lotterywest

Quick Guide to Grant Impact

Understanding, planning, and measuring grant impact

Introduction

The Quick Guide to Grant Impact (Quick Guide) is a short reference document that focuses on practical tips to plan your initiative for impact. It is provided in a more accessible format than the more detailed guide to impact planning, the Grant Impact Guide. Both guides are intended to be read in conjunction with information provided on the Western Australian Community Impact Hub.

The Quick Guide provides you with information about:

- The steps you need to take to plan your initiative.

- Lotterywest expectations for evidence.

- How to measure the impact of your initiative and identify if it has made a difference.

- How to report on your initiative.

Throughout the Quick Guide, you will be provided with links to resources and tools to assist you along the way.

Here are some key words used in this document:

Evaluation	The process of collecting and analysing evidence to assess the impact or success of an initiative, i.e., has the initiative achieved what it set out to achieve and under what circumstances?
Evidence	Information that is used to prove outcomes / impact or to support a belief or conclusion.
Impact plan	A plan with clear vision for an initiative. In the context of this guide, a plan will include a theory of change, a logic model, and an outcomes measurement framework.
Logic model	A diagram of how an initiative will work to effect change, identifying the links between inputs, activities, outputs, and outcomes.
Outcome	A benefit or change in attitudes, values, behaviours, or conditions that occur for individuals, groups, families, communities, or systems / ecosystems. These can be short, medium, or long-term.
Outcomes-based	An approach that focuses on the outcomes of, or learnings from, an initiative.
Outcomes measurement	A way to assess the extent to which an initiative has achieved its intended outcomes.
Social impact	A longer-term change sought by an initiative that addresses a social issue.
Theory of change	A theory or an assumption about how an initiative works to create positive social or environmental change (impact)

The outline below represents the key steps to guide you through your grant application and the development of your impact plan.

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Step 1: Preparation

- Understanding and aligning with the Community Investment Framework
- Understanding Lotterywest expectations - standards of evidence and progress

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Step 2: Understanding your Vision

- Understanding your community
- Developing a theory of change
- Engaging your stakeholders and partners

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Step 3: Planning your Impact

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Step 4: Measuring your outcomes

- Developing an outcomes measurement framework
- Collecting your data and evidence

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Step 5: Reporting and acquittal

- Progress and final reports
- Evaluation

This Quick Guide provides a page of guidance for each of these five steps.

Note: Throughout the Quick Guide, 'initiative' refers to the project, program, activity, or intervention that is funded by your grant.

Step 1: Preparation

Aligning with the Community Investment Framework

The Community Investment Framework (the Framework) guides Lotterywest and Healthway grant investment. The Framework identifies five priority areas (or impacts) and 14 associated outcome statements. These statements highlight the long-term outcomes your initiative intends to achieve. One of your outcomes needs to link to your chosen priority area. You can develop initiative specific outcomes, but they need to link to the Framework.

Lotterywest's standards of evidence

Lotterywest understands that it takes time and effort to collect information about the difference your initiative has made. Lotterywest takes a realistic approach to the collection of this information, expecting more evidence for higher value grants.
An overview of the standard Lotterywest would like to see during reporting is shown below based on grant value.

Understanding progress

Lotterywest has developed a Progress Rubric to assist in understanding the outcomes and impact of grants. Not all grants are required to collect the same level or amount of data. This approach gives grant recipients the necessary flexibility to design data collection that aligns to the purpose and capacity of your initiative, while also introducing a consistent framework that can be applied to understand impact. The Grant Impact Guide has further information about the Progress Rubric.

