Grant Impact Guide

A guide to support outcomes-based grant making

Contents

This guide has been prepared by the Social Impact team at Lotterywest. Direct any feedback to grants.impact@lotterywest.wa.gov.au

Acknowledgment of Country

We acknowledge the Whadjuk people of the Noongar Nation as the Traditional Owners of this land on which our Head Office is based. We wish to show our respects to Elders throughout Western Australia both past and present for their cultural contributions to the life of our community now and into the future.

Ngalyag gaadidj Whadjag galyagab Nyoongar boodja nhidjala ngalyla Head Office ag nyina. Ngalyag ngargal wirrn boola birrdiya alyang boodjarra ngali goorraa go yayee go gwab boodja waniny go dworrag al ngalyla moord yayee go dharbiny meelyaa.

Introduction

The purpose of the Grant Impact Guide (Impact Guide) is to assist in developing the capability of organisations seeking Lotterywest funding and to clearly communicate Lotterywest expectations for evidence about what they have achieved. The intended audience for this document is organisations that are planning to apply for Lotterywest funding or have already done so.

The information and resources will assist you to plan your initiative for impact, and to develop your grant application and acquittal. The Impact Guide covers the principles and processes of impact planning, outcomes measurement, and evaluation as they pertain to Lotterywest. This will help you to provide evidence that you have achieved your outcomes (or are progressing toward achieving your outcomes) and to communicate your impact effectively to your funders and stakeholders.

The Impact Guide has five parts:

- Preparation
- Understanding your vision
- Planning your impact
- Measuring your outcomes
- Reporting and acquittal

The Impact Guide follows the same framework in the Community Impact Planner on the Western Australian Community Impact Hub.

Throughout the Impact Guide, you will be provided with links to resources and tools to assist with planning your initiative for impact, outcomes measurement, and reporting.

Look for boxes with helpful hints and tips

This Impact Guide has a companion document, the Grant Impact - Quick Guide. The Quick Guide is intended to be a short reference document that focuses on practical tips in a more accessible format.

About Lotterywest and Healthway

Lotterywest and Healthway are partner grant makers, each with its own legislation, governing Board, and strategic objectives.

Healthway, the Western Australian Health Promotion Foundation, funds sport, arts, community activities, health promotion projects and research to inspire Western Australians to live healthier lives.

Lotterywest returns all available profits from lottery sales to the WA community through grant making activities.

Step 1: Preparation

Our Community Investment Framework

	Inclusive thriving community	Connected cultural experiences	Protected sustainable ecosystems	Smart innovative society	Active healthy people
Priority areas	Supporting the diversity of Western Australians to actively engage in community life.	Bringing people together through the arts, heritage and cultural activities.	Supporting our community to sustain and enhance our unique species and environments.	Optimising our community's talent and capability.	Assisting our community to be more active and support initiatives which promote healthy lives.
Outcomes	• More people have a stronger sense of belonging in their community • Vulnerability and disadvantage is reduced across our community • Raised community connection and participation	• Our community is connected through arts and cultural activities • Indigenous heritage and culture is respected, acknowledged and embraced • Western Australia's cultural heritage is shared and preserved	• Our community is connected with, and cares for, our natural heritage • Ecosystems and endangered species are protected and restored • Our community's impact on the environment and animals is reduced	• Western Australia is a leader in new thinking and innovation • Knowledge and capability are shared for the benefit of our community • Talent is attracted to and retained in Western Australia	• More Western Australians live healthy lifestyles • More Western Australians are mentally healthy **This priority is delivered in partnership with Healthway**

Grant programs

GRASSROOTS & COMMUNITY INITIATIVES: to help build stronger and healthier communities by supporting local activities and regional community initiatives.	**DEVELOPING SOLUTIONS:** to assist the development of solutions that will have a greater community impact.

Figure 1: Community Investment Framework
Note: The fifth priority area, *Active healthy people*, is delivered in partnership with Healthway.

