

Max Bell Foundation

GRANT APPLICATION REFERENCE GUIDE

For the convenience of applicants and our partners, and to make our approach to grant-making fully transparent, this reference guide compiles all of the information about Max Bell Foundation’s grantmaking in a single place. It also includes the formats for Letters of Intent, Proposals, and Reports. Applications for support from Max Bell Foundation must be made online, and this guide also includes a tutorial for using our web-based application portal.

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WHAT WE FUND

Our Purpose

Max Bell Foundation is the living expression of its founder's aspiration to improve Canadian society.

We seek better educational, health, and environmental outcomes for Canadians. We pursue these goals by supporting innovative projects that inform public policy change.

We support civic engagement and resilient democratic institutions. We are non-partisan.

We value inclusion and the application of reason to evidence.

Overview

Max Bell Foundation makes grants to support projects that are designed to inform public policy. We do so across four program areas: Education; Environment; Health & Wellness; and Civic Engagement & Democratic Institutions. Our priorities for each of these programs are described below. Details about our approach to making grants, including our granting framework and the criteria we apply when assessing proposals, appear below.

Our working definition of public policy is:

Public policy refers to official decisions that guide the activities of governments at the local, municipal, provincial, or federal levels. Public policy decisions can be expressed as legislation, regulations, resolutions, by-laws, appropriations, court decisions, etc. Public policy refers not only to decisions, but also to the programs and administrative practices undertaken by governments.

Our Program Priorities

We support projects that will inform public policy issues that are currently on the public agenda. To help ensure this relevance, we conduct ongoing environment scanning. In addition, every three years we conduct a formal review that includes interviews with several dozen public policy decision makers from across the country. We ask them what the public policy priorities are today, and what they anticipate they will be in the foreseeable future. The results are reflected in our program priorities detailed below.

We support projects designed to inform public policy change that will in turn contribute to the following societal and environmental outcomes.

While not a criteria for support, we are particularly interested in opportunities to support projects related to any of the priorities listed below that also aim to improve the well-being of Indigenous individuals and communities.

Education Program Priorities

- (1) Formal education settings in Canada enable success for all learners, especially those who face particular challenges or systemic barriers to success.
- (2) The physical and mental health of learners is enhanced by their attendance at K-12 schools.
- (3) Affordable high-quality early learning and child care is available to all Canadians.

Health and Wellness Program Priorities

- (1) Supports and services leading to better mental health outcomes can be accessed by all Canadians, especially those who face particular challenges or systemic barriers.
- (2) Health care systems, including long-term care, provide all Canadians with safe, timely access to cost-effective care.
- (3) Canadians who may be vulnerable because of the social determinants of health can access supports and services that lead to improved health and wellness.

Environment Program Priorities

- (1) Communities in Canada are better adapted to the effects of climate change.
- (2) Canada has a low carbon economy.
- (3) Canada conserves its biodiversity while promoting economic growth and development.

Civic Engagement & Democratic Institutions Program Priorities

- (1) Canada's democratic institutions are resilient and engage respectfully with civil society.
- (2) Canadians, especially those who face barriers to engagement, are enabled and prepared for respectful civic engagement.
- (3) The public information and media environments contribute to constructive civic engagement.

Max Bell School of Public Policy at McGill University

When he established the Foundation that bears his name, Max stipulated that 30% of all gifts the Foundation ever makes will go to McGill University. Since 2015, those funds have supported the establishment and operation of the Max Bell School of Public Policy. While represented on the Advisory Board of the Max Bell School, the foundation has no governance role in relation to it.

Not Within Our Mandate

We do not:

- fund ongoing work of an organization, whether service delivery, research, etc.
- provide unrestricted support
- fund capital expenditures
- provide emergency funds or deficit financing
- fund endowments, awards, fellowships, internships, sabbaticals, scholarships, or bursaries
- make grants to individuals, or any organization that is not a registered charity or qualified donee.

GRANT TYPES

Max Bell Foundation provides two types of grants: **project grants** and **development grants**. Both are described below.

For both grant types, Max Bell Foundation assesses proposals for alignment with our Purpose and program priorities (as described above under **What We Fund**), and our grant criteria, detailed below.

Project Grants

The word “project” is sometimes used to refer loosely to any set of activities. We use the term in a more specific way. For our purposes, a project is:

- a clearly defined set of coordinated activities that are necessary to achieve a well-defined, measurable objective. Grants from Max Bell Foundation support projects that take as their objective informing, in some way, public policy.
- temporary and term-specific (e.g., X months) – not ongoing work of an organization that has no specified end date.
- based on its own unique, clear budget and financial accounting procedures.

Projects are different from general operating support, capital purchases, and ongoing programs, none of which are eligible for support by Max Bell Foundation.

We expect that all project-related expenses, including a portion of overhead and administration, should be budgeted for in proposals we consider.

We have no set requirements for the duration or cost of a project, but a typical project supported by Max Bell Foundation ranges from 1-3 years in duration and has a budget that ranges from approximately \$10,000 to \$200,000. Max Bell Foundation is seldom the only financial supporter of projects we fund.

Development Grants

These grants support organizations doing early-stage work that is intended to lead to and/or support a larger project that will aim to inform public policy. They often provide excellent learning and mentorship experiences for students or early career individuals. Examples of funded development grants have the following characteristics:

- They undertake short-term (typically four to six months) developmental work on public policy issues in health & wellness, education, environment, or civic engagement and democracy.
- They help position applicant organizations to succeed with other larger-scale public policy initiatives.

- They may include data gathering, environmental scanning, literature reviews, preliminary analyses, detailed project planning, etc.

Grants within this program have budgets that range from \$3,000 to \$6,000 per month, depending on the qualifications of the person hired. The budgets cover both a stipend for the person hired and the overhead costs of mentoring and administration.

Please note that we do not make grants to individuals seeking an internship, nor do we participate in recruiting, screening, or hiring candidates for positions supported by this program.

Stipend: The proposed stipend should reflect the market rate for a junior position. We assess stipend budgets against current hourly rates paid to full-time Graduate Assistants in major Canadian universities. The stipend should account for at least 60% of the total budget for the project.

