



wacoss

Western Australian
Council of Social Service Inc

*Ways to make
a difference*

New and Emerging Communities Project Management Kit



New and Emerging Communities Project Management Kit 2011

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WACOSS developed this kit over 2010-2011 and was supported by funding from the Australian Government / Department of Immigration and Citizenship under the Settlement Grants Program.

About WACOSS

Since 1956, WACOSS has been developing and strengthening the non-government community services sector's capacity to assist all Western Australians. At the heart of its activities, lies the belief that the mark of a civilised community is the support and help it gives to those most in need.

WACOSS and its members aim to improve the quality of life of people disadvantaged by the inequities of our society through:

- improving community services by exchanging ideas, information, skills and resources;
- creating a strong, united and informed voice capable of advocating for the social needs of all Western Australians.

A continual consultation process with members, their clients, the general public and other professional organisations enables WACOSS to identify and address social inequities within the community.

This is achieved by:

- contributing to the development of social policy;
- promoting the provision of social services;
- raising awareness of social issues in the community;
- facilitating coordination and cooperation amongst social service agencies across the State; and
- providing a range of services to member and non-member agencies.

For more information regarding WACOSS please see the website at www.wacoss.org.au

New and Emerging Communities Project Management Kit

This kit is designed to support community leaders serving on, or establishing, committees of Incorporated Not for Profit Associations in WA and running projects for their communities. The kit was developed to respond to the challenges faced by community leaders as they work to prioritise, plan, fund, manage and acquit projects.

WACOSS developed this kit over 2010-2011 and was supported by funding from the Australian Government / Department of Immigration and Citizenship under the Settlement Grants Program.

The key objectives of the kit are to:

- Provide a foundation for leaders new to leading and managing projects in WA
- To support leaders to translate their cultural knowledge and responsibilities to the WA governance environment so that they can more effectively meet both their cultural and governance responsibilities
- Provide content tailored to support leaders in the most common areas of challenge
- Resource community workers as they in turn support community leaders, building the capacity of the sector.

The kit is structured with a series of chapters. It can be read in its entirety or individual chapters can be used as standalone resources. The chapters are supplemented by workshop slides, activities and worksheets which are designed to be used with the chapter text. These are provided at the end of the kit and are available online on the WACOSS website.

The resources are written to be used in a range of ways, for example:

- by small groups of community leaders working on their own organisational projects
- in meetings with community workers on topics such as grant applications
- during facilitated committee sessions, such as strategic planning with new committees
- as the basis for community workshops for single or mixed cultural groups delivered by community workers or experienced community leaders

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New and Emerging Communities Project Management Kit

1 Introduction to projects

This booklet will support you to develop and run projects. It aims to assist your organisation to think about:

- deciding to do a project
- costs and budgets
- improving quality
- manage time with less stress
- how to manage risks and changes
- the similarity of projects and grants
- what funding bodies want to see in an application and some ideas for how to talk with them when applying

It includes information about the stages of:

- planning,
- managing or running projects
- ending or acquitting projects

This guide covers these stages and also covers applying for funding for your projects.

In this booklet, we try to identify common problems in project management, such as lack of planning and becoming overloaded with work. This booklet aims to help you to plan and carry out your projects more successfully.

1.1 Projects

A project may be something small such as organising a meeting through to something large like building a house. The steps or main parts of projects are the same for all projects.

For us the definition of a project is “a piece of work that a community group does”.

- It has a start, a middle and an end.
- It has a reason for being, an aim or a purpose.
- It has a group of people including community leaders who focus their energy on doing the project to make a difference, to make a change.
- It has an audience, often called the ‘stakeholders’, for whom the project is run.

A project has a series of actions or steps that support it to happen.

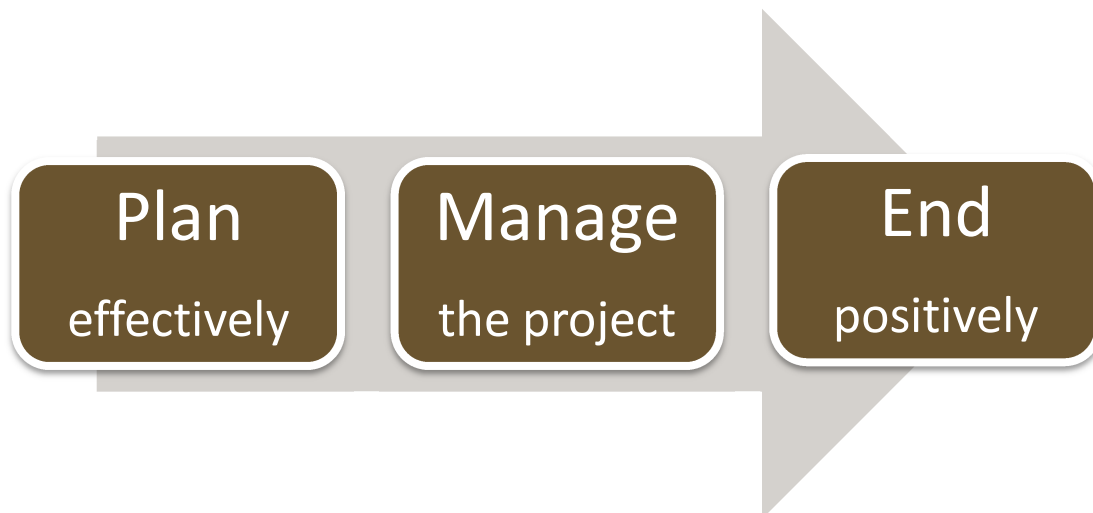
An example of a project could be:

- A community event or celebration.
- Setting up the financial systems for the organisation.
- Developing and supporting a 'Circle of Elders' to guide the community.
- Recycling some bicycles as Christmas presents.

There is a lot of terminology or jargon to do with project management. It is a widely used professional term because people need to build and organise things all over the world.

Project management is used for everything from running a meeting to building a suburb. It can be used for community work, private business, and government project. The international standard and text book is called the Project Management Book of Knowledge or PMBOK. Our booklet and the training materials fit with the PMBOK but are hopefully a lot more user friendly.

This booklet talks about the stages of projects and the important things to do when planning, running and ending projects so that your organisation and your community can continue to grow stronger and stronger.



1.2 Project Plans

Project plans are used to organise how you will do all the things required for the project like looking after the people, managing the money and organisation the activities. It is also used to communicate this information to people inside and outside of your organisation.

A simple project plan is a description of what you will do and when it will happen. For example,

The project is to run a fundraising stall at the celebration of the end of the soccer finals, selling food which is cooked and sold by the Women's Committee. For a month before the event the Women's Committee members will meet each Saturday to plan the details and prepare the food and other things for the stall. The stall will run from 9 am to 7 pm, selling lunch, snack, drinks and dinner at the soccer club and all profits will go to the soccer club.

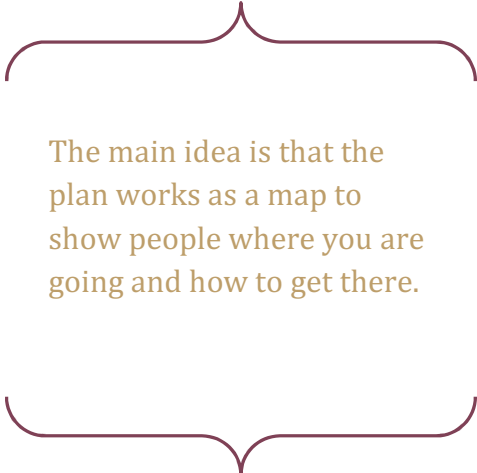
It is easy to get a good idea of what is planned even though the description is simple because it covers the main information required. It answers the questions of:

- What
- Why
- Who
- When
- Where

When explaining or communicating project ideas to other people, for example as the committee explaining ideas to members, then it can be helpful to practice being able to explain these basic details quickly.