1.1 Aligning with the Community Investment Framework

The Community Investment Framework (Figure 1) identifies the five priority areas (or impacts) and 14 associated outcome statements under which Lotterywest grants are allocated. These statements highlight the long-term outcomes your initiative intends to achieve. You can develop initiative specific outcomes, but they need to link to the Framework.

The Framework enables Lotterywest and Healthway to better understand what it is supporting and why. It also sets the foundation for Lotterywest and Healthway to assess the collective impact of their grants for a hopeful, healthy, connected and sustainable community life for all Western Australians.

1.2 Understanding Lotterywest expectations - standards of evidence and progress rubric

Lotterywest has expectations regarding impact planning and achievement of outcomes for all the grants it supports. Eligible organisations applying for Lotterywest support need to be familiar with these expectations and to plan for them in their grant application, the delivery of their initiative, and in the acquittal of the grant. These expectations are defined in this section. For Healthway grants, visit the Healthway website.

Why consider the impact of grants?

There are multiple benefits for considering impact. A focus on understanding impact provides benefits to Lotterywest, your organisation, the sector you work in, and your beneficiaries (Figure 2). It does this by enhancing accountability and providing opportunities for learning and knowledge sharing. This leads to more impactful grants and better outcomes for your target population.

Standards of evidence

An overview of the standard Lotterywest would like to see during reporting is shown in (Figure 3). It is recognised that formal evaluation and gathering high quality evidence may be costly for small grants—therefore these standards are considered proportionate to the total grant investment into the initiative. In other words, the size of a grant will determine the level of evidencing and data collection required for acquittal reporting and evaluation.

The standards of evidence incorporates three elements of quality.

1. **Impact design** - An initiative should be able to share an impact design that clearly articulates its intended activities and outcomes and demonstrates the data collection methods it will use to evidence them.
2. **Execution** - Grant applicants should choose methods of data collection that are valid and reliable and implement them well—even if these are as simple as a survey, photographic evidence, or a testimonial.

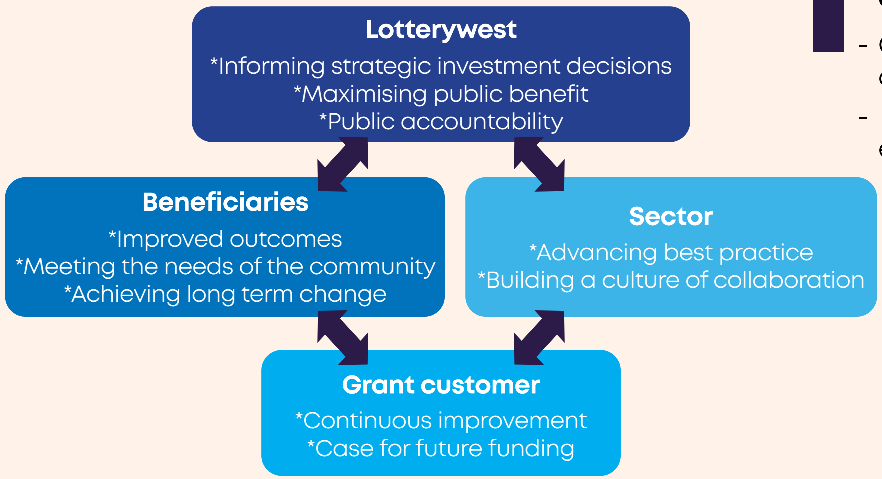

Figure 2: Benefits for Lotterywest, your sector, your organisation, and your beneficiaries

