



Office for Women
NSW Premier's Department

2004 Women's Grants Program

Guide to planning a project

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Guide to planning a project

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Introduction

This booklet has been designed as a guide to developing a project plan.

- The first section answers some frequently asked questions about the Women's Grants Program.
- The second section takes you through planning a project step by step.
- The third section looks at the planning processes of three community organisations that have been funded through the Women's Grants Program.
- The fourth section provides some definitions of words commonly used in relation to the Women's Grants Program.

Developing a project plan is the beginning of any project. Take time at an early stage to define exactly what it is that you want to do and how you want to do it. This will make it easier to fill out the application. It will also make it easier and quicker to start your project if it is funded.

Remember:

• *Be specific and keep it simple*

Your project will not be able to achieve *everything* you want to do in your community. Limit yourself to something that you *know* can be achieved in twelve months. Of course, some projects will have more than one aspect to them.

• *Be clear about your intention*

The project might have many parts, but what is the overall aim? What is the specific thing that you want to achieve? What will be the result of the project's activities? What will change? Who will benefit?

Consider how you will go about achieving what it is that you want to do. How will you know you have achieved what you set out to do? You must be able to identify the result or outcome of the project.

This guide will explain how to identify:

- what it is that you want to achieve
- the activities that are planned
- the resources or product to be produced
- the resources that are needed to support the project

Frequently Asked Questions about the Women's Grants Program

How do we know if we are eligible?

To be eligible for a grant your organisation must be an incorporated body in NSW. If it is not incorporated, you will have to get an incorporated organisation to agree to be your auspice body.

What is an auspice body?

An auspice body is an incorporated organisation that agrees to be legally responsible for managing the grant money you receive. Any incorporated group in NSW can act as auspice for your project.

What is required of the auspice body?

The auspice body agrees to receive cheques on behalf of your project and to administer funds as specified in the project's budget. It must also be prepared to sign the funding agreement, to identify and account for the grant money separately from their own projects, and have the funds audited.

An auspice may also want to play some kind of management or decision making role for the project. If this is the case, it is a good idea to clarify these roles *before* you commence the project. It may also be a good idea to approach organisations that have some interest or expertise in the issues and needs your project is planning to address.

We are not incorporated. How do we go about getting an auspice for our project?

It is up to your group to negotiate an auspice body. Local councils and community centres are a good place to start. They may know of community organisations in your area that might be interested in auspicating your project, or may consider auspicating it themselves.

Can we apply if our organisation is not incorporated in NSW?

No. The Program is designed to further the NSW Government's social justice objectives for the benefit of women in NSW. If you are not incorporated in NSW and wish to apply for a project for the benefit of women in NSW, you will need to be auspicated by an organisation incorporated in NSW.

What does innovative mean?

Innovative means original or new.

What if we don't have an annual report?

All incorporated bodies in NSW are required to produce an annual report. The annual report provides the Office with information about the projects your organisation is involved in and the focus of your work. If you do not have an annual report, please attach reports that would provide this information.

What is a non-recurrent project?

Non-recurrent means for one year only. The program cannot provide funding for your project after the first, initial grant. You can, however, apply to the program again in the next round, but the program will not fund the same project twice.

What does the term 'capital equipment' mean?

Capital equipment refers to equipment that is purchased as a long-term addition and investment for the organisation. It is equipment that an organisation needs to purchase so that it can establish itself or continue to operate.

Can we spend a large portion of the grant money on buying equipment?

Office and other equipment necessary for the project may be purchased with grant funds. In general, the program would not fund a project that required the majority of the funds to be spent on equipment. The program is designed to fund organisations already engaged in community development work. It is not designed to set up new services or establish on-going projects.

Does the program provide funding for research projects?

Research may form part of a Partnership Project.

Can we employ staff with the grant money?

Projects that require employing a worker will be considered provided that the worker is employed only for the duration of the project. The process and time it takes for recruitment, plus advertising costs, should be incorporated into the project budget.

Can we send our application in after the closing date?

No late applications will be accepted. Organisations have a limited time to lodge their application. Check the closing dates carefully.

Can we fax the application?

No. Please email your completed application form.

Are the application forms available on the Internet?

Yes. The entire funding package is available at www.women.nsw.gov.au

Can we submit more than one application?

Only one grant will be awarded to any organisation in any one year.

How will we know if we have been successful?