If you are communicating ideas to a funding body it will make a big difference if you are very clear about these basic details and can explain them in two or three sentences, in a minute or two. Once they understand this then you can talk about the other background information of your community and so on.

Once you have established a simple and easy to communicate summary then the next step is to add the extra detail needed to develop a plan. The main idea is that the plan works as a map to show people where you are going and how to get there.



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A more developed plan could have:

- an introduction or summary at the start explaining why the project is being run and the main things that will be achieved
- a short list of the stages of the project
- a list of jobs including who will do them and when and where the jobs will be done
- a short list of the main people working on the project
- a summary of the budget or a detailed budget

Funding applications are usually just a specialised version of a project plan that is used by the funding body to understand your ideas and how capable you are.


1.3 Project management

Project management is the job of managing all the details and relationships of the project. This means managing all the planning, running and completing of projects. If the project is a car, then the project manager is the driver.

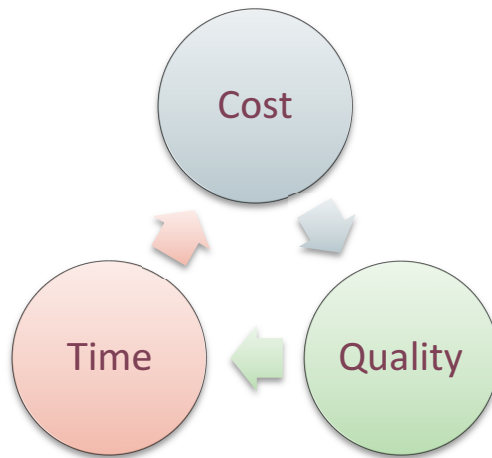
Before the project can begin, the project manager needs to work out what the aim is, what will be done, how much money it will cost, where to get the money and how to do the project. Then they need to plan who will work on it and when things will happen.

While the project is running, the job of the manager is to keep the budget on the right path, make sure everyone is communicating effectively and to make sure the project stays focused and gets to the end successfully.

The real challenge for the project manager is to balance the quality, the cost and the timing as they drive the project forward. For example, increasing quality by having more people involved will often increase costs or make the project take more time. If the time or money is limited then maybe another part of the project will have to be cut. This relationship between cost, quality and time is called the Iron Triangle.



The real challenge for the project manager is to balance the quality, the cost and the timing as they drive the project forward.



The Iron Triangle

Each small issue results in a change that affects each part of the Iron Triangle. The manager will have to make a lot of little decisions to keep the project running smoothly.

At the end of the project the project manager will be responsible for finishing the paperwork and reporting on the results and the finances. Plus they will need to make sure that the costs and payments for the project have been managed well, for example, that there is no outstanding money owing to anyone.

It is also important that the manager leads the group to learn what worked well and how to improve next time.

Another job for the project manager is to communicate the successes of the project. It is especially important to communicate what was learned about making the organisation and community stronger.

2 Project planning

2.1 Priority projects

The expectations and pressure on leaders is very high. Often leaders are passionate and want to achieve as much as possible for their community. Sometimes it is better to stop and work out the best way to go, rather than keeping on the run all the time. There are many project ideas and it is important to focus on the most important ones.


There are many, many grant opportunities and it is important to make sure that your time and money is used effectively. Often applying for funding is not successful and it can use up a lot of energy in the community, so it is important to make sure that what is applied for is the priority for your group.

If we are too busy, if we are carried away every day by our projects, our uncertainty, our craving, how can we have the time to stop and look deeply into the situation - our own situation, the situation of our beloved ones, the situation of our family and of our community, and the situation of our nation and of the other nations? Thich Nhat Hanh


As a community leader, life is very busy. The needs for the community are hard to balance with the needs for establishing the capacity of the organisation. If we only look after the community and we do not spend enough effort on the organisation or group then it can become unstable or weak. If we focus too much on the organisation people might feel the leaders do not care about the people.

Balancing these things is hard and new ideas for projects can be tempting or seem very simple when we first see them. We might be attracted to a funding opportunity or feel responsible for doing something in the community.

It is important to develop an agreement or a plan amongst your committee about what are the main things that you will do. A time frame of about the next year is the most useful because it helps the focus on the main things to do. This will help you to be steady when new ideas for projects come up and new pressures emerge. This way you will be stronger and able to prioritise where to put your energy, helping you to achieve the best for your organisation and community.



The main thing is to know what your organisation's priorities are for the next year. You will need to be flexible and it might change over the year, but if you achieve the most important projects, then you and the community are more likely to feel like it was a good year and that progress was made.



2.2 Annual Project plan

As a committee you may decide to make a general plan for the main projects over the next year. It can be helpful to draw up a calendar for the year so you can see when you will be most busy and when any preparation is required. As individuals this is quite simple but as a committee it can be powerful to have an agreed plan to guide how everyone focuses and works together.

The agreement or plan for priority projects can be a simple list of the five main projects or things that you want to achieve with your committee. This could be developed into a more detailed strategic plan, but the important role of a simple agreement is that it is clear and focussed, so a lot of detail is not essential. For example it could be something like this:



- Set up a women’s committee and help them to meet regularly
- Support some families who are having a very hard time
- Hold an annual celebration for the community
- Update the constitution and run the election well
- Fundraise \$500 to support the soccer club

There are some more examples of organisational plans and detailed discussion about strategic planning in the Governance kit.

The main thing is to know what your organisation’s priorities are for the next year. You will need to be flexible and it might change over the year, but if you achieve the most important projects, then you and the community are more likely to feel like it was a good year and that progress was made.

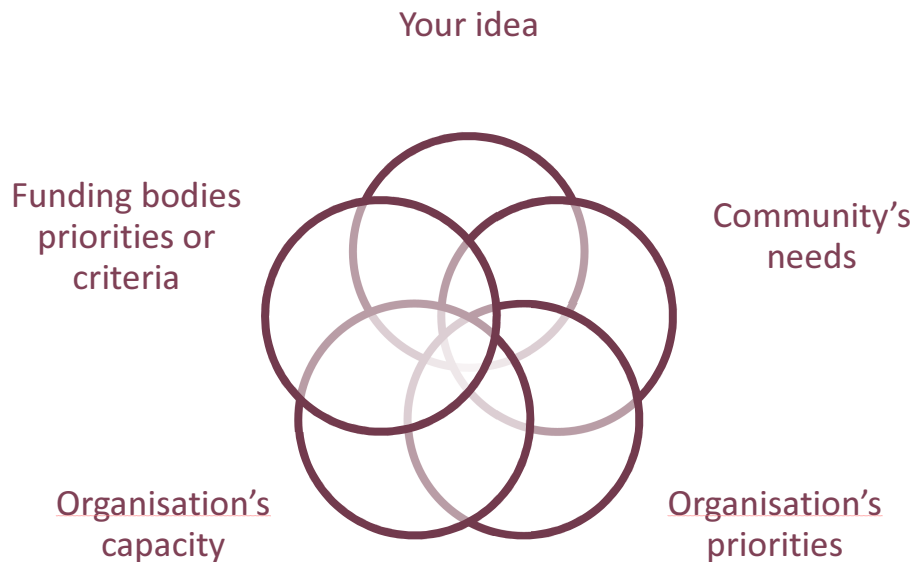
2.3 Assessing project ideas

Ideas, priorities and opportunities keep changing. Even if everyone in a committee agree on a plan for the next year, it is likely that new situations, opportunities or pressures will emerge. These changes could be within the committee, within the organisation, within the community or around the community.