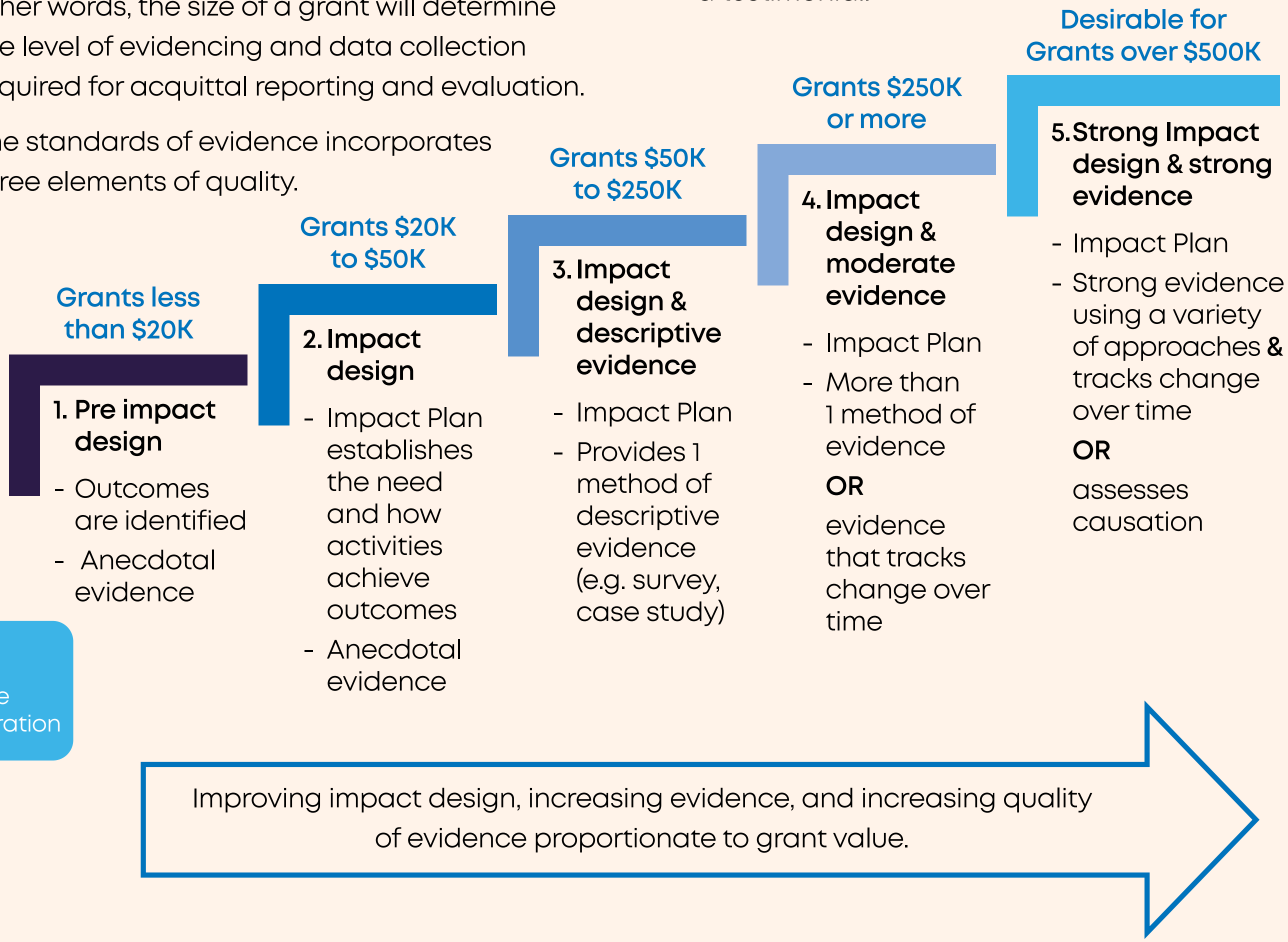

Figure 3: Lotterywest expectations of evidence to demonstrate impact.

3. **Depth of evidence** - At higher levels of grant funding, more sophisticated methods of data collection should be planned, and/or more than one method of data collection should be employed. Depth of evidence is what separates the expectations of larger grants from smaller grants.

Understanding progress

Rather than data standardisation, which would require all grant recipients to collect the same data, Lotterywest has developed a Progress Rubric (Table 1) to assist in understanding the outcomes and impact of Lotterywest grants. The standards of evidence and progress rubric establishes consistent definitions for evidence and impact across Lotterywest's diverse range of grants. This is to determine the difference Lotterywest grants are achieving individually and collectively, how change is occurring, and the likelihood of sustainable change based on the evidence provided.