All applicants will be notified in writing of the success or otherwise of their grant application.

Six Steps in Planning Your Project

Developing a project is a process. Not everything can be decided at one time. Some decisions will have an impact on other decisions. Some things change as the project develops, as resources become available or as discussion leads to new ideas. As you work through the six steps you will move back and forward between them as decisions in one area clarifies and changes another.

STEP 1 – WHY

Why do you want to do this project? What is your aim? An aim should be *general*. It is a statement of the overall purpose of your project. It will describe what you want to achieve or a change that you want to make. A project may be developed for a variety of reasons. For example, you might want to:

- act on a specific need in the community
- further develop an existing activity
- explore a new way of approaching a problem or issue
- establish new networks or partnerships
- build on initiatives in your community

Remember:

- Be specific; *one* aim is best. It helps to focus your ideas.
- Check that the aim is consistent with the aims of your organisation.
- Identify the contribution the project will make to women.
- Identify the contribution the project will make to a particular issue.
- What connections and networks will be built and continue after the project is completed?
- Will new ways of doing things continue because of the project?
- Will changes achieved by the project last beyond the 12 month period?

STEP 2 – WHAT

What are the project's objectives and expected outcomes? An objective is specific. It will define exactly what it is that you want to achieve—what change the project will make to an issue. There might be several objectives that all describe how the project will achieve what it plans to do.

- Decide what can be achieved and set your goals in that direction.
- Identify the results, or outcomes, you expect.
- Identify the resources you will require.

Remember:

- Balance the results you plan with the resources at your disposal.
- Include people, networks, facilities and skills in your list of resources.
- Discuss the objectives for your project with any group that might offer support or be involved in some way.
- Include the process for evaluation in your plan. That way you can gather the information as you go along rather than waiting until the end.

STEP 3 – HOW

Determine the form of the project. Think about how different parts of the project will take shape. You can now develop your work plan in more detail. Identify the resources available (money, people, buildings, materials etc). Decide if you will document the project or some of the activities. How will you do this? Decide how you will assess and measure the outcomes.

Begin to develop the budget early in the planning. That will give you time to revise it as you develop the project plan. The budget must include costs for all activities, equipment, facilities and products. It should also include the costs of organising and administering the project. Be realistic about costs. Make a checklist of all the items and activities for your project and develop costs against each one. Do some research. Get quotes and estimates to help you plan the budget. Identify any items or facilities in the community that may be made available for your project.

Remember:

- This is an opportunity to think about new ways of implementing your project, to be creative and to explore alternative approaches.
- It is also an opportunity to consider how to apply traditional or culturally specific approaches to your activities.
- Do some research. Collect ideas or approaches to the issue you are working on that other people may have done in other areas. Build on the experience.

STEP 4 – WHO

Think about who should to be involved to make the project work. Identify the groups, organisations and people who can make a contribution. They will contribute in different ways:

a) *As management*

- Decide who will manage the project and how it will be managed.
- If it is a project within your organisation, decisions need to be made about responsibility and authority to make decisions about the project.
- If it is a project within the community, you must decide how the project relates to the organisation that is sponsoring it and how decisions will be made.
- If the project is a partnership between a number of groups or organisations you need to decide who will manage the project and how decisions will be made.

b) *As auspicing body*

- If your project is being auspiced by another incorporated group, you should discuss management arrangements with them. You should agree on the way the project will be managed and the way decisions will be made.

c) *As partners*

- Partners in a project can be involved in a number of ways. Identify the contribution that each group can make to the project.

d) *As participants*

- These are the people that will take part in the activities of the project. You may already have contact with them. Often they will come into contact with you through the project. Identify the project's target group.

e) *As project staff, facilitators, tutors*

- If you are planning to employ people to fulfil certain project tasks, identify the skills and knowledge that they will require.

f) *As significant contacts*

- Is there anyone else in the project's orbit? People not directly involved in the project can be important as sources of information or support.

Remember:

- If you want to employ project workers allow time for advertising and recruiting staff. This should be included within the project's 12 months timetable.
- Make sure those groups and people who need to be involved are committed to your project.
- If another group has agreed to auspice your project, you should ask them to provide a letter to show this.
- If you want people to be supportive and committed to the project, involve them in the planning.
- There may be groups that you have not had a working relationship with in the past—think about involving them.