As a result of these changes or opportunities, people will start coming up with ideas. These ideas may come from the committee or from community members keen to see some action or to volunteer to run a project.

The immediate question to ask is “does this idea fit?”. This means “does the new idea fit with the needs of the community and direction and priorities of the organisation, and with the available time and energy you have?”.

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If you have not already read it, we encourage you to read the Governance Induction kit, especially the section on Planning and Capacity Building. This section will provide good background on planning for projects. It is probably best for your committee to have discussed the ideas in the Planning and Capacity Building section before you read this section.

2.3.1 Does the project fit the community needs?

The first step is to consider whether the project fits with what are the community or members' needs. A great idea may not actually fit the community's needs, or it may only be relevant to some people, which may be ok. Ask yourself this question “Considering the needs of the community, is this the best project to start running now?”.

2.3.2 Does the project fit with organisational priorities?

Another aspect to consider is whether the project idea fits with the organisational priorities. Once you decide that it is an appropriate project for your organisation to consider, then the next question is about priorities for example:

- Is it an important and urgent project – compared to all the other projects you have to run?
- If you run this project, what other things will fall away?
- Does this project fit with your Vision and Objectives?
- Why should this project be run this year?

2.3.3 Current Organisational capacity

Next is the issue of your capacity. Once you know what your organisation's priorities are, then you can consider whether you have the capacity to achieve them. Even if a new project idea fits with your priorities and the community's needs, you may still need some extra capacity to make it work. For example, you might need some more volunteers to help you to run a project.

The committee or project committee are likely to be the most responsible for putting time into running the project, so it can be helpful to discuss questions like:

- How much of the community or Executive's time is likely to be spent on this project?
- Who exactly is likely to do most of the work, is this the priority for them to be active on?
- If this a priority for people to spend time on, what will they need to do less of, to free up some time?

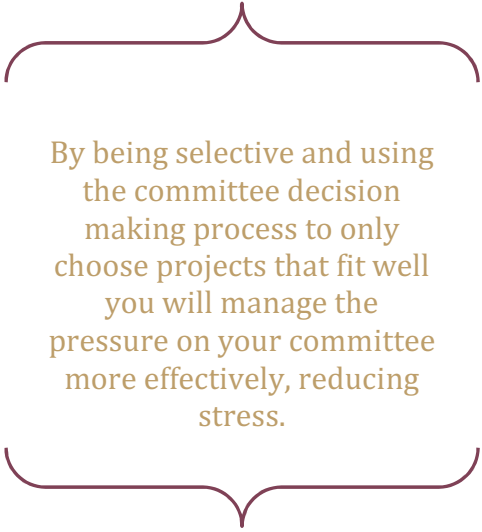
Another part of considering capacity is looking at who you might partner with and whether there are other people who can help or even who should run it. A project might be a high priority for the community, but your organisation may not be the right one to run the project. It may be better to assist another organisation to take the lead. Is your organisation the one to run it?

2.3.4 Fit with funding body criteria

Finally, the perfect project might only partly fit with what the funding body wants to spend money on. Often the funding body will not pay for staff or food. Usually they will not pay all the money it costs your organisation to run the project. This could mean that the project is too expensive to run, or that you pay for some costs yourselves, get other funding or a sponsor or maybe you ask people to pay when they attend the event.

It can save a lot of time and work if you can consider how well the project idea fits before you put a lot of effort into writing a funding application to run it. Meet with the funding body to discuss how well your idea fits with what they wish to fund or purchase.

Meeting with your committee to discuss these issues will support your capacity to run better projects. It is important to choose only to run projects that fit really well with the above. These are generally easier to run and this will mean you can have more success. By being selective and using the committee decision making process to only choose projects that fit well you will manage the pressure on your committee more effectively, reducing stress. This will help your committee, organisation and your community to become stronger.



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2.4 Planning steps

It can be helpful to think about project planning as a series of stages. There are a series of activity slides and worksheets relating to these issues. We suggest you work through or look at these sheets as you read this section.

2.4.1 Define your project

The first step is to have a general idea of the project. At this step it is important for everyone to have the same idea, so having agreement as a committee is important.

Imagine if everyone was asked to talk for one minute about the project. Would they each say the same things? Would everyone agree on the most important things to do to get the project done? Do they agree on the destination and the best way to get there?

Imagine your committee members are going out to your community to invite people to help on the project – what would they say in a brief project description? Would they all say the same things?

To agree on a project definition, it can be helpful to discuss a series of questions as a committee. There are activity sheets in this kit with questions like “what, why, who, when?”. We encourage each committee member to complete these questions and then everyone to discuss the answers together as a committee. This will show which areas you are clear about and which areas could do with some extra discussion.

After this discussion, agree on a description of the project that is a maximum of a few sentences. Try to get to the point where you can describe it in one minute.

Imagine your committee members are going out to your community to be able to ask their opinions on the project or to invite people to help – what would they say in a brief description? Once everyone has a clearer idea of the basic details then it is often worth considering how this project fits into the direction of the organisation and the community. It is very hard to make a good decision as a committee about whether to proceed with a project when people are not all thinking of the same details.

We are placing a lot of importance on this part of planning because it is very easy for committees to make promises to the community that they will do something, some project, without having a clear picture of all the small steps and work that is required.

Often, before people know how it has happened, the committee is overwhelmed by all these small bits of work, while still having the pressure of keeping their promises to the community and to each other. Consciously considering (before agreeing) to each step is a useful way to reduce stress and impacts on you, fellow committee members and families and friends. If there is spare capacity and time later, then extra projects can be undertaken.


2.4.2 Action Plans

Action plans are a list of the actions that need to be done with information about what needs to be done, by whom and by when.

Mentioned in the Governance Induction kit, in the section on planning, is the idea of using Action Plans. We encourage you to use the Action Plan template and to start to fill it out at this stage. As you fill out the action plan you will see that it could help to break the project down in to steps or stages so that actions can be developed for each stage.


For example, if the main focus of the project is to run an event, the most basic break down of stage is to have three stages:

1. Before the event
2. During the event
3. After the event



A simple action plan could be the tasks, when each needs to happen and who is responsible.

If the event is a celebration it could be broken down into a few more stages:

1. Before the event or celebration
 2. Setting up the venue or hall, including chairs tables and decorations
 3. Cooking the food
 4. Welcoming guests
 5. Speeches
 6. Dancing
 7. Food served
 8. Clean up
 9. After the event or celebration.
- 

Tasks or jobs can then be developed and given to people for each step. This can help to spread out the workload and give people or sub-committees a job to focus on. The entertainment sub-committee could be responsible for the decorations and the stage and music equipment. This could free up the Chair to look at other things.

It is helpful to put all these tasks or jobs into a simple action plan or table for the committee to use to have a plan for the project. A simple action plan could be the tasks, when each needs to happen and who is responsible. This can help to keep track of the jobs and to have a bird's eye view of how the project is going.

2.4.3 Project steps and timeline

Once you have a good understanding of the project we encourage you to make a timeline or calendar of all of the small jobs that will need to be done.

A useful activity is to get pieces of paper or sticky notes and to write a task on each one. The next step is to put them all in order of the time they need to be done. This creates a timeline. This might be a really useful activity for the project sub-committee to do together, as a result of doing it they will share a good picture of what needs to be done, when and by whom. This will help them to prevent emergencies and help them to plan tasks that they need to rely on people to take some time to do.