This approach gives the necessary flexibility for you to design data collection that aligns to the purpose of your initiative, while also introducing a consistent framework that can be applied to understand impact across grants.

Helpful hint

Lotterywest and Healthway are interested in understanding the impact of your grant. It is great for everyone to know how you are helping to build a hopeful, healthy, connected and sustainable community life for all Western Australians. With your permission, your insights may be included on the Community Impact Hub so others can learn from your experiences.

Table 1: Progress Rubric

Level of progress	Description
Progress barriers	One or more barriers are currently blocking progress, e.g., lacking required capability, a belief that change will not occur or is not possible, desired change is resisted.
Absent - no progress	No sign that desired change is occurring, but it is not actively opposed, e.g., target groups have not been reached, implementation of activity is yet to commence.
Beginning - limited progress	Early attempts at change are occurring but are incomplete. Substantial further progress is required to achieve outcomes. No likelihood that change will be sustained.
Making progress	Change is happening in some of the intended areas, some of the time. Behaviour or intended activity is sometimes done well, but often with errors, inefficiencies, or inconsistencies. Opportunities remain for further progress. Limited likelihood that changes will be sustained.
Advanced progress	Change is occurring in most areas although some gaps remain, further improvements can be made which have been identified, and steps to make further progress are known. Some likelihood that changes will be sustained.
Fully realised (relative to scope)	Change is occurring regularly, consistently, and to the level expected. No significant areas of further improvement remain, and best practice has been achieved. Strong likelihood that changes will be sustained.
Leading/innovating	Change achieved is recognised as a benchmark for others to aspire to, pushing boundaries of best practice, and helping to establish new and stronger standards. Transformative. Strong likelihood that changes will be sustained.

Step 2: Understanding your vision

2.1 What is your grant seeking to achieve?

During any grant application, you will be asked the following questions:

- Why do you need a grant?
  - What is the issue/opportunity that you are trying to address?
  - Is there any information, data, community or stakeholder feedback, or research to support this?
  - Have you spoken to the people affected directly? What is their lived experience?
- What are you going to do with a grant and what are you trying to achieve?
  - What difference will the grant make to the WA community?
  - How will you know you have made a difference?
- What outcome(s) and impact will your grant contribute towards?
- Who are your beneficiaries?
- What resources do you need for your idea to be successful?
- Why is your organisation best placed to deliver this idea?
- Who are your partners or collaborators?

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

2.2 Understanding your community

The first step to planning your initiative is to gather information about the population, wellbeing, circumstance, or demographics of the area or region covered by your grant. Data can be found in census data, community insights, and publicly available data sets.

Helpful resources

- Community Impact Hub - Community Insight Tool
- Local Government website - MyCouncil link
- Census data - ABS Quick Stats
- Public Health Information Development Unit (PHIDU) at Torrens University Australia - Social Health Atlas.

This information may help you understand how significant your identified issue or opportunity is, who will benefit from the grant, and how you will know when you have made a difference.

Helpful hint

The Community Tool Box has some great information about understanding and describing your community.

Knowing these things helps to communicate your potential impact persuasively to funders and stakeholders.

2.3 Theory of change

One of the first steps to planning for impact is to 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.**"

Note: In this Impact Guide, and likewise in the Community Impact Hub, the term 'theory of change' is used to represent the statement that defines the purpose of an initiative—what you need to get started. The terms 'theory of change' and 'logic model' are often used interchangeably and may be more detailed than the statement used in this example. If you would like more information about theory of change and logic models explore the Centre for Social Impact's Roadmap to Social Impact.

Helpful hint

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

2.4 Stakeholders, partners, and collaboration

Any initiative that involves or impacts on the community requires a level of understanding of its people, issues, and history. An understanding of the relationships among and between individuals and groups within a community will pay off in the long-term.