STEP 5 – WHEN

Make decisions about the time frame for the project. Once you have decided what the activities are, you can prepare a timetable for them. The timetable charts the sequence of activities on a calendar. This can be in weeks or months.

Identify important dates on the calendar. These will include:

- the project's significant activities
- important dates in the management of the project—for example, progress reports, product deadlines, events to promote the project
- significant dates in the community calendar—for example, community events, significant dates for the issue that your project focuses on, or dates that are significant for groups involved in the project.

You will also make decisions about:

- the frequency or number of activities—for example, how many workshops you plan to run, how many training sessions there will be, how many gatherings you plan to hold, or how many interviews you will conduct for a video;
- the duration or amount of time each activity will have—for example, each workshop will be for three hours, training sessions will be four hours long, each gathering will be held over one day, the video will run for a half hour.

Remember:

- Projects funded through the Women's Grants Program must be completed within twelve months.
- Be realistic—set aside enough time for each activity.
- Include time for the organisation of activities.
- Plan time for reviewing the progress of the project.

- Allow time for report writing.
- Schedule in time for promoting your project.

STEP 6 – WHERE

Where will the activities take place? Make decisions about where activities will be located. Identify the arrangements you have to make for access to the facilities you want to use. This can include agreement with the partner groups or organisations about access and use of facilities and resources.

Remember:

- Identify any costs involved in using facilities or resources.
- Check to see if you have to arrange insurance or need permission to use the location.
- Think about what other activities might be happening at the same time.
- Identify any transport needs and decide if you should make arrangements for them.
- Check that access to the facility is suitable for your participants.

Three Projects

These projects, funded by the 1998 Women's Grants Program, are included here to highlight some of the similarities and some of the differences in the way organisations go through the planning process. The organisations have contributed valuable information and ideas about their experiences—both in planning their projects and submitting their applications for funding.

FAMILY PLANNING NSW and ILLAWARRA ABORIGINAL MEDICAL SERVICE

The Support/Access to Women's Health Services for Older Aboriginal Women is a project developed through a partnership between these two organisations.

How did we decide on the need?

We asked the Aboriginal community, from within the community, not through agencies and workers. Plenty of time was allowed for word to filter through the community.

Listen closely to the needs of the target group. Don't confuse their needs with your 'own agenda'. It's good if what you want to do and the group's wishes coincide. But if they don't, you will need to review any preformed ideas. Ask yourself these questions:

- Does the target group really want or need this?
- Does this idea for a submission really reflect my organisation's goals?
- Can we work in collaboration with an appropriate agency?
- Have we got the time, skills and support from the community to carry out this project?
- Is the budget realistic?

If answers to the above questions meet with the community targeted and the appropriate agencies develop a submission. Objectives need to be realistic, achievable and of a real benefit to the community targeted.

Outcomes

Outcomes should be:

- realistic
- within the time frame and the budget
- of long term benefit to the target group
- measurable

Don't consider the production of resources as a successful outcome in itself. Are the resources really of benefit to the target group?

Long term impacts are often hard to assess, particularly when looking at increased self esteem and employment opportunities. Plan to follow up participants six months after the end of the project.

IMMIGRANT WOMEN'S SPEAKOUT ASSOCIATION

A project to train immigrant and refugee women in web design and the use of the Internet is being developed by the Immigrant Women's Speakout Association.

Read the funding guidelines and application form carefully to:

- Assess your eligibility to apply (this includes identifying the needs of your target group and meeting the funding criteria).
- Assess your time line considerations.
- Find out what documents you will need for the submission.
- Ring the Grants Officer to clear any issues you may have.

To apply or not to apply, that is the question

Raise the funding proposal opportunity with your coordinator or manager. If it seems suitable, the manager will seek approval from the management committee for the proposal. There are a number of ways to develop the proposal:

- Invite management committee members to work on the draft proposal.
- Depending on time constraints, discuss the project proposal at a staff meeting, and seek feedback and input from staff members.
- Form a small working group to develop the project proposal.
- Sit down and draft a proposal yourself.
- If appropriate, seek partnerships with other community organisations to work on a joint proposal.