2.4.3.1 Gantt charts

A more formal or elaborate version of the timeline is called a Gantt chart. These are commonly used to make a picture of the jobs that make up a project. There are many versions available on the internet if you search for examples.

Poorly developed budgets make it harder to make the best decisions.

The simplest way to make a Gantt chart is just to use a highlighter and a calendar to mark out all the tasks from your timeline on it. Some tasks will start and then go for a month, other tasks might only take a day. If you mark them all out then it can be easy to see which overlap and when you will be really busy. It is however normal for these charts to need to be updated regularly as our plans for time are often not perfect as things change.

2.4.4 Planning the project budget

Budgets are a draft estimate of what the project will cost and where the money will come from.

Budgets are tools that are used to help leaders to make decisions and to keep track of details. If budgets are poorly developed it makes it harder for leaders to make the best decisions. While often leaders may feel that they have no choice about whether to run a project, often there is some flexibility in how exactly it will run.

For example, while it may be essential that an annual community celebration is held, and people may hope for a big celebration, it may be that there is no money and so people must have a small event. In this example, before any promises are made to the community it can be very helpful for the leaders to have a basic budget, so that they can know what is likely to be possible.

Budgets are used by funding officers to make an assessment of whether a project idea is good value for money and whether the applicant appears to have the capacity to run the project successfully including managing the money effectively. Obviously, if the budget in a grant application is poorly written it sends a difficult message to the funding officer. This makes it hard for them to make a positive decision on your application.

Another weakness with budgets is that they are often done after the project is already started. This creates risks for community leaders and they often end up putting their own money in.

2.4.4.1 The format of budgets

The format, structure or layout of budgets will affect how easy the document is to use. We suggest a simple table made up in a word processor or spread sheet. Initially, we suggest you establish a simple structure or table which just shows income and expense, with items grouped by category, such as food, office, venue hire etc.

The headings of the categories should be standard ones that you use across the whole organisation if possible; however, they are often determined by the funding body. Grant application forms often also have budget templates or forms that they require to be used. It is ok for you to copy these as to use these basics structures for your organisation.

There are many versions of budgets that you can look at in project reports on the internet if you search. We suggest checking through a number of project reports from within the community services sector and comparing the headings that are used and the level of information required. There are some samples in the kit and in the budget slides.

2.4.4.2 Quotes

Quotes are estimates or agreements from suppliers about the cost of a service or product. Quotes give you an idea of cost, but they are not just about avoiding nasty surprises. Quotes also help decision makers to know how much money they will need and how much they have spare for other items. For larger items quotes are used so that there is some certainty about the cost. If we are uncertain about the cost, then there is extra risk for the organisation and the committee members. There are various types of quotes. Some are exact, e.g. "catering will cost \$325" and others are an estimate:

- "It will cost a couple of hundred dollars, depending on some issue or situation. "
- "Insurance for the project will cost about \$250"
- "About \$50 per hour and I think it will take about 3 hours plus parts"

It is important to know how exact a quote is. Often if you ring several suppliers or companies they can give you a rough quote, often called a "ball park figure". This is not an exact quote but if you get several rough quotes then you can compare and make a decision who to go with. Later you can get an exact quote.

For funding bodies, so they can have accurate details when they make their decisions, there is often a requirement for quotes. The easiest way to get quotes is to ring a few suppliers, explain what you want and a rough guide of how much money you are planning to spend. Then ask them to fax or email a quote for what they would supply and how much it would cost. Then provide this copy of the quote with your funding application.

Quotes vary by price but they also vary by quality. You do not have to use the cheapest quote, a more expensive one may be better for your group. For example, food from caterers from your culture might be more expensive, but mainstream caterers cannot make comparable food. In this case it is helpful to explain to the funding body why you chose your preferred quote.

2.4.4.3 Steps for writing a budget

To write a budget for a small project we suggest considering the various aspects of planning the project and working out the costs to include each of these. This should give you an easy approach to develop a comprehensive budget. It should serve to support your committee's decision making and could be used as the basis for a budget in a funding application.

The aspects to think about when writing a budget are the:

- project plan
- tasks list
- timeline
- people including their in kind contributions and other costs.

2.4.4.3.1 Expenses

To work out what your expenses might be, develop a basic project description, as discussed above. Make a list of the items to be purchased and estimate their cost or get a quote for each item. Use the list of tasks and the timeline to estimate the cost for each task if it is not already included from the step above. It is also worth considering any frequent small items that might come up such as drinks or petrol that are easy to ignore, but that might need to be paid for by the project.


Using the project plan as the basis for the budget will help to ensure everyone agrees on what should and shouldn't be included in the cost of running the project. Later it can be referred to if new items need to be paid for; does the idea, including buying these extra items, fit with the plan?

2.4.4.3.2 Income


For every amount that you spend you will need to find an amount of income to match this. At the end of a project the expenses and income should be equal.

Once you have made a list of the various expense items that you will include in your budget, make a list of the places that you will get money from (your income).

The Governance kit has a section on fundraising towards the end. These categories (such as grants, donations, sponsorship) can be helpful in developing this section of your budget.



Most of the income that many community groups receive is actually by donation from their committee members.



To develop a list of sources of income, consider how each of the categories of fundraising match against the timeline of the project and the items that the money gets spent on.

The level of donation made by community leaders is enormous and often hidden. Most of the income that community groups receive is actually by donation from their members. While leaders may make gifts or donations, it is better if these are planned, for more realistic planning, and for transparency, but also it is not fair that they should just be expected to pay for any outstanding debts.

It is really important to include this in your budget and in your consideration when making decisions about running projects. This is because the drain that using these resources places on your community leaders is a major pressure on the leaders. It is probably the major cause that people leave their volunteering – it is simply too expensive or it creates so much stress that it affects the committee relationships.

Community members often do not realise the pressure on families and finances that leader experiences trying to pay for phone calls and petrol. In addition to volunteering many hours, leaders also then have to work or save money to pay for phone calls and petrol, and these are just two examples of the costs.

To include this in your budget, make a list of the people who will volunteer or be paid for each of the steps of the project. For these people estimate as accurately as possible how many hours they will contribute towards the project. When estimating their time ensure you include:

- Travel time to and from meetings and events
- Meeting and planning time
- Volunteering to help at events
- Time spent picking people up or driving to the shops

When they are undertaking their volunteering they are likely to donate petrol or transport costs, use of their phone and perhaps use of their home office. These items can all be included as donations to the project, as each of these items are being paid for to run the project. This volunteer time and the donation of other items are called “in kind” costs. There are several slides in this kit showing how to calculate in kind and to include it in budgets.

3 Resources

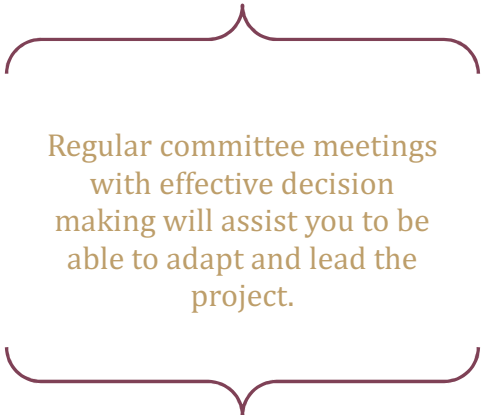
3.1 Capacity

When you are running one or two projects or services for your community it is easier to achieve your expectations. When you start to run a lot of services or programs at the same time, your capacity or resources become stretched and it becomes harder to realise your dreams. When you decide to run projects it should be done with an understanding of the size and costs of each project compared to how much capacity you have to run them.