For every issue/opportunity there are many organisations and individuals that have an interest. Some may have influence over the issue/opportunity and others may not. These interested parties are often referred to as stakeholders.

When planning your initiative, it is helpful to identify your stakeholders. This should always include your beneficiaries, and might also include government departments, private organisations, other community organisations, and/or local governments.

It might be helpful to:

- Identify your stakeholders' level of interest in, or influence over the issue/opportunity.
- Identify the relationship/s between your stakeholders and your beneficiaries.
- Consider how to involve your stakeholders. Should they be closely involved in the initiative, or is it enough just to keep them informed? Do you need to talk to them before you get started?

Helpful resources

- The Community Impact Hub - Insights
- The Evaluation Toolbox - Stakeholder Analysis
- Better Evaluation - Understand and engage stakeholders

Explore opportunities to partner and collaborate with others

Many organisations say that their partnerships have created opportunities and results never imagined when they started working together. Because of this, Lotterywest seeks to be a complementary funder, which means it likes to see initiatives that can demonstrate other sources of funding and proposals based on collaboration with other organisations.

There are many forms of partnership. For this section, 'partnership' refers to a relationship which may be only for the duration of your initiative or a longer-term relationship with your organisation.

Partnerships often develop between community organisations working together to deliver better services, to share facilities, or to combine administrative functions.

Community organisations often develop relationships and partnerships with private business to raise funds, build capacity, share workspaces, increase opportunities, improve outcomes, or achieve other goals. Community organisations can also form partnerships with public sector agencies. This is most common at local government level; however, they are also developed at state or federal level.

It is important for any successful partnership to have mutual understanding and respect, alignment of organisational values and culture, transparency, and commitment to the partnership.

Helpful resources

- The Department of Communities - Communities Partnership Framework
- The Western Australian Council of Social Service – Planning for Partnership Framework
- VicHealth - The Partnerships Analysis Tool
- The Centre for Social Impact - Collaboration Health Assessment Tool (CHAT)
- Nesta – Partnership Toolkit

Engaging with Aboriginal and Torres Strait Islander people

Where it is relevant, grant making needs to consider Aboriginal and Torres Strait Islander people throughout the planning, delivery, and evaluation of your initiative. The WA Government in partnership with the Aboriginal Advisory Council of WA developed the Aboriginal Empowerment Strategy 2021-2029 to direct efforts towards a future where 'all Aboriginal people, families and communities are empowered to live good lives and choose their own futures from a secure foundation'[1] .

Further to this, Indigenous Data Sovereignty needs to be considered—the right of Indigenous peoples to govern the collection, ownership, and application of data about Indigenous communities, peoples, lands, and resources. For further information about how you can consider Indigenous data sovereignty in your work, visit the Lowitja Institute.

For more information about engaging with Aboriginal and Torres Strait Islander people, visit the Australian Evaluation Society's First Nations Cultural Safety Framework or the Productivity Commission's whole-of-government Guide to Evaluation under the Indigenous Evaluation Strategy.

Engagement and inclusion of diverse groups

Diverse communities and groups include people with disability, culturally and linguistically diverse (CALD) communities, and LGBTIQA+ communities and individuals. Valuing and respecting diversity and engaging with diverse communities and groups helps to ensure that all members of the community are considered when planning and delivering initiatives.

Helpful hint

When engaging with Aboriginal and Torres Strait Islander people, ensure that you follow culturally appropriate principles of engagement. Refer to the Australian Institute of Aboriginal and Torres Strait Islander Studies (AIATSIS) Principles for engagement in projects concerning Aboriginal and Torres Strait Islander peoples

Helpful resources

- The Office of Multicultural Interests - Engaging Culturally and Linguistically Diverse Communities
- WA Primary Health Alliance – LGBTIQA+ Equity and Inclusion Framework
- WA Government – State Disability Strategy 2020-2030

Participatory approaches

Participatory approaches to community initiatives (community development) involves the inclusion of community members in decision-making that affect their lives and the community around them. For any community-based initiative, your chance of success is increased if you involve your target population. Similarly, co-design is a process where community services are designed and delivered in a partnership between service providers and the people using services.