Mentoring and Administration: It is expected that the grantee organization will commit to having senior staff both supervise and mentor the person hired. We anticipate this to require approximately three to six hours per week. Administrative costs will include the search and hiring process, and an appropriate portion of overhead expenses.

Term: It is expected that the person hired will work for the recipient organization on a full-time basis (i.e., 160 hours per month), typically for four months (although in certain cases, six-month terms may be considered).

Administration: The recipient organization is responsible for the following:

- searching for and selecting a person to be hired through an open, competitive process
- if the person hired is a person currently on the organization's staff, the re-assignment must be explained in the proposal (e.g., how will the hired person's regular duties be completed)
- development of a practical work plan
- providing the necessary infrastructure (e.g., office space, computer, internet connectivity, telephone, etc.)
- mentoring

Deliverables: Senior staff of the recipient organization will prepare a final report on the grant. It is expected that the project undertaken will yield formal written output(s) that could include, for example, one or more of:

- a literature review
- a research brief
- policy recommendations

- a complete proposal to potential funders, including Max Bell Foundation, for a more comprehensive initiative.

GRANT CRITERIA

In assessing proposals, we focus on the question “how likely is it that this project will inform a public policy decision?”

Eligibility

The Foundation can make grants only for charitable purposes, and only to organizations which have been issued a [registered charity number under the *Income Tax Act of Canada* or are *qualified donees*](#).

If you are a non-profit partnering with a registered charity, the charity must apply.

Purpose Alignment

The primary criterion by which the Foundation evaluates proposals is the degree to which the proposed work aligns with the Foundation’s Purpose:

Max Bell Foundation is the living expression of its founder’s aspiration to improve Canadian society.

We seek better educational, health, and environmental outcomes for Canadians. We pursue these goals by supporting innovative projects that inform public policy change.

We support civic engagement and resilient democratic institutions. We are non-partisan.

We value inclusion and the application of reason to evidence.

Additional Criteria

We prefer projects that:

- identify, assess, and develop innovations rather than perpetuating the status quo
- do not duplicate existing work
- are driven by demonstrable public needs
- focus on practical approaches that can be implemented

- have, in the view of experts and practitioners, a significant chance of informing policy change
- promote evidence-informed decision making

Support will not be provided in response to the following types of requests:

- General fundraising or unrestricted funds
- Bricks and mortar
- Emergency funds or deficit financing
- Capital campaigns / general fundraising
- Endowments, awards, fellowships, internships, sabbaticals, scholarships, or bursaries
- Service delivery
- Grants to individuals, or any organization that is not a qualified donee

Common Reasons to Decline an Application

The following are the most common reasons applications are declined:

- No relation to Max Bell Foundation’s Purpose or program priorities - requests must align with our program priorities, whether for Health & Wellness, Environment, Education, or Civic Engagement & Democratic Institutions.
- No public policy relevance – we often receive proposals for projects that are related to one of our program areas, but not designed to inform public policy.
- Seeks program support - the Foundation does not support the regular/ongoing work of an organization, whether service delivery, research, etc.
- Theory of change is underdeveloped - the Foundation does not support projects without a well-developed logic in which one step leads to the next, based on reasonable assumptions, toward the goal of informing a public policy change that will in turn contribute to one of the program priorities identified above.
- Insufficient impact – we sometimes receive proposals that seek minor policy changes (e.g., only one municipality is affected, or a modest increase in program funding is sought).
- Pure research – while research (and its mobilization) are sometimes activities within projects funded by the Foundation, it is supported because it is an elemental part of an effort to inform public policy. The Foundation does not support research intended only to advance a current body of knowledge.

OUR GRANTMAKING FRAMEWORK

Our approach to making grants could be summarized by saying Max Bell Foundation supports **generating good ideas¹ and moving them into public policy**. That can involve a wide range of different strategies, and we refer to that range as “public policy advocacy.”

We differentiate such strategies from what we call “public advocacy,” which has the goal of changing the opinions and/or behaviours of segments of the public related to particular issues. Such work is often done on the expectation that changing the opinions and/or behaviours of segments of the public will persuade policy decision makers to act. Max Bell Foundation does not support “public advocacy.” The *audiences* section below provides clarification.

The following inventory of activities, audiences, public policy outcomes, and impacts represents the broad range of elements that could be in a public policy advocacy strategy funded by Max Bell Foundation. We don’t expect a project to incorporate all of these elements. Rather, what follows is intended to help identify the range of possibilities.

The categories are arranged in the order that these elements might appear in a typical logic model. Max Bell Foundation seeks to fund projects that:

- use one or more of the activity types listed below, and
- engage one or more of the audience types listed below,
- with the intent of contributing to one or more of the public policy outcomes listed below

... all with the ultimate goal of contributing to one of the impacts identified in our program priorities.

Activities

Generating Good Ideas

1) Generate policy-relevant ideas by:

- conducting policy-relevant research;
- gathering and interpreting policy-relevant data;
- evaluating existing program(s) funded / delivered by government(s) or their agencies.

¹ What makes a “good” public policy idea? We follow [Liz Mulholland’s definition](#): good policy advice is “sound fiscal, tax, regulatory, programmatic, and other policy advice that governments can feasibly implement without unwarranted political risk and with reasonable confidence that it may yield the desired end goal.”

2) Undertake and evaluate a demonstration or pilot project for a program that, if successful, could reasonably be expected to be adapted and replicated for funding and/or delivery by government(s) or their agencies. While we can support undertaking and evaluating demonstration or pilot projects, Max Bell Foundation does not provide funding to support scaling-out of program innovations.

3) Consult experts and/or stakeholders on a public policy issue to explore/develop alignment or consensus.

4) Conduct policy analysis to develop specific public policy options and/or recommendations related to a particular issue.

Moving Good Ideas Into Public Policy

1) Translate policy-relevant research/data/evaluations from “technical” or “scholarly” into public policy terms.

2) Communicate policy-relevant ideas to audiences who can reasonably be expected to use them.

Audiences

System Actors (e.g., community leaders, business leaders, thought leaders, political advisors, policy entrepreneurs, other advocacy organizations, etc.), on the expectation that they are or will be indirectly involved in the processes by which public policy decisions are made.

Decision-makers (e.g., elected officials, political staff, public servants, administrative / statutory decision-makers, leaders in public service delivery, judges, etc.), on the expectation that they will be informed and/or persuaded by the communication.