It is extremely important to funding bodies that you clearly demonstrate your capacity to manage projects. It would not be responsible for them to give you money if you cannot demonstrate sufficient capacity. This section addresses some of the capacity areas that funding bodies have said are not well explained by community groups in their funding applications. Even if you are running projects without grant funding, there are some things that will improve your success.

3.1.1 Effective and strong committee decision making

Regular committee meetings with effective decision making will assist you to be able to adapt and lead the project. It will help to have everyone sharing a clear understanding and communicating this to the community. A stable committee with members that do not come and go will mean that you can better support the project leaders. This helps the focus to be more long term with less urgency, crisis and stress when projects are being run.



Regular committee meetings with effective decision making will assist you to be able to adapt and lead the project.

3.1.2 Financial understanding

As discussed earlier, ensuring the current finances are clearly understood by the committee will help you to make accurate budgets and decisions. Because it is very hard to get funding to run the organisation, it means that projects often cost the organisation some money. You may be able to get project money but it is hard to get money to buy a fax machine or a computer, for example, resulting in costs to the organisation if you need these things to run the projects.

So, understanding the project budget will assist with your plans for gradually building up the office of the organisation by ensuring that projects do not gradually drain down the organisation. It will also help with decision making to reduce the cost to volunteers (such as for phone and petrol) and it will help to make better decisions when there are ideas to extend projects.

3.1.3 Experience

Experience running projects of similar size can help to develop realistic expectations of things that might change or happen. It is important to evaluate your past projects and to actively learn how to run projects.

As committees change, loss of leaders is a loss of knowledge, so some of the experience will be unavailable to the new committee, even if new leaders bring in new skills and experience. We encourage you to develop a culture within your organisation of discussing your experience levels and how it fits with the capacity that you will need for the next project and then what you would like to get some experience in. This can be experience as an organisation or experience for people in special roles, such as the Treasurer. Do each of the people required to run the next project have the experience they need? What is something that you can do to help them to get ready or have better support?

3.1.4 Partnerships, networks and communication

Active partnerships and networks give you support and help you to work in a way that makes a lasting change across the whole community, or even for other communities. This can happen when good ideas are shared across communities through the networks. A focus on building your partnerships and networks will increase your capacity rapidly.

It can be useful to have someone whose role it is to start to explore and build up these areas. They can start with developing a comprehensive contacts list and then building relationships with other community groups and service providers that are relevant to your groups. Finally, the most important people for your projects are of course your community members. In addition to ensuring that the project ideas fit the community's interests and current situation, project discussions with community members are essential to understand your capacity to deliver the project.

In terms of the capacity to deliver excellent projects, it is essential that you have active and frequent communication with your members so that they:

- participate in the project.
- help you to draw on volunteers to help and help them to understand the tasks that you plan with them
- assist you planning such as by explaining other needs, events, dates or responsibilities that need to be included in the planning
- assist you to identify costs, options and other ideas that will affect the quality, time or cost of the project.

3.2 People

Depending on the type of project and how big it is, it is important to put together carefully the structure for who will run the project:

- A small project might be run by only the committee.
- A bigger project might need the committee and some extra helpers.
- A more complicated project might need a partnership between your organisation and another organisation, e.g. between you and a sports club.

Another way of thinking about who will run your project might be to use it to build up the skills of your people or organisation.

- Perhaps you want an experienced person supporting two other new volunteers to run it?
- Perhaps you want to run a small project to try working with another organisation, so that later you can work on something bigger together?

Not matter what; it will be very helpful if you are clear about who is responsible for the various parts of the project. It is important, at the least, to nominate someone who is responsible for:

- The Budget
- Coordinating volunteers
- Making sure the community members understand the project and how they can be involved

3.2.1 Setting up a project team

If the project is one of many things that your committee is doing it can be very good to have a project team. This is a group of people whose role is to focus on making sure that project runs well. A project team may be made of some committee members plus some other volunteers. If you have a partnership or are working with other groups or organisations to run an event, then you can form a team of people who meet to run the project.

If the project is small and groups are quite independent then keeping in touch by phone or email may be enough, with occasional meetings. If it is a bigger project or it is something you are working closely on then the project team may need to meet regularly. The project team could meet every month to review progress and decide on what tasks to do next. They might also keep track of the budget and make sure the project is not getting behind or it is not growing too big, (or bigger than the budget).

An important thing about project teams is that they let the committee focus on being the committee and let the project group focus on the project. This reduces stress and helps people see the successes they are creating.

Qualities of a successful project team include:

- Regular meetings
- Careful tracking of the budget, making sure bills are paid and costs are not growing too much
- Careful review of the workload and timing, ensuring there are enough people involved to get things done on time
- Making sure the team and the journey is positive and not becoming overwhelmed with stress
- Making sure the bigger community is aware of what is being done and that there is good communication
- Looking for opportunities to learn
- Looking for opportunities to bring in and train more volunteers to make the group stronger in the future

3.2.2 Partnerships

Partnerships are an agreement where two or more groups agree to work together on a project. For this to be a long term partnership, it often helps to be clear that there is a desire for the partnership to support learning as well as just delivering project aims.

When organising a partnership, developing clear values and trust, shared agreement about who will do what over time is important. Having a pattern of making and reviewing a series of small agreements overtime can help each group become familiar with the way the other group works.

For some committees it may be important that you form partnerships with other groups to build your capacity and make it a success. Keeping these partnerships going can take some effort but your group may learn and get a lot of benefit from the partnership.

3.2.3 Lead agencies for grant applications

Funding bodies analyse whether you are the best group to be the lead organisation for the project you are proposing. They check to see whether you have been communicating and planning with the most important groups that are operating in the area of your project idea.

Ideally the Lead agency for a grant application or a project will have:

- Experience running projects and financial systems in place so running the grant, accounts and paperwork will not end up as the main work: the focus will be on the project
- Existing staff or volunteers plus strong networks: people are in place ready to work
- Experience in the project theme or focus: some background knowledge
- Building, office, computers or equipment available
- Able to partner with others or bring in new people: able to address areas where extra skills or people are needed

3.3 Managing Time

Time management is crucial to effective project management and to minimise the impact of projects on the committee. Both personal time management and the ability of the organisation to plan timing are important.

For personal time management there are many resources available on the internet and thousands of books written on the subject. The critical issue is making sure that you know what your values are, prioritising these and then making sure you manage your emotions, relationships and distractions so that you can spend as much time as possible on the most valued things.

For organisational time management the issue is about having everyone able to get to the point of having the same idea of when things need to be done and which things are most important to do, in case you start to run out of time. The best way to do this is to meet as a committee and to discuss:

- the timing of the project,
- how often there are crises or peaks of stress
- what the values and priorities are.

If your group is strong on your values and clear about priorities it can help everyone cope with changes as they arise.

It can be very helpful to use tools such as meeting agendas, minutes and calendars to agree and review agreements on timing and when tasks need to be done by.

When doing the initial planning of a project, make a list of tasks, map them out along a timeline or calendar and then later check that this timeline is realistic. Whenever there looks like there needs to be a change in timing, make sure it is agreed and the impacts are understood. Normally when there is a change in timing there will also be a change in cost or quality.

A useful idea is to remember that when the timing of one thing changes, usually another thing will need to move to accommodate the change of the first. Before agreeing to change things, remember to check if anything else will need to move and whether that is ok.

As a committee, what would happen if each member estimated how many hours of time a project would take? Who would be the most accurate? Do you have agreements from everyone required to contribute those hours? Do they know how many hours they have agreed to?

3.3.1 Mapping and managing peaks of workload

This aspect of project management is about talking together about when the most time pressure and demand will be.