Participatory approaches may be incorporated in the planning, implementation, and data collection and analysis phases of your grant, and could include:

- Community meetings, group discussions, or focus groups.
- Advisory groups and steering committees.
- Developing data collection methods, e.g., interviews, surveys.
- 'On ground' engagement with the community at all stages of your grant.

Participatory approaches have many advantages, including:

- Utilising the experience, expertise, and knowledge of community members and stakeholders.
- Promoting feelings of ownership of the initiative.
- Providing a level of credibility.
- Providing a broader perspective and more varied ideas.
- Providing a voice for individuals and groups who may not normally have a say.
- Building capacity and trust within the community.

[1] *Government of Western Australia. (2021). The Aboriginal Empowerment Strategy, Western Australia 2021-2029, Policy Guide.* https://www.wa.gov.au/system/files/2021-09/Aboriginal-Empowerment-Stategy-POLICY%20GUIDE.pdf

Helpful hint

For more information about participatory approaches and co-design, visit the Community Toolbox [Participatory approaches to planning community interventions] or the [WACOSS Co-design Toolkit.]

2.5 Learn from the experience of others

Learning from the experience of others is a simple way to get you thinking about your initiative and grant application.

The WA Community Impact Hub 'Learn from others' section has a variety of resources to help you learn from the grant experiences of others.

You can also subscribe to the [Community Impact Hub Newsletter]

Step 3: Planning your impact

3.1 The logic model

The next step in the process is to create a logic model to map out the issue or opportunity you plan to address, the resources and inputs your initiative will require, the activities that will need to be actioned (including who the participants are), and the outputs that will be created. This will lead to the intended outcomes and impact you are planning to achieve.

A logic model will organise the elements of your initiative to show how outcomes are achieved and can support evidence-informed decision-making about the best way to address an issue.

A logic model is made up of six sections:

- **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** - the changes or difference that the initiative will make in the community and/or for the target group. Outcomes may be either short, medium, or long-term.
- **Impacts** - the change sought at the societal level that the outcomes contribute towards.

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

A Logic Model template is located in the [Community Impact Planner] on the [WA Community Impact Hub.]

Helpful hint

Be careful not to confuse outputs with outcomes. Outputs count what is delivered by the initiative (e.g., people who complete training) and outcomes articulate changes that occur as a result of the initiative (increased knowledge from training leading to a change in behaviour or beliefs).

A logic model also has two further sections that you need to think about as you plan your initiative. Assumptions and risks are external conditions that could affect the progress of your initiative, but which are generally out of your control.

- **Assumptions** – These are 'positive statements' of a condition that must exist to be able to achieve the initiative's outcomes. Assumptions are the beliefs held prior to commencing the initiative, e.g., about how it will work and who will be involved. Identifying your assumptions helps you recognise the risks for your initiative. You may also want to consider how the political, environmental, social, technological, legal, and economic contexts of your environment influence the initiative you are planning to implement (a PESTLE analysis).
- **Risks** - These are 'negative' statements about a condition that may prevent you from achieving your objectives or impede the initiative's progress. It is important to recognise risks so you can plan how you would mitigate them. You may think of risks associated with:
  - resources, or lack of them, including staff.
  - significant or local events that are out of your control.
  - risks to workplace health and safety.
  - unexpected costs that lead to budget overspend.
  - longer than expected timeframes to complete the initiative.

Identifying risks and mitigation strategies will not jeopardise your grant application. All initiatives have some risks. It is about being sure that you can manage them.

Helpful hint

Lotterywest and Healthway value open and honest communication. If your grant doesn't go as planned, or you feel like outcomes could have been improved, tell those stories too. Reflecting on the 'good' and the 'not so good' is important to help learning and drive continuous improvement.

Designing good outcomes for your logic model

Designing clear and measurable outcomes can be tricky. (Table 2) below lists some simple do's and don'ts.