Writing a funding proposal

Leave yourself plenty of time to write the draft proposal and:

- develop the project's proposed ideas and budget
- seek comments from relevant parties
- obtain approval for the final draft from the management committee
- obtain management committee signatures
- finally, submit the proposal

Keep in mind that the community need you are trying to address will provide you with some guidelines on how best to meet that need. There are many ways to address a particular need. Some of the factors to consider are:

- Who is the project targeting and why?
- Qualitative, demographic and statistical information is useful in deciding on the scope of the project
- Are we the most appropriate organisation to address this issue, and should we seek partnerships?
- Are there gender, cultural and language issues to consider?
- What are the organisations current resources (financial and human) and strengths to undertake the project successfully?
- What resources will we need for a particular project idea? Are these realistic and feasible?
- Are there similar projects, which we could learn from? Avoid duplication? Consolidate?

Fine-tune a concise statement about the project you are proposing. For example:

'The project will employ a community educator (full time) to develop and implement a community awareness campaign on domestic violence issues with ethnic communities in Western Sydney.'

Developing a work plan

Decide on a set of goals and objectives that you are aiming to achieve. These goals should be in line with the type of needs you are trying to meet.

You should develop a series of short and long term strategies (depending on the project) to meet the identified needs. These should include a time frame, how each strategy will be evaluated and the resources you will need to implement that strategy. This will provide you with the information you will need to develop a step by step guide (including time frame) for the project implementation phase.

Project evaluation

Projects should have well thought out evaluation mechanisms, because it is the only way to learn and move forward. Even projects that face problems can be a great source of information for the organisation and for others. Evaluations can highlight some of the project's stumbling blocks.

Usually it is best to use a combination of formal and informal mechanisms when evaluating a project. It is also good to think about the whole process rather than just the end. There is much information that is useful, which you can pick up during the process. You can assess how you are going, and if the strategies you proposed are meeting the needs you identified. Evaluation methods can include:

- short questionnaires at various intervals
- verbal feedback from relevant parties (clients, workers and others)
- setting up an advisory or steering group
- reviewing the work plan often to check goals, objectives and strategies
- supervision sessions with workers
- formal reports

If there are changes to be made, it is better to make them from an informed position rather than from a subjective one, and earlier rather than later. Documentation is an important component of any project.

Developing a budget

- Define what you need to implement the project.
- Define the ceiling of the grant funds.
- Identify other sources of funding (if appropriate).
- Determine the contribution (if any) the organisation will be able to make to the project.
- If you are employing a worker, decide on the appropriate award and salary range, depending on the type of skills required for the position.
- Calculate the on costs at the highest range (e.g superannuation, workers compensation, leave loading)
- Staff training, and travel should be included in the budget.
- Administration costs are important to calculate realistically. Organisations can bear a heavy financial burden when projects rely too much on the organisation's infrastructure.

HOT HOUSE THEATRE

The percussion based performance piece, *Body of Sound*, was a project of Hot House Theatre in Albury. The performance project explored issues for young women in rural and remote areas, and formed part of the community education campaign of the Greater Murray Region's Strategy to Reduce Violence Against Women.

Assessing the need

A number of things are considered when determining the need for a proposed project:

- audience surveys and feedback
- approaches from the community requesting projects
- reaction to articles in company newsletter detailing proposed projects
- information received from other service organisations
- relevance to the community we serve
- discussion with intended project participants to assess interest

Setting objectives

Setting clear and achievable objectives is crucial to the success of a project. If they are not achievable then the project will fail. It is a chance to really ask yourselves whether the project is structured correctly, and whether it is really the project that you want to do. Our objectives are defined by:

- the stated mission, aims and objectives of the Company (if the project did not fulfil these then no matter how good it might have been, we would not have proceeded)
- what the project will do for the community
- what the project will do for the participants
- what the project will add to the store of new Australian work
- its relevance for our audience development strategies
- its alignment with the Company's Strategic Plan

Outcomes

The outcomes should reflect the objectives. The most desirable outcome is to achieve the stated objectives.

- Good planning is essential. Clear project definition, articulated time lines, concise paperwork and good job descriptions are imperative.
- It is crucial to ensure that the project remains on track or is modified according to changing conditions. A project manager is appointed to every Hot House project.

Evaluation:

It is essential to evaluate the project in order to ascertain whether the objectives have been met, and therefore, whether the project has succeeded.

- The objectives should have a measurable component. The planning should incorporate systems that gather the necessary information, e.g. statistical records.
- Debriefs are essential in order to allow all parties involved in the project to provide feedback on their perceptions of the successes and failures. Debriefs are a chance to learn for the future, not an opportunity to criticise unnecessarily. These should be documented and referred to when planning the next project so that the same mistakes are not repeated. Audience surveys should be undertaken for all projects to ascertain the public perception of the project.