Public Policy Outcomes

The outcomes of public policy advocacy can vary:

1) move an issue up the agenda of government or government department / agency;

2) materially inform the thinking of system actors and/or decision makers, e.g., by improving their understanding of options, or adding new options to the solution space;

3) policy adoption - in part or in full – through the full range of policy instruments (or policy blocking);

4) policy implementation change.

Education / Health / Environmental / Democratic Impacts

Max Bell Foundation operates on the expectation that projects it supports will contribute to public policy outcomes that will, in turn, contribute to on-the-ground impacts on health, education, and environmental issues, and support civic engagement and democratic institutions. The on-the-ground impacts that we seek are captured in our program priorities, which are identified above.

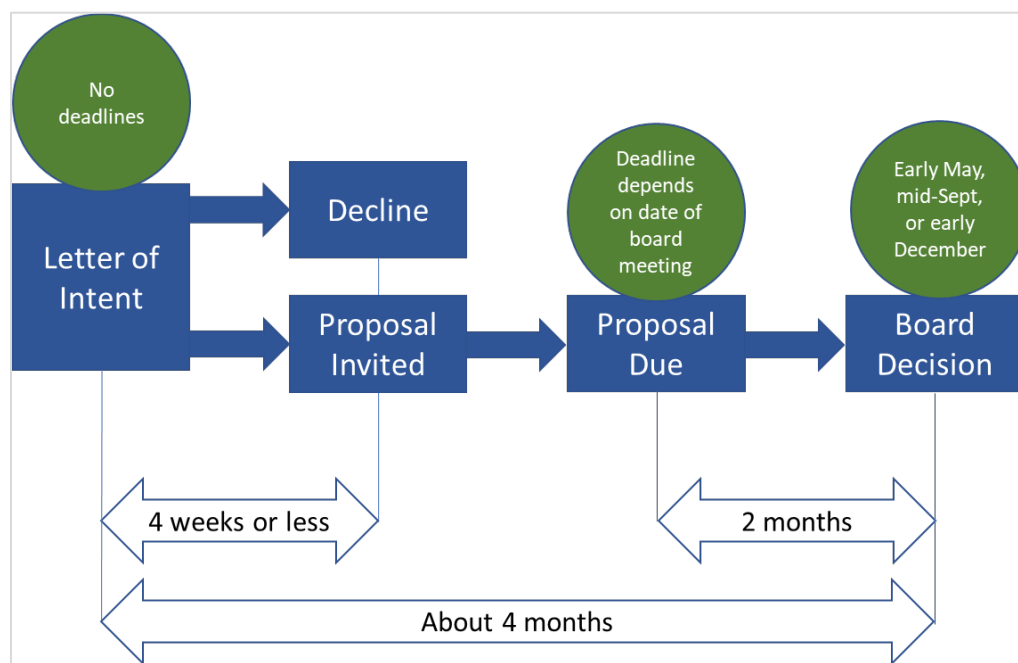
OUR PROCESS

There are no deadlines for Letters of Intent or for Development Grant applications. We receive and review these regularly throughout the year.

Development Grants are applied for through our online application portal. These requests will receive a yes or no response within 4 weeks.

Project Grants are applied for through a two-stage process. They begin with a Letter of Intent (LOI) using our [online application portal](#). We review LOIs to assess the extent to which they align with our purpose, program priorities, and grant criteria. All LOIs will receive, within 4 weeks, either a decline or an invitation to submit a full proposal. Occasionally, Foundation staff will seek additional information about an LOI before concluding whether a full proposal can be invited. If a full proposal is invited, Foundation staff may ask for additional specific information to be included.

Decisions regarding Project Grants are made by the Foundation's Board of Directors, who meet three times annually - usually in May, September, and December. We require a minimum of two months of lead time to work with full proposals before our board meetings. Proposals considered by our Board of Directors have typically begun with Letters of Intent received a minimum of four months ahead of a board meeting.



Application Timeline

Full proposals are reviewed thoroughly by Foundation staff and by 3-5 external expert reviewers assembled specifically for that proposal. External expert reviewers are identified jointly by applicants and by the Foundation. A list of external expert reviewers who have assisted the Foundation is available on our website.

Grants are usually made with a small number of conditions (e.g., remainder of project funding must be secured; publications must be made freely available; etc.). Once a proposal has been approved by our Board of Directors and grant conditions met, funds can flow immediately. For the duration of a grant, partners are asked to report at regular intervals, no less than twice annually on progress.

An unfavorable decision from the Foundation should not be seen as a reflection of the quality or value of the endeavor. Rather, it is the result of the difficult choices that must be made from amongst the many worthy applications we receive from across Canada.

Max Bell Foundation seldom provides 100% of the support required for any given project. To encourage applicant organizations to develop a broader base of support for proposed projects or initiatives, we will make challenge or matching grants when appropriate.

The Foundation receives hundreds of applications annually. We cannot, therefore, provide reasons for unfavorable decisions.

FREQUENTLY ASKED QUESTIONS

Eligibility

Q: Can anyone apply?

A: Only Canadian registered charities or qualified donees may apply. On occasion, non-qualified donees will partner with a registered charity in order to receive grant funds.

Q: Does Max Bell Foundation fund internationally?

A: Max Bell Foundation only funds projects that take place in Canada that are undertaken by Canadian organizations.

Q: Proposals from my organization have been declined in previous years. Can I reapply?

A: Yes, you can apply for different projects if former applications have been declined.

Q: My organization received a grant last year. Can I apply again for funding this year?

A: Yes, you can apply again. The Foundation does not restrict organizations from applying immediately after receiving funding.

Process

Q: Do you have application deadlines?

A: The Foundation accepts Letters of Intent on an ongoing basis. If a full proposal is invited, a deadline will be provided.

Q: How can my organization apply?

A: Read through the information on our [What we Fund](#) and [Apply for Funding](#) pages to determine whether your project may qualify.

Q: Can I schedule a meeting with Foundation staff to discuss projects and/or funding opportunities?

A: Yes, although to manage the number of requests for meetings, we prefer to meet with people who have submitted a Letter of Intent.

Q: Can I send a Letter of Intent by mail or email?