Table 2: Do's and don'ts of outcomes design

Do	Don't
Frame your outcomes in terms of positive change.	Include measures or target levels of change directly in the outcome statement (these are included in outcome indicators).
Include your beneficiaries, and the intended benefit to them.	Include how the outcome will be achieved (these are included in activities and outputs).
Make your outcomes clear, with individual benefits stated in each outcome (e.g., increasing skills and increasing knowledge are two outcomes).	Use compound outcomes, where multiple benefits are mentioned in the one outcome statement.

3.2 Linking your outcomes to the Community Investment Framework

Your initiative outcomes should align with one of the five priority areas and link to at least one corresponding outcome in the Community Investment Framework (the Framework). Ask yourself what difference your initiative will make more broadly to the WA community. If you are unsure of which outcomes you want to achieve or if the outcomes are not clearly aligned to your theory of change, take some time to revisit and redesign your logic model.

Helpful hint

There are lots of additional tools and guides on the Community Impact Hub that may be helpful as you plan your initiative and grant application.

Table 3: Examples of outcomes alignment with the Framework priority areas and outcomes

Outputs	Outcome	Framework Priority Area	Framework Outcome
Number of community art events delivered.	Increased recognition of local and Indigenous artists.	Connected cultural experiences	Our community is connected through arts and cultural activities.
Number of parenting workshops provided on: • Child development • System navigation	**1)** Parents have increased knowledge about developmental milestones. **2)** Parents know where to access support.	Inclusive thriving community	Vulnerability and disadvantage are reduced across our community.

3.3 Good Practice Requirements

Lotterywest is committed to maximising the positive impact of our grants for the WA community. This includes looking beyond the direct outcomes of an initiative to promoting practices that are inclusive, healthy, sustainable, and respectful of Aboriginal peoples.

The Good Practice Requirements apply to all Lotterywest grant applications received from 1 January 2024.

You are encouraged to think about how well the requirements align to your current practices and articulate how you will incorporate new measures to increase the positive impact of your initiative.

The Good Practice Requirements are available on the Lotterywest website.

Visit Healthway's website for more resources and specific funding opportunities relating to active, healthy people.

Helpful hint

You are not alone! The Lotterywest team is available to help you think about what you need to meet the Good Practice Requirements. Contact Lotterywest on 133 777.

Step 4: Measuring your outcomes

4.1 Developing an outcomes 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[2]) , the tools and data sources you will use, the timing of your data collection, and who will be involved in your initiative.

Helpful hint

The [Community Impact Hub] provides a template to develop this framework, called the Evaluation Planner. If you have developed a logic model in the Community Impact Planner on the Hub, your outcomes are prefilled into the planner.

Outcome indicators

Outcome indicators measure the outcomes of your initiative and help you to understand whether expected change has occurred. Some examples have been provided, aligning with the Framework priority areas and outcomes.

Table 4: Example outcome indicators

Framework Priority Area	Framework Outcome	Example Indicators
Inclusive thriving community	More people have a stronger sense of belonging in their community.	• Number and percentage of people who report feeling a stronger sense of belonging in the community. • Increased numbers of volunteers in the community.
Protected sustainable ecosystems	Our community is connected with, and cares for, our natural heritage.	• Increased participation in community tree planting weekends. • Improved street scapes and verge gardens in the community.

If you are using the Community Impact Hub Evaluation Planner, you can select the suggested indicators or write your own.

[2] *Ramia, I., Powell, A., Stratton, K., Stokes, C., Meltzer, A., & Muir, K. (2021). Roadmap to outcomes measurement. Your step-by-step guide to planning, measuring and communicating social impact.* https://assets.csi.edu.au/assets/research/Roadmap-to-Social-Impact.pdf

Helpful hint

When developing your grant application, make sure you align your initiative to a Framework priority area. If you are using the Community Impact Hub Evaluation Planner, you can preselect Framework outcomes and indicators or develop your own. Indicators are also available in Indicator Banks, which you can use or modify for your initiative. For additional indicator ideas, visit Indicator Bank for the WA Outcomes Measurement Framework or World Development Indicators or Better Life Index.