> **Helpful resources**
>
> Refer to the Community Investment Framework to understand how Lotterywest and Healthway guide grant investment to maximise the impact from grants. Don't feel like you are alone! Contact Lotterywest on 133 777 if you need support to understand how your idea aligns with Lotterywest's expectations of evidence and progress towards meeting your outcomes. For Healthway grants, visit the Healthway website.
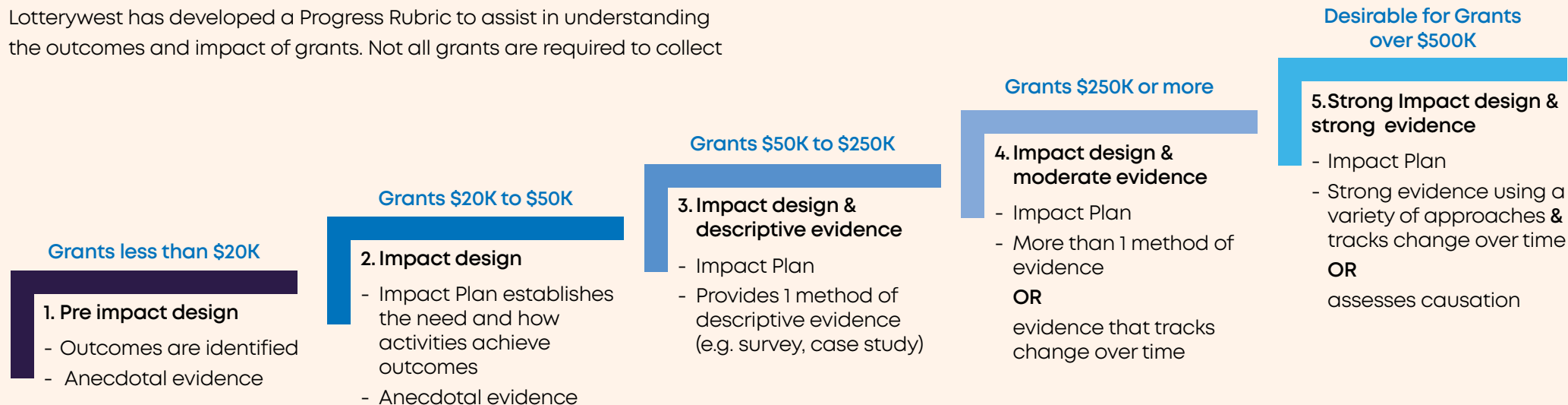
Grants less than $20K
1. Pre impact design
- Outcomes are identified
- Anecdotal evidence

Grants $20K to $50K
2. Impact design
- Impact Plan establishes the need and how activities achieve outcomes
- Anecdotal evidence

Grants $50K to $250K
3. Impact design & descriptive evidence
- Impact Plan
- Provides 1 method of descriptive evidence (e.g. survey, case study)

Grants $250K or more
4. Impact design & moderate evidence
- Impact Plan
- More than 1 method of evidence
  OR
  evidence that tracks change over time

Desirable for Grants over $500K
5. Strong Impact design & strong evidence
- Impact Plan
- Strong evidence using a variety of approaches & tracks change over time
  OR
  assesses causation

Figure 1: Lotterywest expectations of evidence to demonstrate impact.

Step 2: Understanding your vision

It will help if you understand the answers to the following questions at the beginning of your planning journey:

- Why do you need a grant?
- What are you going to do with a grant and what are you trying to achieve?
- What outcome(s) and impact will your grant contribute towards?
- Who will benefit from this grant?
- What resources do you need for your idea to be successful?
- Why is your organisation best placed to deliver this idea, and who are you working with?

Understanding your community

The first step to planning your initiative is to understand the need or opportunity you are seeking to address. It is good to be able to build a case for that need and gather information about the population, wellbeing, and circumstances of the area or region covered by your grant.

> **Helpful resources**
>
> - Community Impact Hub - Community Insight Tool
> - Local Government website - MyCouncil link
> - Census data - ABS Quick Stats
> - Public Health Information Development Unit (PHIDU) - Social Health Atlas

Theory of change

A theory of change will help you clearly articulate a vision for your initiative and demonstrate how it will create positive social or environmental change. Your theory of change statement should include the high-level activities you will be conducting as a part of your initiative, the social issue or need you are addressing, and the key intended outcomes of your initiative, using the format "Through doing activity X, we will address issue Y, and realise outcome Z."