A: No, all Letters of Intent must be submitted through our online application process. To submit a Letter of Intent, please refer to the sample Letter of Intent form in the following section.

Q: When and how will I be notified if my Letter of Intent has been declined or if the Foundation will be requesting a full proposal?

A: Applicants will receive confirmation that their Letter of Intent has been received, and will be notified via email within four weeks if it has been declined or if the Foundation would like to request additional information.

Q: When and how will I be notified of the Board’s decision regarding my full proposal?

A: Foundation staff will contact the applicant one to two days after the Board meeting.

Q: Does the Foundation provide feedback on Letters of Intent that are not invited for full proposals?

A: In order to manage the volume of requests we receive, we are unable to respond to requests for feedback on Letters of Intent.

Q: Do proposals submitted at different times of the year have a better chance of receiving funding?

A: No. We evaluate proposals using the same criteria all year.

Criteria & Guidelines

Q: Do you have any scholarships for children, youth or adults?

A: No, the Foundation does not provide this kind of funding.

Q: Do you make general support or unrestricted grants?

A: No.

Q: Do you fund endowments or capital campaigns?

A: The Foundation does not support endowments or capital costs, including construction or renovation.

Q: Does my project have to have a public policy element?

A: To receive support from Max Bell Foundation, yes. In fact, proposals that are supported by Max Bell Foundation *are designed to* inform public policy.

Q: How much money can my organization apply for?

A: Max Bell Foundation does not approach grantmaking with grant amounts in mind. We focus instead on alignment with our Purpose and our grant criteria. Apply for the amount of money necessary to complete your project. Be aware that Max Bell Foundations generally funds 30-60% of a project and prefers to co-fund projects with other funders. Typically, projects are 1-3 years in duration.

Other

Q: What kind of recognition opportunities is Max Bell Foundation interested in?

A: Max Bell Foundation is generally not interested in naming opportunities, nor do we seek publicity for our grants. We are pleased to be recognized according to your Gift Acceptance Policy standards. We encourage you to save naming opportunities or public announcements for funders that will find them more appealing.

LETTER OF INTENT FORMAT

Project Grants - Max Bell Foundation

General Instructions

If at any time you would like to download this form to work on off-line, simply click "Question List" above. Once completed, you can return to this form and cut and paste your answers in.

Max Bell Foundation invites potential partners to begin the application process by submitting a Letter of Intent (LOI). We review LOIs to assess the extent to which they align with our purpose and granting guidelines. When the alignment appears sufficiently strong, we invite a full proposal.

The following tips might be useful to you:

- By far the most common reason the Foundation declines Letters of Intent is because they do not align with our purpose or granting guidelines. Please review the application guidance on our website before submitting.
- The Foundation supports projects. By "project" we mean work organized to achieve a clear, measurable goal that a team sets out to achieve over a specific period of time. A proposal for a project includes a description of the resources and sequence of activities that are planned to achieve only that goal.
- The Foundation supports only projects that aim to inform public policy choices. Letters of Intent that do not identify the public policy choice(s) the project aims to inform will be declined. The more clearly applicants identify the public policy choice(s) the proposed work will inform, the more likely they are to be invited to submit a full proposal.

Project Overview

Project Name*

Character Limit: 100

Duration (in months) of Proposed Project*

Character Limit: 250

Amount Requested from Max Bell Foundation*

Character Limit: 20

Total Project Budget*

Character Limit: 20

Program Area*

Please indicate which Program Area best describes your project:

Choices

Health & Wellness
Environment
Education
Civic Engagement and Democratic Institutions
Special Project (For internal use only)

Project Details

Please consider Questions 1(a) and 1(b) together but answer them separately.

1(a) Desired Public Policy Change*

What change(s) to public policy will the project help create? Please be as specific as you can. As a reminder, our working definition of public policy is:

- Public policy refers to official decisions that guide the activities of governments at the local, municipal, provincial, or federal levels.
- For example, public policy decisions can be expressed as legislation, resolutions, regulations, by-laws, appropriations, court decisions, etc.
- Public policy refers not only to decisions, but also to the programs and administrative practices undertaken by governments.

Character Limit: 2500

1(b) Problem Definition*

If that change to public policy were to happen, what social and/or environmental problem would be addressed? Who is impacted by the problem, and how? Where possible, quantify your answer.

Character Limit: 2500

For example:

1a) Reduce the speed limit on residential streets by 20%.

1b) The number of motor vehicle accidents on residential streets would be reduced by 10-15%, significantly reducing risks of physical harm to all residents, reducing damage to property, and reducing cost pressures on automobile insurance.

2) Objectives and Activities*

What would the project do that would help create the change(s) identified in 1(a) above? List the specific objectives the project would achieve, and briefly describe the activities that would lead to their achievement.

Character Limit: 2500

3)Assumptions*

What are the most important assumptions you are making in linking the proposed activities to the achievement of policy change?

Character Limit: 2500

Budget Summary

Please give a project budget breakdown. This should be the budget for the entire project, not just a breakdown for the amount you are requesting from Max Bell Foundation. Please use the following categories:

Personnel:

Character Limit: 20

Contracts:

Character Limit: 20

Travel:

Character Limit: 20

General and Administrative Expenses:

Character Limit: 20

Other (please specify):

Character Limit: 20

Total Project Budget:*

Character Limit: 20

Additional Materials

Annual Report*

Please upload a copy of your most recent Annual Report.

File Size Limit: 15 MB

Audited Financial Statement*

Please upload a copy of your Audited Financial Statement.

File Size Limit: 10 MB

*Use the "Save" button to save your application and return to it later. Use the "Submit" button when you are ready to send your application to Max Bell Foundation.

FULL PROPOSAL FORMAT

Project Title:

Contact Information:

- Name, Job Title
- Organization Name
- Organization Street Address
- Charitable Registration Number
- Telephone #
- Email Address

Our process for assessing proposals includes having them reviewed by external experts. We ask them to comment on the need for the proposed work, the logic of the proposed project, how likely it is to inform a public policy decision, and the proposed budget. Your proposal should include a level of detail that will enable reviewers to critically assess it.

Summary

Please reproduce the answers to 1a and 1b you provided in your Letter of Intent, and update them if necessary.