As a group consider making a map, calendar or Gantt chart of when you will have the most pressure. Consider:

- When will be the busiest and the quietest times of the project?
- When will be the busiest and the quietest times of the committee, with all their responsibilities?
- When extra volunteers will be needed?
- When will you need to have any equipment (e.g. computers) or other resources that the coordinator and the volunteers will use?
- Who will coordinate the extra people and when preparations are needed?

Like managing time, prioritisation and planning of time pressure peaks is important in the short term, week by week as well as for the whole length of the project.

Linking the workload planning to the regular committee meetings can mean that people can think ahead for any decisions that need to be made by the committee at that time. This can help to prevent crisis and communication difficulties, by planning ahead.

3.4 Managing cost and budgets

Budgets are predictions of how money will be spent in the future. Projects and their budgets are changed by events and decisions inside and outside of the organisation. With these changes come issues of transparency, communication and trust, and risk for community leaders and their organisations.

Supporting these decision makers in response to changes of budgets requires documentation and systems to ensure high standards are maintained, especially when things change quickly.

The other difficulty for people managing budgets is that the systems that the organisation uses and the systems that the banks or funding body use are often very different. This is especially true in terms of flexibility and documentation.

For example, individually we can take money out of the bank or buy something and we do not need permission or need to keep receipts or to inform anyone. All of these things are required when managing a project budget. If the organisation does not have clear systems and procedures in place there can be delays and confusions arising, potentially with very serious impacts.

The first step to managing costs and budgets is to talk at a committee level and agree on the systems you will use to process things such as the following:

- cheques
- the bank accounts
- receipts
- approvals to spend money
- changing the amount originally budgeted or approved by the committee.

The next step is to review these systems regularly to see how to improve them.

Many organisations set up Finance sub-committees to support the Treasurer and Project sub-committee to manage the project. This is important as a way to spread the work load.

3.4.1 Budgeting and project applications

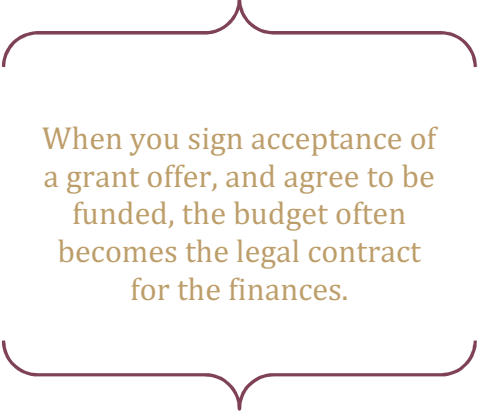
Budgets are generally the same for projects and grants, although the headings or names for some items may be different. The role of the document is similar but the format may be different. The format of a budget in the funding application may be different to the one your treasurer uses and this can create a lot of extra work. When you write grant applications ensure the Treasurer is able to make some consideration of headings or there may be difficulties created with different categories or names that do not match easily.

Budgets in funding applications are not perfect. Budgets are a prediction of the future for what is planned for a project. However, when you sign acceptance of a grant offer, and agree to be funded, the budget often becomes the legal contract for the finances. Care needs to be taken with the wording of the budget. It is appropriate to talk with the funding body to make sure the original budget is realistic.

Getting formal written approval is recommended if changes need to be made about how the money can be spent, avoid just using a phone conversation. This approval documentation could also be in the form of email notes made after a conversation. It is ok to make changes to budgets, with the approval of the funder, and quite normal.

You can apply for funds to more than one funding body for the same project. Often support from one organisation will encourage the other funder to agree to support your project.

Note that, it is unlikely that the same funder will re-fund the same project. Their preference is normally for new projects or a project that is the next step after the last project.



When you sign acceptance of a grant offer, and agree to be funded, the budget often becomes the legal contract for the finances.

3.5 Documentation

Documentation is essential for highly successful and effective project management. As an organisation grows the ability to manage decision making and finances increasingly depends on good documentation.

The basic equipment needs may be a notebook, computer and some storage space for the first few years of an organisation's life.

It is important to know that the documentation belongs to the organisation and not to the Secretary, Chair or Treasurer. In addition to being owned by the organisation there is a responsibility to manage people's privacy, as described in the [Privacy Act](#).

Once the basics of safe keeping of documents are established the next level is to ensure that good records are kept for the smooth running of the organisation. To run more effective meetings for example use Agendas and Minutes as a way of recording and communicating decisions and ensuring there is progress. Copies should be given to all committee members. Being able to access records can quickly resolve much confusion.

For funding bodies there is often a minimum requirement of documentation, requiring at least the initial application, the final report and the financial acquittal. Some organisations request copies of the minutes from the meeting where you decided to apply for funding.

The first step to improving your documentation management is to talk at a committee level about what documentation there is and what you need. Then a possibility is to set up a sub-committee led by the Secretary to develop some systems for keeping records. It is important that the documentation you use is useful for your group, so consider this – what would be useful?


4 Project Management

4.1 Managing changes

Projects change as you run them. Sometimes, especially with grants, the project will have changed before it has even been started because often the grant application was written so long ago that many things have changed in the community by the time you receive the money.

As a committee you are responsible for the whole project. It is responsible and useful to regularly review the situation and consider the issues of cost, time and quality. Discuss whether the size has started to creep or grow. Discuss whether you are on track and still focused on making the changes you originally agreed to.

Where there is a large, important or stressful project it can be very helpful to have a regular meeting with an Agenda that has items for each of these areas. As a committee then you can make a decision about how to steer the project and regularly agree on small steps to keep the project on track. Regular reviews can prevent big changes or crises and can help to keep people focused.



Regular reviews can prevent big changes or crises and can help to keep people focused.

It is helpful to record or minute the agreed actions or small steps, who is to do them, what support they need and when things will be done by. At the meeting ensure they are reviewed and a new set of small steps are agreed. Regularly doing this will immensely increase your capacity to manage effective and successful projects.

4.1.1 Iron triangle

As introduced earlier, the Iron Triangle is part of project management theory that says that Cost, Time and Quality are linked together. This means that if you change one then it will affect the others.

- For example, if you decide to increase the Quality of the project by having some extra catering then this will probably increase the Cost. It may also increase the Time, especially if you are cooking for yourselves.
- Another example could be that you are trying to save money (Cost) by booking a cheaper venue, but this could take more Time for people to get to the place or maybe the venue is not as good for your project (Quality).

Whenever an event or decision is going to significantly change one part of the Iron Triangle it is helpful to discuss the impacts on the other parts of the Iron Triangle and to communicate these to everyone affected. It is very easy to make a decision too quickly and to accidentally create a problem somewhere else in the triangle.

In the Governance Kit, there is a case study that examines several issues happening for an imaginary community. As an activity to build your committee, you could review this case study and consider the use of the Iron Triangle as a tool to consider what action you would take to fix the problems in the case study.

Another option is to discuss a project idea that you have and to make up examples for increasing or decreasing the cost, time or quality. For example, assuming you applied for funding, what would happen if you only received half of the money?

- How would that affect the time required from volunteers to run the project?
- Would it affect for how long or often the project could run?
- How would it affect quality or the range of activities?
- Are there components that you would have to cut?

Now imagine there you got all the original money but it was on the condition that you include twice as many community members. That might be great for the community, but how would it affect the quality, or cost, or time taken to run the project?

4.1.2 Scope


The scope is all the things that make up the project, the whole 'landscape' of the project. It is all the jobs, the people, the activities and the costs. It also includes the tricky job of balancing how these parts change over the life of the project.

Normally projects start small, grow larger, then end small. However, things change and the scope might grow bigger than you expected, maybe because of a problem or a risk or maybe because someone had a good idea for how to increase the Quality. Now the scope is bigger and it will take more time and more money. Remember the Iron triangle.

