vital but unpredictable source of income for many not-for-profit organisations. A bequest can be a gift of money or of property (including shares, real estate or art works) to a charity or a charitable foundation. There are CGT concessions for testamentary gifts to DGR entities including PAFs.

CAPITAL WORKS

Capital works are generally projects which involve building, refurbishing or renovating in some way. This can include building a new structure, or adding to an existing structure e.g. fences, driveways, playground equipment, or refurbishing a portion of an existing building such as its kitchen, storage facility, etc.

CHARITY

The word "charity" can be used to describe a type of organisation or a concept. For federal purposes the meaning of charity is defined by the Charities Act 2013. This is broadly consistent with the Common Law interpretation that applies in state jurisdictions. For practical purposes charities are generally regarded as organisations registered with the Australian Charities and Not-for-Profits Commission (ACNC).

COMMUNITY FOUNDATION

A community foundation is a vehicle for charitable giving. They are tax-exempt public charities that guide philanthropy and are dedicated to improving the quality of life in the areas they serve. Community foundations work with individuals, families and companies to design grant-making strategies that target particular issues or focus on particular geographical areas. Community foundations help build and strengthen community and bring together people and organisations that want to make a difference in the world.

A community foundation is also an incorporated, not-for-profit company or association, which is endorsed by the ATO as an income tax exempt charity which is also the Trustee of a trust (Public Fund) and is endorsed as an income tax exempt charity and a deductible gift recipient. In most cases, the community foundation is controlled by a public company limited by guarantee and incorporated under Corporations Law. It acts as the community foundation for public charitable purposes and has income tax exempt status. The company acts as the Trustee of the Community Foundation Public Fund. This fund has to be endorsed by the ATO as an Income Tax Exempt Charity and a DGR. Donations to the Public Fund are fully tax deductible. Gifts such as shares or real estate are exempt from stamp duty in most states.

CORPUS

The original and consequential gifts and ongoing capital appreciation that forms the asset base from which a foundation generates income to be given away in grants.

DGR - DEDUCTIBLE GIFT RECIPIENT

Deductible Gift Recipient. An ATO classification of an organisation or fund that enables donors to that organisation or fund to claim an income tax deduction (subject to eligibility criteria).

DGR Item 1 – There are a number of classifications of entities eligible to be endorsed by the ATO as DGR Item 1 including Public Benevolent Institutions, Health Promotion Charities, Public Universities, Public Hospitals, organisations on the Register of Environmental or Cultural Organisations and public funds of Charitable Institutions. Other organisations are specifically listed in tax legislation. Private Ancillary Funds can only distribute to DGR Item 1s (but not all DGR Item 1s are eligible for all PAFs to support, see page 10.)

DGR Item 2 –Private Ancillary Funds and Public Ancillary Funds are DGR Item 2s.
Ancillary Funds cannot distribute to another DGR Item 2.

EVALUATION

An evaluation is a document which measures and analyses the results and effectiveness of the project funded by the grant. The evaluation is normally far more detailed and analytical than an acquittal, and may be submitted in addition to the acquittal. Simple pre- and post-project evaluations capturing what changed as a result of the project are often performed in-house by the charity itself. Other more extensive and rigorous evaluations may be conducted by a third party such as a consultant, academic body or researcher, and published as a separate report. The aim of an evaluation report is to provide a detailed explanation of how a project was implemented, what worked and why, how it might be improved in the future, and exactly what it achieved. Organisations will often share the results of their evaluations with other agencies working in the same field and wishing to implement similar work. Evaluation reports can also help to guide grant-makers in their decision making.

FOUNDATION

The word 'foundation' does not have a legal meaning, but is generally used to refer to an entity, usually a trust, which holds and invests money, and distributes grants for community benefit.

FRANKING CREDITS/ IMPUTATION CREDITS

Under Australian tax law, tax exempt charities are entitled to receive cash refunds of franking credits attached to dividends received from Australian companies. Application to the ATO needs to be made using the prescribed form NAT 4131 after the end of each financial year.

FUNDER

This word is often used interchangeably with the word 'grant-maker'.