Visit the Community Impact Planner on the Community Impact Hub for an easy-to-use guide to developing your theory of change statement.

Stakeholders, partners, and collaboration

When planning your initiative, it is helpful to identify and engage with your stakeholders. This should always include your beneficiaries, and might also include government departments, private organisations, other community organisations, and/or local governments. It is important to include community members, including Aboriginal and Torres Strait Islander people, in the planning and delivery of community initiatives.

> **Helpful resources**
>
> For more information about participatory approaches, visit the Community Toolbox Participatory approaches to planning community interventions and Principles for engagement in projects concerning Aboriginal and Torres Strait Islander peoples when working with Aboriginal and Torres Strait Islander people. Further resources for working with diverse communities are available in the Grant Impact Guide.

Lotterywest seeks to be a complementary funder, which means it likes to see initiatives that have multiple sources of funding and collaboration with other organisations. Consider who your partner/s may be and how you can work together to achieve the outcomes of your initiative.

Step 3: Planning your impact

Logic Model

A logic model is a tool to help you plan your initiative. A logic model includes the following:

- **Issue/Opportunity** - the issue/opportunity you are trying to address.

- **Inputs** - the resources you will need to invest in your initiative, e.g., money, staff, facilities, equipment, knowledge.

- **Activities** - what needs to be done to make change happen, e.g., what will have been done when the initiative ends, and who the target group is/who will be involved in the initiative.

- **Outputs** - what the initiative will produce. This is usually described in numbers or units, e.g., how many people will attend, how many services will be delivered. Outputs are the things that a grant may help you purchase or do.

- **Outcomes** - changes or difference that the initiative will make in the community and/or for the target group. Outcomes can be short, medium, and long-term.

- **Impacts** - the change sought at the societal level that the outcomes contribute towards.

Helpful resources

We recommend that you start by defining the opportunity and outcomes first, then consider what resources, actions, and outputs are needed to achieve the outcomes.

Don't confuse outputs with outcomes. Outputs count what is delivered by the initiative (e.g., people who complete training) and outcomes (changes) occur as a result of the initiative (increased knowledge from training leading to a change in behaviours or beliefs).

You also need to consider **assumptions**-the beliefs held prior to commencing the initiative (i.e., about how it will work and who will be involved) and **risks**-things that may prevent you achieving your outcomes or hold up the initiative's progress.

A logic model template is located in the Community Impact Planner on the WA Community Impact Hub.

The Good Practice Requirements

The Good Practice Requirements apply to all grant applications from 1 January 2024. You are encouraged to think about how well the requirements align to your current practices and how you will incorporate new measures to increase the positive impact of your initiative.

Visit Healthway's website for more resources and specific funding opportunities relating to Healthway's priority area on the Community Investment Framework, *Active healthy people.*

Helpful resources

Don't forget that there are lots of additional tools and guides on the Community Impact Hub that will help as you plan your initiative and grant application, or contact Lotterywest for help on 133 777.

Step 4: Measuring your outcomes

Outcomes measurement framework

Once you have developed your logic model, you need to be able to define how you will track and measure these outcomes (an outcomes measurement framework). You do this by deciding what your outcome indicators will be.

Outcome indicators measure the outcomes of your initiative and help you to understand whether expected change has occurred. For example, indicators may be the number and percentage of people who report feeling a stronger sense of belonging in the community at the end of your initiative, or the percentage of people attending cultural or arts activities during your initiative that would recommend the event to their friends.

The Community Impact Hub provides a template to develop the outcomes framework, called the Evaluation Planner. If you have developed a logic model in the Community Impact Planner on the Community Impact Hub, your outcomes are prefilled into the planner. You can preselect indicators (in the template) or develop your own.