1a) Desired Public Policy Change

What change(s) to public policy will the project help create? Please be as specific as you can. As a reminder, our working definition of public policy is:

Public policy refers to official decisions that guide the activities of governments at the local, municipal, provincial, or federal levels.

For example, public policy decisions can be expressed as legislation, resolutions, regulations, by-laws, appropriations, court decisions, etc.

Public policy refers not only to decisions, but also the programs and administrative practices undertaken by governments.

up to 500 words

1b) Problem Definition

If that change to public policy were to happen, what social and/or environmental problem would be addressed? Who is impacted by the problem, and how? Where possible quantify your answers.

For example:

1a) Reduce the speed limit on residential streets by 20%.

1b) The number of motor vehicle accidents on residential streets would be reduced by 10-15%, significantly reducing risks of physical harm to all residents, reducing damage to property, and reducing cost pressures on automobile insurance.

up to 500 words

Context

Help us better understand the problem you seek to address and the public policy context around it.

1. What has led your organization to focus on this particular social / environmental problem?
2. What public policies are currently in place that respond to this problem? What is known about the effects of these policies? What do we know (or believe) about how they are succeeding and failing? What's wrong that could / should be fixed?
3. To what extent is there a "policy window," and how do we know? (We think of a policy window as an opening in the public policy-making process that creates the possibility for influence over the direction and outcome of that process).

up to 1000 words

Help us better understand your organization.

1. What is your organization's
 - mission/purpose
 - number of employees
 - annual revenues and expenditures

2. When was the organization founded?
3. Have we worked together in the past? If yes, please identify the year(s) and project(s)
4. Please briefly describe your track record in doing public policy advocacy.
5. Please identify the key strengths of your organization that qualify it to undertake this project.

up to 500 words

(The following two questions may or may not apply)

6. If the project is focused on inquiry or research, please include a short summary of the relevant research literature.
7. If the project is focused on delivering and assessing a pilot or demonstration project, please:
 - include a summary of similar and related projects undertaken in Canada and in other relevant jurisdictions,
 - identify the primary beneficiaries of the project (e.g., 300 school children; 10 seniors; etc.)

up to 1000 words

Project Logic

Help us understand the strategy that will “connect the dots” between the activities you plan to do and the public policy change you seek.

1. Please provide us with either a logic model or a theory of change. It can be as sophisticated as you like, but at a minimum:
 - a logic model should show activities, outputs, outcomes, and impact(s).
 - a theory of change should show both causally-linked outcomes as well as the interventions you plan.
2. In either case, please identify the important assumptions behind your project logic.
3. In either case, please include the public policy change as one of the outcomes.

There are many online resources available to inform the development of either a logic model or theory of change. We have found the following to be helpful:

https://www.theoryofchange.org/pdf/TOC_fac_guide.pdf

<https://wkkf.issuelab.org/resource/logic-model-development-guide.html>

Evaluation

Formal evaluation

Max Bell Foundation's minimum requirement for tracking outcomes is explained below, but many projects will go beyond that and include a formal evaluation as part of the project design. If an evaluation is part of the proposed project, tell us, to the extent possible:

1. What kind of evaluation is planned (e.g., developmental; process; outcomes; summative; etc.)?
2. What are the key evaluation questions?
3. What indicators do you expect to use?
4. How will data be collected and interpreted?
5. Who will conduct the evaluation? How will it be reported, and to whom?

Outcomes tracking framework (Max Bell Foundation's minimum requirement)

All projects funded by Max Bell Foundation are required to develop and use an outcomes tracking framework. Once a grant is made, Foundation staff collaborate with partners to refine a framework for incorporation into the regular progress reporting on the grant.

Please propose a project outcomes tracking framework. The framework should be:

- useful for understanding the project's progress toward achieving its outcomes,
- practical, and
- efficient.

It should consist of (a) identification of the key outcomes the project aims to generate; and (b) a small number of indicators that will measure progress toward achieving them.

Please use the following format:

Outcome A

Indicator 1
Indicator 2
Indicator ...

Outcome B

Indicator 1
Indicator 2
Indicator ...

The specific contents of the outcomes framework will vary considerably depending on the project. Strictly for example: outcomes could include things like “a regulatory change is made” or “decision makers and system actors have given serious consideration to the options this project generated.” Indicators could include things like “number of meetings with senior public servants” or “assessment by stakeholders of the quality of the consultation process.”

Personnel

Identify the names (if possible), roles, and qualifications of the personnel to be involved in the proposed project, whether inside your organization or in a partner organization.

Project Participants

If applicable, name other organizations (including contact persons) who will collaborate on the proposed project.

Work plan

Provide a work plan indicating what activities will take place, when, and by whom. The following format may be useful.

DATE	PERSON(S) RESPONSIBLE	ACTIVITY	OUTPUT/DELIVERABLE
January – March 20XX	Principle Investigator	Develop survey instrument, pre- test instrument, secure permissions required, and administer survey to 500 persons	Published report on survey results
March – April 20XX

Method

Only if inquiry/research is an element of the project plan, describe the methods that will be used (e.g., “participatory action research” or “systematic review of randomized controlled trials,” etc.). Where appropriate, justify the methods you plan to use as compared to alternative methods.

Communications Strategy

Describe how each of the key outputs/deliverables will be communicated. The following format may be helpful:

COMMUNICATION OBJECTIVE	SOURCE	CHANNEL	AUDIENCE(S)	MESSAGE	TIMELINE
Example: "To educate the audience about X."	Example: "The executive director of the organization."	Could include: face-to-face meeting, scholarly journal, seminar presentation, web, conference presentation, media release, trade journal, etc.	Example: "Business leaders in the province of XX with a proven record of support for charitable activity."	Summarize the content of the message as well key features of its style.	Indicate when the communication will occur.
Objective 2:
Objective 3:

Referees

Please provide the names and **complete** contact information (name, title, mailing address, telephone, and email) for 3 or 4 individuals who have the expertise required to review the content of your proposal. Please do not contact these individuals to request their review; Foundation staff will contact reviewers and manage the external review process. Please note Foundation staff will identify 3-4 additional individuals to review your proposal.