GRANT

A grant is a distribution, usually of money, to an eligible organisation. Most grants are given for a particular purpose. Grants are most commonly made to not-for-profit organisations, but may also be made to individuals, often in the form of a scholarship or fellowship for study or research.

GRANT-MAKER

Individual or organisation that makes a grant. The term 'grant-maker' is a descriptive term and may be used to refer to many different types of funding organisations or individuals. It is sometimes used interchangeably with 'funder'.

GRANT-SEEKER

A grant-seeker is an individual or organisation actively seeking grants or funding from philanthropic sources.

HNWI – HIGH NET WORTH INDIVIDUAL

The most commonly quoted figure for membership in the 'high net worth club' is $1 million in liquid financial assets. An investor with less than $1 million but more than $100,000 may be considered to be "affluent", or often referred to as a "sub-HNWI".

IMPACT INVESTING/ PROGRAM RELATED INVESTMENTS

Impact Investments/Program Related Investments are investments typically made by philanthropic entities (via their corpus) into charitable organisations with the intention to generate measurable social and environmental impact alongside financial return.

Impact Investing is also used to describe any investment made by any organisation or fund into another organisation with the intention to generate measurable social and environmental impact alongside financial return.

Program Related Investments are generally treated as a grant, with the difference that they can be returned so that the funds can be reused or 'lent' out again.

INCOME TAX EXEMPT FUND (ITEF)

A type of Ancillary Fund created between 1 July 2005 and 31 December 2013 to enable PAFs to also support certain non-charitable DGRs under the relevant state charity legislation. NSW, Qld and WA allowed any DGR Item 1 recipient to be eligible while Vic and SA restricted additional eligible entities to being government entities that would be charities but for their links to government. The 2013 Charities Act abolished ITEF category, but granting provisions were grand-fathered, see the PAF Trustee Handbook .

IN-KIND SUPPORT

A donation of goods or services, time or expertise, rather than money.

IMPACT INVESTING

Generic term for investments made by a philanthropic organisation to support a charity or social business with the intention to generate measureable social or environmental impact as well as a financial return.

MATCHING GIFT

A matching gift is a grant made with the specification that the grant amount must be matched (usually matched equally) with funds from another source – also sometimes referred to as a 'challenge grant'.

NFP – NON-PROFIT, NOT-FOR-PROFIT

An NFP is an organisation whose primary objective is something other than the generation of profit. NFPs range from sporting clubs and hobby groups to community centres, neighbourhood houses, traditional charities, health promotion organisations, aged care homes, disability support groups, etc.

PBI – PUBLIC BENEVOLENT INSTITUTION

A PBI is a specific type of charity registered with the ACNC whose dominant purpose is the direct relief of poverty, sickness, destitution, suffering or misfortune, and for the benefit of the community or a section of it. PBIs are a subcategory of the 'welfare and rights' category listed in Division 3 of the Income Tax Assessment Act 1997.

PHILANTHROPY

The term philanthropy means 'love of mankind'. It is normally used to refer to the donation of money in a planned and structured way (such as through a philanthropic trust, or a bequest).

PILOT PROJECT

A pilot project is one which has never been run before, usually regarded as a trial run for a larger program. It is often a scaled down version of a larger program and is intended to prove the feasibility of the larger program.

PRO BONO

Pro bono is a Latin term meaning 'for the public good'. It is usually used to refer to professional services (especially legal services) provided free of charge.

PuAF - PUBLIC ANCILLARY FUNDS & PRIVATE ANCILLARY FUNDS – CHANGES 2016

Public Ancillary Fund is a tax deductible fund for public fundraising that cannot be controlled by one family. On 6 May 2016, the Australian Government made amendments to the Private Ancillary Fund Guidelines 2009 and the Public Ancillary Fund Guidelines 2011. The amendments took effect from May 2016 and can be accessed here.

See the PuAF Handbook on the Philanthropy Australia website for more information.

PAF – PRIVATE ANCILLARY FUND

Formerly known as Prescribed Private Funds [PPFs], Private Ancillary Funds (PAFs) are a tax-deductible private foundation for individuals, families and companies. On 6 May 2016, the Australian Government made amendments to the Private Ancillary Fund Guidelines 2009 and the Public Ancillary Fund Guidelines 2011. The amendments took effect from May 2016 and can be accessed here.