Data collection

Outcome indicators typically involve some data collection. There are two types of data—qualitative and quantitative.

- Qualitative data is evidence based on written, spoken, or observed information. (e.g., interviews, focus groups, photos). Often best used for answering 'how?' or 'why?' questions

> ### Helpful hint
> When collecting data, think about collecting both qualitative and quantitative data. Mixed methods data collection adds to the depth of your evidence (refer to Standards of Evidence in the 'Preparation' section of this Guide).

- Quantitative data is evidence based on numbers or calculations. (e.g., surveys with scoring scales, statistics). Often best used for answering questions about what you did.

For many initiatives, the best way to measure outcomes will involve reaching a representative group of people that your initiative benefits, and conducting interviews or surveys that ask about the change you are seeking.

> ### Helpful resources
> - The Centre for Social Impact - Roadmap to Social Impact (section 6)
> - The Community Toolbox - Collecting and analyzing data
> - For validated social impact measurement tools visit the Social Impact Toolbox.

Other things to consider when collecting data

You will need to consider when you are going to collect your data (i.e., before, during and/or at the end of the initiative). You will also need to think about who you are collecting data from, and how many people. Also consider the governance, management, and ethics around data collection. At a minimum, Lotterywest and Healthway recommend collecting anonymous data and storing data securely. Refer to the Grant Impact Guide for more detailed information about the ethical collection of data.

> *Lotterywest and Healthway launched a new Grants Management System in July 2023 to provide a better experience for grant applicants. You can apply for grants, track progress, and manage your approved grants from one central location. Lotterywest grant customers can visit the Lotterywest website, and Healthway grant customers can visit the Healthway website for more information and frequently asked questions.*

Step 5: Reporting and acquittal

Progress reports

If you are required to do a progress report for your grant, you will be notified and will need to log into the Lotterywest Healthway Grants Portal to complete your report.

If you wish to share other information about your grant's achievements and how you are tracking towards your outcomes, you can also complete a progress report based upon the structure of the Community Impact Hub Logic Model. A suggested template is included in the Grant Impact Guide. You can attach this in the 'Additional information' section in the Grants Portal when you do your progress report.

Final reports

A final report at acquittal is required for all grants. You will need to log in to the Grants Portal to complete the information required to acquit your grant.

If you wish to share other information about your grant's achievements, you can attach other materials in the 'Additional information' section in the Grants Portal. A suggested template for the final report (structured to fit the case studies format in the Community Impact Hub Case Studies) is included in the Grant Impact Guide.

Evaluations

Sometimes Lotterywest will help pay for evaluations conducted on significant initiatives and/or an evaluation is included as a condition of the grant. This type of evaluation is usually conducted by an independent consultant; however, it may be conducted by the grant recipient if they have the expertise within their organisation. Talk to Lotterywest during the process of developing your grant application if you think you need help with paying for an evaluation of your initiative.

> **Helpful resources**
>
> If the evaluation is likely to include Aboriginal and Torres Strait Islander people, then the evaluation plan should take guidance from the documents A Guide to Evaluation under the Indigenous Evaluation Strategy and AES First Nations Cultural Safety Framework.

Contact Lotterywest or refer to the Grant Impact Guide if you need to know the suggested content in an evaluation plan and report supported by Lotterywest or as a condition of your grant.

Important! If you are funded to evaluate your initiative or an evaluation is a condition of your grant, you are required to acquit your grant through the Grants Portal *and* attach a final evaluation report.

For evaluation requirements for Healthway grants, contact Healthway on healthway@healthway.wa.gov.au

> **Helpful hint** 💡
>
> Lotterywest's Grassroots Community-Led grants program is where organisations and the community are in the driver's seat. Contact Lotterywest on 133 777 with your big (or small!) ideas to contribute towards making your community better and healthier. Applications are open all year-round.