Budget

Using the “sample budget” excel spreadsheet, provide a budget for the entire project, showing where you propose the funds requested from Max Bell Foundation would be allocated. Name

the other funding organizations that have been approached, and indicate their status regarding this proposal in terms of "awaiting response," or "committed."

For all personnel, indicate the full time equivalents that will be allocated to this project. For example: "Project Director (0.75 FTE)" indicates the project director will spend 75% of their full-time employment on this project.

The following are Max Bell Foundation's guidelines for budgets and financial reporting. If this project is funded, the budget you propose will be the basis for your financial reporting requirements.

Guidelines for Budgets

Line Item Definitions

Each budget or financial statement should include only those line items which are applicable and necessary. Additional line items may be added.

Personnel - Gross salary and benefits related to staff on the proposed/funded project. Include full-time equivalents (FTEs) for all personnel.

Contracts - Payments made to consultants and/or subcontractors who provide services necessary to the project. Include all expenses reimbursed, including salaries, office expenses, travel, etc.

Office Expenses - Expenses directly attributable to the proposed/funded project. Please explain the calculations that lead to this figure.

Travel - Project-related travel expenses, including economy class flights, taxis, hotels, meals, mileage reimbursements, and registration fees.

Communication - All expenses related to the communication of information about, progress on, and results of the proposed/funded project.

Disbursement/Statement Periods

The Foundation typically makes disbursements and requires updated financial statements each six months. Subsequent disbursements are made based on satisfactory progress on project milestones and on receipt of financial statements showing no significant surplus in the project account.

Max Bell Foundation funds allocation

For many projects, Max Bell Foundation funds in collaboration with other supporters. The narrative that accompanies the proposed budget/financial statement should indicate where in the budget/statement Max Bell Foundation funds will be/have been allocated.

Carryover Funds

It may happen that, for a disbursement/statement period, the amount of a disbursement exceeds the amount expended on items to which Max Bell Foundation funds are allocated. If this surplus is more than ten thousand dollars, the next disbursement will not be made until the Foundation receives an updated statement showing that the surplus has been drawn below ten thousand dollars.

Budget Variations

As the project progresses, all budget line item variations in excess of 10% must be approved in advance by the Foundation staff. In the event that a project is under budget near the end of the grant period, a written request for a time extension may be submitted to the Foundation to allow sufficient time to expend the total grant.

Indirect Costs

The Foundation supports only those expenses directly attributable to a particular project. Distribution of directly attributable costs may, in some instances, require proration. This is acceptable providing there is a reasonable justification given for the method of prorating costs.

Separate Accounting

The grantee should separately account for revenues and expenditures on the project supported by the Foundation's grant funds. The financial statements submitted to the Foundation should be prepared from this separate account.

Supporting Documentation

All expenditures funded with Foundation disbursements should be supported by receipt, invoice, salary approval/timesheet, payroll register, or journal entry documentation. This documentation should be maintained by the grantee and available to the Foundation upon request.

DEVELOPMENT GRANT APPLICATION FORMAT

Project Context

Before applying, please ensure you have carefully read the description of the Max Bell Foundation Development Grants on our Apply for Funding page.

*If at any time you would like to download this form to work on off-line, simply click "Question List" above. Once completed, you can return to this form and cut and paste your answers in.

Project Name*

Name of Project

Character Limit: 100

Summary

Explain how the proposed project would augment your organization's ability to undertake, in the future, more extensive work in an area of public policy that pertains to health & wellness, education, environment or civic engagement. Identify the main objectives that would be achieved by the project (e.g., X groups will be consulted; a practice review will be completed and interpreted; a policy scan will be completed and interpreted; data will be reviewed and summarized; X experts will be convened; etc.)

Character Limit: 2000

Amount Requested from Max Bell Foundation*

Amount Requested

Character Limit: 20

Program Area

Please indicate which Program Area best describes your project:

Choices

Health & Wellness

Education

Environment

Civic Engagement and Democratic Institutions

Special Projects (For Internal Use Only)

Additional Materials

Work Plan*

Please upload a work plan that lists the activities, outputs, and person responsible by month.

File Size Limit: 10 MB

Budget*

Please upload a budget that includes line items for salary, administration/overhead, and mentoring/supervision. Please note that we assess stipend budgets against current hourly rates paid to full-time Graduate Assistants in major Canadian universities. The salary should account for at least 60% of the total budget for the project.

File Size Limit: 10 MB

Please tell us how you will select a person to execute the work plan.*

If you plan to hire a temporary position, please outline the process by which you would search for and hire an incumbent. If this will be a secondment of a current staff member, please let us know how that person's current duties and responsibilities will be fulfilled.

Character Limit: 1600

*Use the "Save" button to save your application and return to it later. Use the "Submit" button when you are ready to send your application to Max Bell Foundation.

REPORTING AND GRANT ADMINISTRATION

Reporting

Once your request is approved, you will receive an award letter by email from Max Bell Foundation with detailed information and instructions on your reporting requirements. The post award process will be done directly with our Staff, and not through our application portal. The formats for the narrative and financial reports are found in the following section.

Grant Administration

Disbursement/Statement Periods

The Foundation typically makes disbursements and requires updated financial statements every six months. Subsequent disbursements are made based on satisfactory progress on project milestones and on receipt of financial statements showing no significant surplus in the project account.

Carryover Funds

It may happen that, for a disbursement/statement period, the amount of disbursement exceeds the amount expended on items to which Max Bell Foundation funds are allocated. If this surplus is more than ten thousand dollars, the next disbursement will not be made until the Foundation receives an updated statement showing that the surplus has been drawn below ten thousand dollars.

Budget Variations

As the project progresses, all budget line item variations in excess of 10% must be approved in advance by the Foundation staff. In the event that a project is under budget near the end of the grant period, a written request for a time extension may be submitted to the Foundation to allow sufficient time to expend the total grant.

Separate Accounting

The grantee should separately account for revenues and expenditures on the project supported by the Foundation's grant funds. The financial statements submitted to the Foundation should be prepared from this separate account.

Supporting Documentation

All expenditures funded with Foundation disbursements should be supported by receipt, invoice, salary approval/timesheet, payroll register, or journal entry documentation. This documentation should be maintained by the grantee and available to the Foundation upon request.