The scope or size of the project might become much bigger that you had money for or bigger than what the committee was happy to support. If projects in community organisations grow outside the scope people hoped for, it usually means people can't keep other commitments because they are too busy or don't have the money.

Another issue that often affects scope is when other events or crises happen in the community, which are not part of the project, resulting in key people being less available. That directly affects the time and quality parts of the Iron Triangle, which can be addressed by considering if the scope is now too big.

When there is a lot of need in the community, and lots of good ideas and pressure to serve the community it can be hard to keep the scope of the project small enough to manage without a lot of stress. Often what happens is that the community leaders end up putting their own money in to cover the costs of the project that has grown.



If projects in community organisations grow outside the scope people hoped for, it usually means people can't keep other commitments because they are too busy or don't have the money.

4.1.3 Risk Management

There are risks that you may encounter as you run the project. These risks might be about safety of people but often they are about changes to the project that impact on the workload, the cost or the quality.

Hopefully you won't have safety problems but it is likely that you will have to solve other smaller problems as you manage the project.

Risk management is a large topic. We will not try to cover everything here, risk and the associated insurance issues are addressed in the Governance kit.

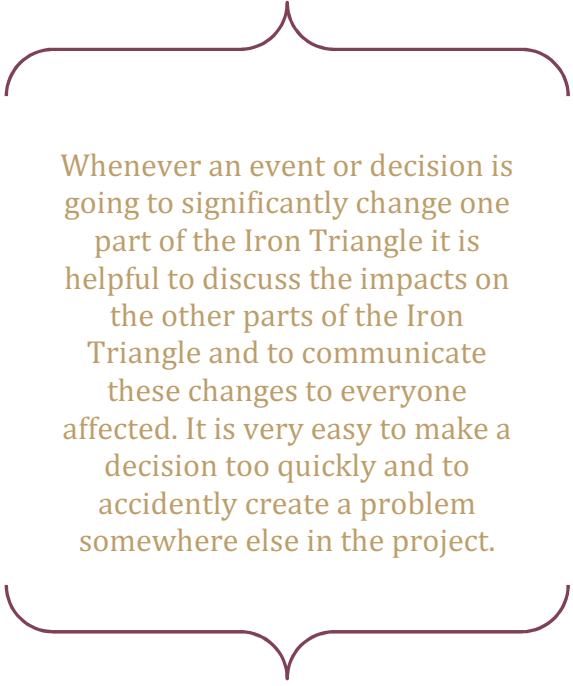
There is a checklist that you can use to assess and manage risk. There are also some links and contacts for where to go to get more information.

The basic approach is to look at the main tasks, events, costs and people involved and work out if there are things that are likely to be unpredictable and whether there is anything to worry about.

If you think there is a more serious risk then it is important to face it and minimise the harm.

We encourage you to meet with our project team or committee and to talk about the things on the checklist and to decide what the most important risks are to address. Then make a plan to keep things safe and on track. If it is about safety then it is a very good idea to document that you are being careful to keep people safe and what steps you are taking.

The bigger picture for risk management is that it is about change. In project management change is usually thought about with reference to the Iron Triangle.



Whenever an event or decision is going to significantly change one part of the Iron Triangle it is helpful to discuss the impacts on the other parts of the Iron Triangle and to communicate these changes to everyone affected. It is very easy to make a decision too quickly and to accidentally create a problem somewhere else in the project.

5 Project plans and funding applications

This section compares projects to grant applications. It also talks about common problems or gaps that funding officers see with grant applications and what you can do to increase your success when applying for funding.

There are a range of types of funding, some for projects, some for ongoing running costs of larger organisations, and some for specific types of organisations or services. For small community groups project funding is the main sort of funding that is available and relevant to the activities of the groups. When people are applying for funding to run a project, project plans and funding applications are very similar types of documents.

Although project applications seem very hard sometimes, often it is a matter of sitting with a representative of the funding body and discussing what their expectations and meanings are for each of the headings in the form. This way when you are working through the form you can be sure your time is being effectively used and you are answering the questions the way they hope.

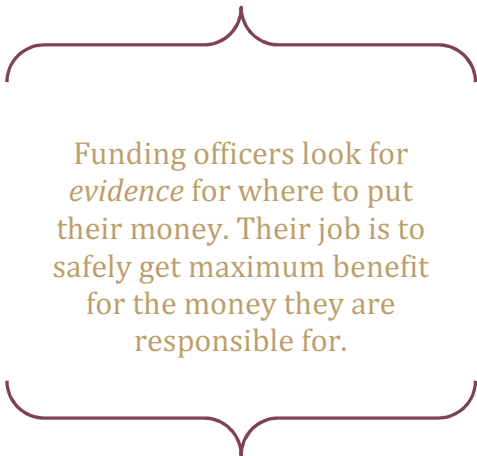
Often at the start there are some basic details: who you are (contact names and phone numbers) and legal details for grants and contracts (your legal name, ABN, charitable status, GST status, authorised contact person). The sections after this are basically a series of questions about your project plan.

5.1 The role of funding officers and application forms

Funding officers look for evidence for where to put their money to maximise the benefits or outcome. It is very important that when they read your project plan or discuss it with you that they can see what they want (not just what you want).

Your project plan must fit with what they see as a good outcome. Their job is to safely get maximum benefit for the money they are responsible for. This means they are looking for good plans and organisations that have the capacity to safely deliver on agreed plans.

Funding officers get a lot of interest in the money they have. For transparency, accountability and ease of management standard, forms, funding application forms, are created. By filling these out and explaining your project plans you will accurately provide the information that they require to make sure they get the best benefit for the money they manage. We regard typing funding applications as essential.



Funding officers look for *evidence* for where to put their money. Their job is to safely get maximum benefit for the money they are responsible for.

5.2 Writing successful grant application

Several agencies and departments met and discussed some of the key issues for small new and emerging communities in WA around the quality and success of their grant applications. The important things for how to improve the quality and success of applications were:

- Demonstrating and clearly explaining need for the service/project and how it fits with your community and organisation.
- Explaining the context the project sits in, issues like: other services, roles and issues.
- Good timelines that are realistic.
- Showing how things will move forward as a result of the project.
- Demonstrating your capacity to deliver the project.
- Demonstrating that they are the best placed to run the project and/or why they are the lead agency.
- Explaining partnerships and links with other services, and demonstrating good consultation with other groups offering related or similar services.

5.3 Demonstrating capacity

The size of the project that you can lead depends on your capacity. The funding body looks for evidence in the funding application that you have the capacity to run the project you are proposing and you are the best people to run it. You need to show this evidence – they don't know you and they can't give you money based on trust.

Consider first using the worksheet in the section on Resources to review your organisation's capacity to run projects. This worksheet is based on capacity issues that funding bodies have said are often poorly explained by small groups in their funding applications. Then the next task is to consider how well you have communicated this capacity in the words of your project application.

Once you have a good project idea that is well developed, meet with the funding body to hear their concerns and the gaps they see in your capacity and your proposal, and then fill these gaps with evidence. This is important because they are professionally required to make sure you have the capacity to run the project before they give you any money – so it is obviously good to know if they have any concerns and to address them.

5.4 Demonstrating good project planning

The proposal you make needs to show obvious commitment to good planning. If the plan appears to be not very well thought through they will not give you the money.

It is helpful to make a point of demonstrating how the project was planned with the committee and that everyone knows the size, timing and work involved. Minutes of meetings can help with this.

Explain why this project idea is the priority and why these values are so important now. Attaching a copy of your annual project priorities or your strategic plan can help.