See the PAF Handbook on the Philanthropy Australia website for more information.

PRIVATE CHARITABLE TRUST

A private charitable trust is established via a Trust Deed with a charitable purpose. While it can be income tax exempt, donations to it are not tax deductible.

SIB – SOCIAL IMPACT BOND

A SIB is a relatively new financial instrument in which private investors provide up-front funding to service providers to deliver improved social outcomes. If these outcomes are delivered, there are cost savings to the government that provide the return to investors.

SRI – SOCIALLY RESPONSIBLE INVESTING

An investment strategy that seeks investments that are considered socially responsible because of the nature of the investee's company's business. Common themes of SRI include avoiding investments in companies that produce or sell products that could be considered harmful to the environment or society (e.g. gaming, alcohol, tobacco, child/employee exploitation) with a focus on seeking out companies activity engaged in social responsibility and sustainability and/or other socially beneficial endeavours.

SoA – STATEMENT OF ADVICE

An SoA is prepared when a financial planner/adviser provides financial services to a client. The SoA will also contain the advice, the basis for the advice, information about fees, payments and associates, and factors that may influence the advice provided.

SPONSORSHIP

Sponsorship is a term generally used in the context of corporate giving. It usually refers to an arrangement in which the sponsor, generally a company or individual, supports an event, activity, organisation or person through the provision of money, goods or services. Sponsorship typically provides a tangible benefit to both the recipient (through receiving material support) and the sponsor (via enhanced public image and access to a wider audience). The recipient will usually be required to provide some return service to the sponsor, such as advertising or naming rights.

STANDARD GRANT CONDITIONS & GST

If the grant agreement provides no material benefit to the grant-maker and specifies only the standard type of grant conditions, then the recipient should not be subject to GST in respect of the grant. The ATO's Goods and Services Taxation Ruling 2012/2 (https://www.ato.gov.au/law/view/document?docid=GST/GSTR20122/NAT/ATO/00001) provides guidance in terms of whether GST is payable on a grant. It is generally accepted that the inclusion of the following terms in a grant agreement would not make GST payable (however any additional terms beyond these could make GST payable depending on the circumstances), if in doubt take advice:

1. Specifying that the grantee use the grant funds for a particular purpose.
2. Setting the date for completion of the project funded by the grant.
3. Acknowledgement of the assistance of the grant-maker in any published or displayed material.
4. Provision of a report on the use of the grant.
5. Requiring repayment of any unused amounts or seek permission to apply funds elsewhere.
6. Requiring separate management accounts to be set up for the grant.

TAX DEDUCTIBLE

A tax deductible organisation is one which has been endorsed by the ATO as a DGR. See DGR.

TESTAMENTARY CHARITABLE TRUST

A testamentary charitable trust is established in a Will with a charitable purpose. While it can be income tax exempt, donations to it are not tax deductible.

TRUST

In simple terms, a trust describes a fund or property legally held or administered by a Trustee for the benefit of others. There are many different types of trusts, not all of which are for the public benefit. In philanthropic terms, a charitable trust is the legal vehicle used to hold and invest money or property which is disbursed for the public benefit for charitable purposes.

TRUSTEE

In broad terms, a Trustee is a person or organisation managing a trust on behalf of the person who created it. There are many types of trusts, including charitable trusts (or foundations). Trustees of charitable trusts in Australia may be individuals, groups of people or organisations. The types of people who are Trustees will depend on the legal structure of the trust.

TRUSTEE COMPANY

A company acting as Trustee for a Trust.

TRUSTEE COMPANY (LICENSED)

Trustee Companies are corporations that are legally authorised under the Corporations Act 2001 (and before that State Trustee Company legislation) to serve as executors of Wills, as Trustees of charitable and non-charitable foundations, and provide other executor and trustee services. Many charitable trusts and foundations are managed in Australia by trustee companies (by some estimates, this is between half and two-thirds of all trusts). Trustee companies offer a structure through which the wishes of the donor can be carried out as instructed in perpetuity.

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