NARRATIVE REPORT FORMAT

ORGANIZATION NAME

PROJECT TITLE

DATE REPORT SUBMITTED

PROGRESS REPORT FOR PERIOD FROM _____ to _____

PROJECT CONTACT (Name, Address, Phone, Email)

1) GOAL(S), OBJECTIVES, AND TIMETABLE

- Re-state the original goal(s) and objectives of the project.
- Note and explain any revisions to the original goals/objectives and original work plan/timetable.

2) GRANT CONDITIONS

- Please re-state the grant’s conditions.
- Indicate progress toward meeting each grant condition (i.e., from the date of the award from Max Bell Foundation to present). Please re-confirm in each progress report which grant conditions have been met.

For example:

Condition	Met
1. Submit revised work plan	February, 20XX
2. Provide third-party confirmation of additional funds by March, 20XX	Not yet met.
3. etc.	etc.

3) GRANT OUTCOME TRACKING FRAMEWORK

- Mutually agreed upon grant outcome tracking framework that will be reported against in each progress report and in the final report.
- The framework is intended to be light touch, practical, and efficient. It will be based upon (or simply replicate) the outcome tracking framework described in your proposal.
- It will consist of (a) identification of the key outcomes the project aims to generate; and (b) a small number of indicators that will measure progress toward achieving them.
- Outcomes could include things like “a regulatory change is made” or “decision makers and system actors have given serious consideration to the options this project generated.” Indicators could include things like “number of meetings with senior public servants” or “assessment by stakeholders of the quality of the consultation process.”
- Please use the following format:

Outcomes	Indicators
Outcome A	Indicator 1
	Indicator 2
	Indicator ...
Outcome B	Indicator 1
	Indicator 2
	Indicator ...

4) SUMMARY OF ACTIVITIES

- Summarize project activities since the last progress report in relation to the project’s objectives and work plan. Explain any differences between work plan and activities undertaken. Where appropriate, include summary tables and/or graphs.
- Briefly explain any differences between methods used and those originally planned.
- Please attach relevant publications, media coverage, etc.

5) SUMMARY OF CHALLENGES

- Summarize and briefly explain the challenges/barriers encountered since the last progress report, and how they were dealt with.

6) WORK PLAN FOR NEXT REPORTING PERIOD

- Summarize the work you plan to undertake during the next reporting period, relating it to the project’s objectives.
- Indicate what barriers you expect to encounter and how they will be overcome.

FINANCIAL REPORT FORMAT

In your financial reports, include line items at a level of detail comparable to that in the budget included in the original proposal budget. Report both revenues and expenditures for the current period, and in total, against this budget, as in the following example:

	Current Period (<i>date to date</i>)			Project Total (<i>date to date</i>)		
	Budget	Actual	Variance	Budget	Actual	Variance
REVENUE						
Max Bell Foundation	\$20,000	\$20,000	0	\$40,000	\$20,000	(\$20,000)
Source Two	\$10,000	\$10,000	0	\$50,000	\$10,000	(\$40,000)
Etc.						
EXPENDITURES						
PERSONNEL						
Project Director (FTE = ?)	\$12,000	\$12,500	\$500	\$45,000	\$45,500	\$500
Research Manager (FTE = ?)	\$8,000	\$7,500	(\$500)	\$30,000	\$29,500	(\$500)
etc.						

Please insert the following attestation on all financial reports, and have it signed by both the project lead and by a person with the appropriate authority to sign against financial statements (e.g., chief financial officer).

ATTESTATION: “I, the undersigned Agency Officer, hereby certify that the amounts reported in the enclosed project financial report are accurate, and that the expenditures were incurred during the period specified.”

Project Lead Signature: _____

Agency Officer Signature: _____

ONLINE APPLICATION TUTORIAL

Site Access & Account Creation

If you or your organization has requested funding from Max Bell Foundation before or if you are not sure please click the blue link that says, “Forgot your Password?”. You will receive an email with a link to create or change your password, if you are already in the system. You can also contact our administrator, Arlene McCarry, at amccarry@maxbell.org and we will assist you through the process.

Please note that your username is also your email.

You will access the system via the log on page

<https://www.grantinterface.ca/Home/Logon?urlkey=maxbell>).

This page can also be accessed through the Max Bell Foundation website. If you have already created an account, you may enter your email and password to log in. If you or your organization has not requested funding from Max Bell Foundation in the past, please create a new account following the instructions below.

Max Bell Foundation

Logon Page

Email Address*

Password*

[Forgot your Password?](#)

Welcome to Max Bell Foundation's online application Portal.

Before submitting a grant application be sure to read the information detailed on our website under [Apply for Funding](#), including our **Grant Application Guide**.

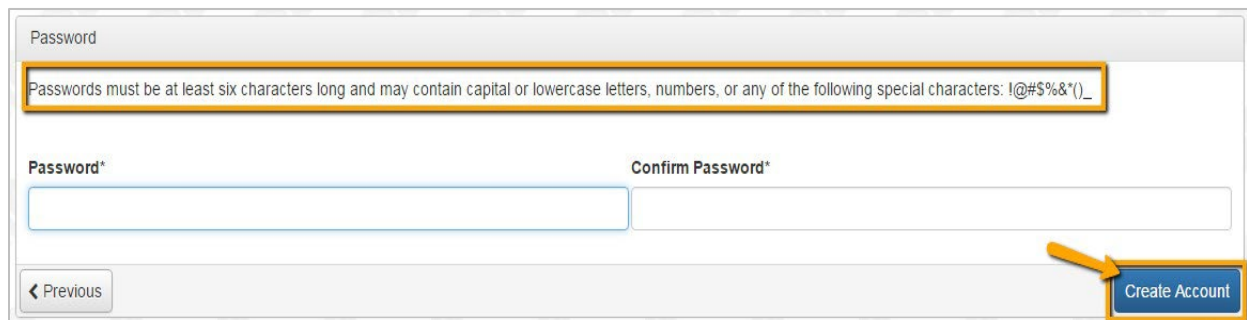
New Users: Please click on "Create New Account" to complete the registration process and create your login credentials.

Existing Users: Please enter your credentials and log in. If you forgot your password, please use the "Forgot Your Password" link to the left to reset your password.