In your application, provide enough detail to show how the budget fits the project tasks. This means that it is helpful to break up the budget into types of items and estimate costs or get quotes for each part. Also helpful can be making a timeline or map of when most money will come in or go out of your organisation. This way you can give the funding body a detailed budget that shows how the money you ask for fits with the running of the project and why you need to buy each item. Their job is to make sure money is not wasted and a detailed planned budget helps them to be confident.

Communicating to the funding body that you have planned for the people who will power the project is essential. Ensure you give good detail about how everyone fits together. There are slides and activities on this in the Resources section. Explain who the team is and how you will get people involved. Explain who is doing each task (on sub-committees, volunteering at events, donating the cooking). Explain who is partnering with you and why.

Explain in your project plan how the funder will be promoted and explain how their values will be promoted. Part of their responsibility is about being able to show they are getting the outcomes that the funding body needs. Sometimes this can be in the form of good publicity or a way of demonstrating they are achieving good value for money. Your project can help them demonstrate this. Taking this approach can also help to build the relationship with the funding body for the future and communicates that you understand they also have objectives to achieve with the grant process.

5.5 Variation of contracts

Due to changes in events, costs or the people involved in your projects there may be a need to vary or change your contract. Talk with your funding officer as they will be concerned about risk. It may be possible to develop a new plan that everyone is happy with. This is better than failing to meet the contracted requirements as it will affect your reputation for future grants.

5.6 Acquittal

Acquittal is the process of finishing the documentation or reports of a project. For funded projects the acquittal and the Final Report are usually the same document, so most commonly the process of acquittal is the same as finishing all the paperwork required at the end of a project.

Acquittal is often forgotten or overlooked but it is important for your community and your volunteer committee members, if you have plans to run future projects.

Acquitting a project takes a lot of time, and can be hard to do once the project feels 'finished'. It can be helpful to include the acquittal in the project plan and to have someone identified who is responsible for most of it.

Your project track record is important to future funding. Often you will be asked if you properly acquitted previous projects. Funders are unlikely to give you more money until you have finalised the last project – because you appear to be a risk.



Your project track record is important to future funding.

Meet and talk with the funders after your main activities are completed to talk about the requirements for acquittal. Look for opportunities to share the good news about your project and to resolve any concerns. This will establish a stronger foundation for your next application.

For your volunteers, when people are feeling stressed and busy it can be good to reduce the number of jobs under their responsibilities. Having loose ends from a project hanging over their heads can just add to stress. Finishing up all the project loose ends and acquitting projects well can give a strong sense of completion. As part of this process it is good to review how the project went and to discuss how to do things better next time.

5.7 Evaluation

Evaluation is when you look back at the project and think about what was good and what was not. It includes considering how well the aims were achieved, what things helped and what things made the project harder to run. Evaluation is done to help organisations and people to learn and to get stronger.

Funding bodies use the evaluation reports to finalise their funding of your organisation and to learn about how to improve their services in the future.

So, as you plan your project, plan the acquittal and know what information you will need to include. When you write your evaluation plans, include questions about this information that you need for acquittal and the final project report.

At the end of the project, usually we hope that we have achieved what we planned. However as time passes and there are many changes it can be hard to say.

An evaluation report often has the simple structure of comparing “what you said you would do” with “what you did”, or, said another way, comparing the “project plan” with the “project results”.

One problem with this is that many organisations do not plan very well or don’t have detailed records, so it can be hard to say whether the plan was achieved, and even harder to write up a report on the success of a project.

We suggest that you discuss your evaluation before you begin the project, so you can plan, or at least keep an eye out, for collecting any information you will need.


To support good evaluation, a summary of the main things you hope to achieve can be made from the project plan. This could be a list of numbers you hope to achieve, plus some qualities of personal experience that you want people to have.

For example, for a project about a series of gardening workshops, the aims could be:

- 5 people attend each gardening workshop.
- 60 plants are grown in the community garden.
- 4 meals are cooked from the vegetables that are grown.
- people are with “happy” or “very happy” with each workshop. This could be using a range of “very unhappy, unhappy, ok, happy, and very happy”.
- as a group they agree the project is a success.

The first three aims are quantitative aims, that is, they measured in quantities and are written including numbers. To measure this we use quantities evaluation.

The last two measures are about qualities, or experience, and are measured using qualitative evaluation.



Keep an eye out for collecting any information you will need to learn how to be better and to communicate your successes.

5.7.1 Quantitative evaluation

Quantitative evaluation is where the quantities are considered. Numbers alone do not usually mean very much in the community services, but they are important for budgeting and subsequently they can become important in funding applications.

For example a project may have been planned to deliver 4 soccer weekends with 4 games each weekend. At the end of the project, it was recorded that there were 5 weekends of soccer but only 3 games each weekend. Was that a good outcome?

If, for example you are running meetings, you might count the number of people who attend. Later that information might be useful to report on the project. Being able to say that you had 30 attendees might support a future funding application, or show that you spent the money as agreed. This is the reason workshops often have attendance registers, to record how many people participated, the other reason is so you can be contacted or sent information about future workshops.

Perhaps you record 20-30 people at each workshop on average for the first year. You might review this and decide to aim for 40-50 over the next year as your average. At the end of that year you might have achieved the average of 40-50 and perhaps you could say that the strategies you used to increase the number to 40-50 people were a success.

With small groups the biggest problem with a quantitative approach is that the numbers can be so low so that changes in the numbers do not mean changes in quality. For example an increase from 4 to 6 people is not the same as your project being half as good again.

5.7.2 Qualitative evaluation

This is often very hard to measure, because each person has a different experience, has different conversations and has different ideas about how things should be.

Often what happens is that groups do little detailed qualitative evaluation and rely on the mood or feeling of the group. In many situations this can be a very good guide, and evaluation does not need to be undertaken more formally. However, as your group grows, it is important to get strong and to build your capacity to be able to know and to communicate what was good about the project and how to improve it.

Questions that can be helpful include:

- What did you like?
- What could have been improved?
- What could be done differently next time?
- Have you any suggestions?
- What was the highlight for you?
- How did you feel during the activities or workshop?
- What could be done to bring in more people?
- What things could the trainer do to be better?
- What are one or two words that you would use to describe the project, the food, or the leaders?

Another strategy is to ask one of the committee members to have the job of checking with each person “what do they like about the project and what could be improved?”. Having a series of small conversations can bring in a lot of valuable information, and will also connect the community and the committee more effectively, supporting future project management. This type of approach brings the community into the organisation and says clearly that you care about ensuring the organisation serves them.

There is a section on Action Learning in the Governance kit which we encourage you to read. This section is important because it talks about the ideas of making plans, taking action and then reviewing how things are going, before making an updated plan, taking action and reviewing again, and so on. Using this approach can work effectively for small community groups if it is linked into planning meetings with the committee. This way the decision makers can be actively involved in thinking together about how to improve their approach, and their conversations support learning within the organisation.

There is also extensive information available on the internet about evaluation and how to plan evaluation for community activities.

5.8 Promotion of funding and the successful project

Discuss with the funding body what sort of things you could do which might help with promotion and partnerships. Remember they need to be able to show case to the community that the year spending tax payers’ money effectively and achieving excellent community outcomes. It may be helpful to organise photos and provide these to the funding body for them to use when they are communicating about their projects to others. For example it may be good to invite the Minister or Director of the funding body to the project and to take some photos they can use on their website.

Look for opportunities to talk about the successful learning from the project and to link this to the fact that the funding body supported you, for example, you could organise a positive story in the local newspaper. Developing some small positive projects can establish an ongoing relationship that might later mean you can get funding for a larger or more challenging project.