



Australian Government

Community  
Grants Hub  
Improving your grant experience



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# Women's Leadership and Development Program: Lead and Succeed

## Feedback for applicants

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The Office for Women in the Department of the Prime Minister and Cabinet (PM&C) has provided the following general feedback for applicants under the Women's Leadership and Development Program (WLDP): Lead and Succeed grant round, to assist with understanding what generally comprised a competitive application and how to strengthen future applications.

## Overview

The objective of the WLDP is to improve outcomes for women in Australia in 6 key priority areas: job creation, economic security, workforce participation, leadership, safety, and international engagement.

The Lead and Succeed grant round focused on 3 of these priority areas: women's leadership, workforce participation and safety. The grant round targeted projects which addressed the structural and systematic barriers which can impede women's employment and progression into leadership.

Up to \$20.35 million (GST exclusive) over 2022–23 to 2025–26 was available for this grant round.

The grant round opened for applications on 8 March 2022 and closed on 21 April 2022. There was significant interest with a total of 335 applications received.

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## Selection Process

The Community Grants Hub (the Hub) undertook the screening for organisation eligibility and compliance against the requirements outlined in the Grant Opportunity Guidelines. This information was provided to PM&C for the final decision on whether an application did not meet the eligibility and/or compliance criteria.

The Hub undertook the preliminary assessment of all eligible and compliant applications using an open competitive selection process. Following preliminary assessment, all assessed applications were referred to PM&C for consideration by their Selection Advisory Panel.

For applications that did not meet the requirements within the Grant Opportunity Guidelines, applicants were notified of this outcome in writing.

The Selection Advisory Panel (the Panel), comprising of policy makers and subject matter experts from relevant government agencies and the sector, assessed applications and provided advice to inform the department's funding recommendations to the decision maker.

Applicants suitable for funding were identified based on the strength of their responses to the assessment criteria and demonstrated ability to meet the grant requirements outlined in the Grant Opportunity Guidelines.

Specifically, the Panel took into consideration:

- overall objectives for the grant round (including whether the project, or any of its elements, did not align with the grant opportunity objectives)
- compliance with eligibility criteria
- service provider/sector mix
- national reach, or is scalable to have a national impact and/or reach
- how the services and/or project will be delivered
- existing and/or potential market failure
- value for money (efficiency, effectiveness, economy and ethics)
- capability of the organisation/s to deliver
- risks the applicant or project poses for the Commonwealth
- possible duplication with other Commonwealth/State/Territory Government programs/service delivery.

Following the decision maker's decision, 6 applications were approved for funding totalling, \$15.84 million (GST exclusive).

Information on what made a strong response to each criteria is provided below.



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## Assessment Criteria

### Criterion 1

Describe how your project will address the needs and priorities of your target cohort, group or community by improving women’s workforce participation, leadership and/or workplace safety – (30% weighting)

Sub Criteria	Strengths
Clearly define the problem you are trying to address and describe the cohort, group or community your proposed project will support.	<p>Strong responses:</p> <ul style="list-style-type: none"><li>clearly defined the problem or need, providing evidence to support claims and explained how their project would achieve positive outcomes</li><li>provided examples and demonstrated their understanding of structural and systemic barriers faced by women in their target cohort/s</li><li>clearly described critical gaps and particular needs of the target cohort.</li></ul>
Describe your consultation and/or involvement with the target cohort in the design, implementation and delivery of the project.	<p>Strong responses:</p> <ul style="list-style-type: none"><li>clearly demonstrated how the project involves or consults the target cohort to identify opportunities for new projects or expansion of pilot/existing projects to address needs</li><li>outlined challenges or risks identified through consultation, with mitigation strategies, to successfully design and deliver the project.</li></ul>
Using evidence, describe the specific needs or characteristics of your target cohort, group or community which your project will address. Include any intersecting forms of disadvantage and marginalisation which may exacerbate or impact their experience in the workforce, access to leadership opportunities and/or safety, and how your project will overcome them.	<p>Strong responses used research and evidence based data to:</p> <ul style="list-style-type: none"><li>demonstrate the challenges for the target cohort/s</li><li>identify gaps in current programs or initiatives for the target cohort, and described how their project would complement, add value, and fill those gaps</li><li>identified current issues, opportunities and/or challenges for the target cohort/s and proposed solutions, including strategies to manage intersecting forms of disadvantage</li><li>identified the intersecting forms of disadvantage and social marginalisation which may impair or impact women.</li></ul> <p>Strong applications demonstrated awareness of gender, diversity, and intersectionality.</p>



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Sub Criteria	Strengths
<p>A description of the way in which the project will contribute to achieving any or all of the WLDP key priority outcomes (refer to section 2.2 of the Grant Opportunity Guidelines).</p>	<p>Strong responses provided in depth argument and/or evidence on how the project would address the intended outcome/s.</p> <p>Strong responses clearly:</p> <ul style="list-style-type: none"><li>▪ described how the project would address one or more of the key priority areas, women’s workforce participation, leadership and/or workplace safety</li><li>▪ outlined how the project would contribute to and improve outcomes for women</li><li>▪ described opportunities for innovation, engagement strategies and use of technology in their project.</li></ul> <p>Strong applications aligned projects with, and referenced, national roadmaps for gender equality and industry workforce strategies.</p>