Not Sure? If you think that you or someone at your organization has already registered in the system, do not create a new account. Please contact our administrator, Arlene McCarry, at amccarry@maxbell.org to receive your username and password.

Creating a New Account

- Creating a new account is a multi-step process (**Organization Information and User Information**)
- Enter your Organization Information and click **Next**
- **User Information** – is YOUR business information
 - If your address is the same as the organization’s main address, you may use the **“Copy Address from Organization”** button to automatically pull the address information.
 - It is very important to note that the email address entered in the **Email/Username** field becomes the Applicant’s **Username** in the system.
- Once the fields on the **“User Information”** section are completed, click **Next** to create a password
- Password requirements are listed at the top of the section, so you can create your password accordingly.



Password

Passwords must be at least six characters long and may contain capital or lowercase letters, numbers, or any of the following special characters: !@#%&*()_

Password*

Confirm Password*

< Previous Create Account

- Once the password is created, click Create Account.

Email Confirmation

Upon clicking Create Account you will be taken to the Email Confirmation page, so you can confirm that you are receiving emails from the system. Follow the instructions and click Continue to finish the registration process. Now you have an account in this system.

Applying for Funding

Upon completing registration and accessing the system for the first time, you will land on the **Apply Page**. This page will show you any open funding programs that you can apply for, relevant deadlines and other information related to the programs.

- You can preview the application by clicking on the **“Preview”** button. Note that this is view only and you can not submit an application while you are previewing.
- To start a request, click **Apply** under the funding program you would like to apply for.
 - Clicking Apply will take you into a form to complete and submit.

Once in the form, note that your contact and organization information automatically populate at the top of the form.

- You may update your own contact information and view your email history. **To update organization information, you must contact Max Bell Foundation directly.**
- Once you have completed the form, you may click **Application Packet** to download your completed form if you would like a copy on hand.
- For a PDF copy of the application - click **Question List**

Work your way through the form completing the fields.

- Note:
 - Fields with an asterisk (*) are required fields and must be completed to submit the application.
 - The system auto-saves every 100 characters typed or every time you click out of a field.
 - You may collapse question groups as you go, once you have finished all the questions in that group.
- Some fields have character limits.
 - Responses that are longer than the set limit will be saved, **but** an error message will appear informing you that the limit has been exceeded. You will need to fit your answer within the limit to submit.
- File **upload fields** will only accept one file, per field.
 - Upload fields have size limits. If you attempt to upload a file that is larger than the set MiB limit, you will receive an error message informing you that the file is too large and the file **will not** be saved.
 - Uploaded files may be **deleted** by clicking the **red X** next to the file name and a new file can be uploaded.
- Even though the system is auto-saving please click the **“Save”** button at the bottom of the form.
 - When you click **“Save”**, you are taken to a confirmation page so you know the save was successful.

- If you click “**Continue**” you will be taken back into the form so you can continue working.
- If you save and exit the system, the **draft of the form** will reside in your **Dashboard** the next time you log in.
 - You can pick back up where you left off by clicking “**Edit**” to the right of the request.

∨ Fall Grant For Book Funding

Process: Base Camp Example Process

Application	Draft	07/24/2018	Edit Application
Decision	Undecided		

- You can also see the request’s decision status. The status will be “Undecided” until Max Bell Foundation posts a decision.
- You have the option to abandon an application if the application is a draft (before submitting).
 - After selecting Abandon Requests, you must type in “Abandon Request” and select OK
 - The request will then be visible in the Historical Requests tab
 - If the Application has been submitted, you must contact Max Bell Foundation to withdraw the request from consideration

When all the fields are complete, submit the application

- An error message appears listing the fields that are incomplete or need to be edited (fields are outlined in red).
- When a form is submitted successfully, you will be taken to a confirmation page.
 - When you click “**Continue**” you are taken to your dashboard where you can view your submitted request.
 - Note: You cannot edit forms that have been submitted.

Your Applicant Dashboard

This page houses all current and historical requests, contact information, and other important data.

Applicant Dashboard

Public Profile

<p>Applicant: Mr. Molly Applicant MollyApplicant@invalid_email.com 555-55-5555 398 60th Street Bozeman, MT 59718</p>	<p>Organization: Thrive 36-3501185 555-525-5556 398 60th Street Bozeman, MO 59718</p>
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[Contact Email History](#)

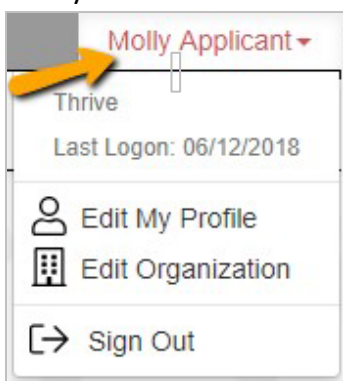
ⓘ If your organization information does not appear correct, please click the edit (pencil) icon.

From this page, you can:

- View **Historical Requests** and **Active Requests**



- View and edit your individual contact information. If you wish to edit your account information or change your password, click your name in the top right. Be sure to click **“Save”** in the bottom right once you are finished.



- All closed, abandoned, and denied requests will reside under **Historical Requests**.
- Open requests will reside under **Active Requests**, here you can:
 - view submitted documents,
 - check the status of you requests,
 - collaborate with others,
 - and submit follow-ups.

The active request tab will have all applications still requiring action, awaiting a decision and/or requests that have not yet been closed by Max Bell Foundation. Within each request you can see forms, form statuses and submission dates and, if applicable, form deadlines.

Collaborating

Collaborating allows applicants from the same organization to work together on a single request.



Once you have started a request you will see the Collaborate button at the top of the page. This can be used to invite other people to work on this request.

- From the Collaborate pop up, enter the email address of the person you would like to invite,
- Set the Permission you would like the collaborator to have, either View, Edit, or Submit.
- And lastly, include a message and select Invite.

An email will be sent to the collaborator containing your message, username, and a link to the logon page. If this is their first time logging into the system, they will be asked to create a password.

After logging into the system, the collaborator will see this request under the Collaboration Requests tab of their Applicant Dashboard. Here they can select the edit form link and start collaborating on the document.

Please note that you will be automatically logged out of the system after 90 minutes of inactivity (you will receive a warning message at 80 minutes of the pending “time out”).