Time lines

Project planning begins 12 to 18 months before the start date.

- Staff is identified, structures are defined and objectives are set before any grant applications are submitted—usually 12 months before the project starts.
- Participants are confirmed one month before the start date.
- A pre-brief with all staff is held one month before the start date in order to ensure everything is in place and all needs have been anticipated.
- A debrief is scheduled in the week after project completion.
- Grant acquittals are completed within one month of project completion.

Definitions

This section discusses some of the words and terms commonly used in the Women's Grants Program. It also gives examples and provides reminders about what to consider when planning a project and preparing a funding application. The definitions are given in alphabetical order, but you might want to scan the list initially to see what is included.

AIM

This is a general statement describing what you plan to achieve. It should describe:

- why you want to do the project
- the project's general direction
- the issue about which the project is concerned
- the contribution the project will make to the community or to the issue

When planning your project, you should link your aims with your outcomes (see OUTCOME).

BUDGET

Work out your budget based on the tasks you have planned. The budget you develop should include all the elements of the project. Be realistic about the time and costs involved in your project, and make sure these are reflected in your budget.

Remember:

- Check out the award rates of pay for any labour costs. Include on-costs such as leave loading and superannuation.
- If you plan to employ staff, include the costs of advertising for them.
- If your plan includes a report or other resources, include the costs of production and distribution (e.g. a video, booklet or information pack).
- Include the costs of a launch for the project or any resources you produce.
- Get quotes from suppliers for any equipment you want to buy.
- Include the contribution the organisation will make to the project.
- Include the 'in-kind' contributions available to the project.

COLLABORATION

This means that people, groups or organisations work together towards a common and agreed aim. People with different skills combine their knowledge and time. Drawing on a range of expertise and knowledge can expand a project's potential outcome.

COMMUNITY DEVELOPMENT

This describes a range of activities that can contribute to the strengthening of community infrastructure. Community development activities are usually locally based. They achieve beneficial outcomes for people by involving them in projects that are aimed at assisting them to better meet their *own* needs—now and in the future. It is concerned with the access and participation of the community in activities, decision making and community planning.

ELIGIBILITY

To be eligible for funding through the Women's Grants Program, organisations or groups must be 'not for profit' and incorporated in NSW. If your group is not incorporated, another organisation that *is* incorporated can act as an auspice for your project. This means that they will take responsibility for managing the grant on your behalf, including signing the funding agreement and

accounting for the grant money. Approach an auspice body that shares your interest and will support your aims. If you need to arrange an auspice for your project, you should:

- approach the auspice body early in the planning of your project
- make sure that the auspice body understands what their responsibilities to the funded project are, and that it agrees to these responsibilities
- make an agreement with the auspice body on the way the grant funds will be managed and accounted
- set up a procedure for communication throughout the project

EVALUATION

At the end of a project, evaluation will assess whether the project has been successful. Success is measured by the extent to which you have achieved what you set out to do. It is important to include an evaluation in the plan for your project. This way you can be sure that you can collect the information you will require throughout the project. Evaluation may be:

- *qualitative* - a judgement or assessment of the impact of the project on people's experience. This information can be collected through interviews, evaluation forms, or focus groups.
- *quantitative* - a measurement of the impact of the project *in figures*. This information can be collected through keeping statistics, measuring performance indicators and analysing data on the project.

A performance indicator is a measure you establish to assess whether you have succeeded in achieving what you set out to do. It measures what happened as a result of the activity.

Remember:

- Performance indicators should be achievable.
- Evaluation is part of the process of the project.
- The evaluation has to be linked to your project objectives.
- Only measure those outcomes that make sense in the context of your project.

Evaluation might not always show success. It can also identify the barriers to achieving successful outcomes. It is useful for future planning, and for identifying the need, for example, of a different approach, more resources or the involvement of other organisations.

INNOVATION

It is innovative to introduce something new. It is an original way of doing things. An innovative approach is one that has not been tried before; a new approach to an existing problem or issue. An innovative approach can draw on culturally traditional ways of doing things and apply them to an issue in the community in ways that have not been tried before.