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## Criterion 2

Describe what you will achieve through the grant activity – (40% weighting)

Sub Criteria	Strengths
Describe how your project will change the structural and social factors which reinforces discriminatory practices and limit women's participation and progression into senior leadership and decision-making roles.	<p>Strong responses described:</p> <ul style="list-style-type: none"><li>▪ structural and social factors which limit women from entering, remaining and leading in certain industries or sectors</li><li>▪ how the project activities would lead to both an increase in women's participation rates, and improvements in women's progression into senior leaderships and decision-making roles in the workforce and specific industries.</li></ul>
Describe how your project will deliver sustainable change or an ongoing impact into the future once your funding under the WLDP ends.	<p>Strong responses outlined:</p> <ul style="list-style-type: none"><li>▪ outcomes to be achieved for women in their careers and changes to industries</li><li>▪ how the project would address structural and systemic barriers women face, for ongoing success against the program outcomes</li><li>▪ the methods which would achieve change, particularly through the use of holistic approaches for progressing women into leadership and decision-making roles</li><li>▪ the sustainability of the project at the conclusion of the grant period without further grant funding</li><li>▪ existing relationships with key stakeholders with gender and/or sector expertise to continue delivery of quality outcomes for women.</li></ul>
Describe the proposed activity, including the intended number of direct and indirect participants and/or beneficiaries, the delivery method and proposed locations and/or intended audience.	<p>Strong responses clearly outlined:</p> <ul style="list-style-type: none"><li>▪ the program of work and key milestones, describing the intended audience, mode of delivery and locations which would be impacted</li><li>▪ the number of women who would benefit, both directly and indirectly, throughout the project, demonstrating cost benefit and value for money</li><li>▪ a strong national reach or ability to roll out the project nationwide during the proposed project period.</li></ul>



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Sub Criteria	Strengths
Outline the risks associated with the implementation of your project, including your plan to maintain delivery of this project in a safe manner in response to COVID-19 and any project dependencies.	Strong responses identified: <ul style="list-style-type: none"><li>potential risks specific to their target cohort/s with an intersectional focus on gender and cultural awareness and safety</li><li>strong culturally appropriate mitigation strategies for identified risks to continue the delivery of their project</li><li>how the project would continue and adapt if necessary around unavoidable circumstances, such as COVID-19.</li></ul>
Demonstrate your process for measuring and evaluating the success and impact of the project against desired outcomes.	Strong responses identified: <ul style="list-style-type: none"><li>clear, realistic targets for the project, describing how the targets would be met including key milestones</li><li>short, medium and long term outcomes which represented the project as it matures</li><li>clear performance measures for success, including an evaluation to demonstrate the impact and outcomes of the project.</li></ul>

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### Criterion 3

Demonstrate your organisation's capability and capacity to successfully deliver this project – (30% weighting)

Sub Criteria	Strengths
Provide an overview of your organisation, including governance structures, geographical coverage, and relevant experience in delivery of similar high-value projects.	<p>Strong responses outlined:</p> <ul style="list-style-type: none"><li>▪ robust governance structures, including an active Board with diverse and qualified key personnel</li><li>▪ previous experience on delivering projects with an intersectional/gender focus, outlining the outcomes achieved</li><li>▪ previous experience on delivering projects of a similar size and budget, outlining the outcomes achieved</li><li>▪ the capability, including systems, internal controls and financial resources to ensure appropriate financial management and governance, and/or clearly demonstrated how they would scale up this capability if successful for the grant.</li></ul>
Describe the relevant qualifications and experience of staff within your organisation to deliver this project, including the relevant experience of staff within partnerships or consortia and your capacity to engage with the community in a culturally appropriate way.	<p>Strong responses identified:</p> <ul style="list-style-type: none"><li>▪ diverse key personnel (either already engaged or within scope to be engaged) with relevant gender expertise, qualifications and achievements, including risk and financial capability</li><li>▪ strong existing partnerships with key stakeholders in the women's sector or relevant industries, or the ability to establish partnerships to deliver the project</li><li>▪ key personnel or linkages to personnel with demonstrated culturally appropriate gender experience</li><li>▪ expertise/experience and knowledge of working with the sector and cohort/s in a culturally appropriate manner.</li></ul>
Outline how your chosen group or community will be involved in the design and implementation; including proposed governance, management or other aspects of the project including accessibility and barriers to service.	<p>Strong responses described:</p> <ul style="list-style-type: none"><li>▪ how the target cohort/s or community would lead or be consulted and/or involved in the design and implementation of the project</li><li>▪ methods to ensure a culturally appropriate project is delivered for the target cohort</li><li>▪ the roles and responsibilities of the target cohort/s or community in delivering the project.</li></ul>