NEED

When you plan a project you have to describe the need for your project. To identify this need, you must answer a number of questions:

1. How do you know that a need exists? Find out the facts. Use statistics if you have them. Document the experience of agencies and the people affected by the issue. If they are available, refer to the social plans of local councils.
2. Find out if there is a service or project that is already addressing the need.
3. Find out if a government agency, or community organisation or group is providing a service to meet the need in another location. Can the service be extended to your area?

4. Think about which government agency has the primary responsibility for addressing the need. Should you be applying for funding from a different agency?

NON-RECURRENT

The Women's Grants Program provides funding for one-off projects that can be completed within a twelve-month period. A non-recurrent grant means that the project *must* be completed with the funds provided and within this time frame. Funding is not provided for ongoing projects or for stages beyond the twelve-month project.

OBJECTIVES

An objective is a specific statement of what the project intends to achieve. Your project may have several objectives. Objectives are the specific ways of addressing the more general aim of the project.

Example: If the aim of the project is to reduce violence against young women in your community, the objectives might be:

1. To produce a training video for workers in health centres and teachers on violence and young women.
2. To run a series of workshops with young people on violence prevention.

Example: If the aim of the project is to improve the health information available to women in two remote communities, the objectives might be:

1. To produce a theatre show on health issues as a catalyst for discussion.
2. To travel the show to venues accessible to women in these communities.

Once objectives have been identified, it is possible to set down the strategies that follow. Work out the sequence of tasks and estimate how long each task will take. The tasks form the plan of how you are going to undertake the project.

OUTCOMES

Outcomes describe what you can expect to see at the end of the project. They confirm that your project has achieved its aim (see AIM). Identifying the outcomes of the project is one of the most important parts of planning. Outcomes give substance to the objectives and focus the tasks of the project. Make sure they can be measured (see EVALUATION). Outcomes will tell you:

- exactly what it is you are trying to do
- whether your project will make a difference to women
- at the end of the project, whether you have achieved your aims

Outcomes may include a specific change in the situation of a particular group of women, a new partnership established or awareness and knowledge gained. If we take the example of the project whose aim it is to reduce violence against young women in the community, and one of the objectives is to produce a training video for workers in health centres and teachers on violence and young women, the outcomes might be:

- A video about violence and young women was produced, distributed and shown in four schools across the region. Evaluation indicated that health workers, teachers and young women in the community are now more informed about the issue of violence against young women.
- All of the teachers and health workers who viewed the video indicated that they would use it on a regular basis in their classes and workshops. In this way, the 'life' and the aims of the project will be extended, and young women in the community will continue to benefit.

PARTNERSHIPS

When two or more groups or organisations agree to work together to undertake a project, partnerships are formed. This usually means sharing the planning, management and tasks of the project. Partnerships can harness more resources, ideas and energy for the benefit of the project. New partnerships may open up the possibility of tackling an issue in new ways. You should plan how each organisation or group might take primary responsibility for specific parts of the project.

PRIORITY

All organisations have to establish some priority in the activities that demand their attention. What is most important? The project you plan should reflect the priority you give to the issue or problem your project will focus on. Establish the priority within the project. It will focus activities and resources and decide the budget. It is also useful in the evaluation at the end of the project.

PROJECT PRODUCT and RESOURCES

Projects funded under the Women's Grants Program may produce a range of resources. Not all projects will produce a product. Products can include videos, books, discussion papers, theatre shows, radio plays, research reports, collections of stories or images and documentation of activities.

If you are producing a resource or product, ask yourself these questions:

- For whom will you produce the resource?
- How will you produce and distribute it?

Remember:

- Your budget should include the costs of editing, production and distribution.
- Include enough time for editing and production in your project plan.
- The final product must be approved by the Office for Women before it is produced or published. Make sure your time frame includes this process.

STRATEGIES

The strategies set out exactly what you will do at each stage of the project. When you plan your strategies, think about:

- who else is involved in the same issue
- what partnerships or collaborations might be possible
- how local resources can be applied to the issue
- how you might link in with other groups or services
- how to apply your resources to the best effect
- how different activities within your project relate to each other
- the time frame of the project
- the sequence of activities (building on each one)

SUSTAINABILITY

Sustainability means developing strategies that have the capacity to have a positive long-term impact on some aspect of community life. Sustainable strategies are ideally developed in conjunction with communities. This increases the relevance of the strategy as well as the level of commitment to the strategy at the local level.