4.2 Data collection

Your next step is to decide how you will collect the data for each indicator (for guidance about the standards of evidence required, proportionate to the total grant investment into the initiative, see **Figure 3** on page 6). The collection of both qualitative and quantitative data adds to the evidence that you are achieving your outcomes, though either approach may also be suitable.

- **Qualitative data** is evidence based on written, spoken, or observed information e.g., conducting interviews, providing stories or photos about what the grant achieved.
- **Quantitative data** is evidence based on numbers or calculations e.g., conducting structured surveys, or administrative data.

Table 5: Outcomes, indicators, and example tools or methods of data collection

Framework Priority Area	Indicators	Tools or methods of data collection
More people have a stronger sense of belonging in their community.	• Number and percentage of people who report feeling a stronger sense of belonging in the community. • Increased numbers of volunteers in the community.	• A structured survey using a validated tool or scale and/or free text questions - (quantitative and/or qualitative data) • Register of the number of volunteers since the beginning of the initiative – (quantitative data)
Our community is connected with, and cares for, our natural heritage.	• Increased participation in community tree planting weekends. • Improved street scapes and verge gardens in the community.	• Registration and attendance at tree-planting weekend events – (quantitative data) • Photo evidence of street scapes and verge gardens since the beginning of the initiative - (qualitative data)

Helpful hint

Something to consider...

'How' and 'why' questions are well suited to qualitative data collection methods (e.g., how participants experienced the initiative, how the initiative might be improved, or why the initiative achieved its outcomes).

'What' questions that tell you how much you did are well suited to quantitative data collection methods (e.g., what did you do, what is the level of knowledge).

You can use primary or secondary data.

- Primary data is data that is collected by you for your initiative (such as surveys and your administrative data).
- Secondary data is data that is collected by someone external to your organisation and initiative, such as large national data sets (e.g., the Australian Bureau of Statistics), or data collected by another organisation. Secondary data has the advantage of being easily obtainable and can demonstrate longer term outcomes or impact of an initiative. However, it may not be as detailed as you need for your specific target population or may not show change until long after your initiative has ended.

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.

Helpful hint

When planning your evaluation, think about a mixed methods approach, using both qualitative and quantitative data collection methods (e.g., a structured survey that collects information rating beliefs, knowledge, or behaviours on a scale, and free-text questions to allow participants to write about their experience). Mixed methods data collection adds to the depth of your evidence (refer to Figure 3).

Timing and frequency

To show evidence that there has been a change in behaviours, beliefs, or knowledge, you will need to collect data. This can be done by collecting data prior to the start of the initiative (baseline data), during implementation, and/or at the end of the initiative.

Data you collect throughout your initiative is useful to show progress and inform any changes you may need to make to your initiative along the way (formative evaluation). Data collected at the end of your initiative (or sometimes in a period after your initiative has ended) will tell you to what extent you achieved your outcomes (summative evaluation).

Helpful hint

More information about evaluation types has been included in **Appendix 3**, or visit the Centre for Social Impact Roadmap to Social Impact.

You can also use benchmarking, which is previously collected population level data (secondary data). Refer to **Section 2.2 Understanding your community** of this Guide for websites that can help you source benchmarking data.

Consider external events that may impact on the timing of your data collection, for example, focus groups or interviews may be challenging during or close to school or public holidays.

Sample and representation

There are a further two considerations when you are collecting your data:

- How many people do I need to collect data from?
- Do I need to collect data from all groups within the community/participants of the initiative?

It is unrealistic to expect that you will collect data from all the participants in your initiative or your entire community. However, try to collect data from a representative sample of your community/participants. This will include seeking feedback from a proportionate number of people to the size of your initiative (if you are collecting data through surveys, interviews, or focus groups), and from representatives with the same characteristics as the community/participants in your initiative (e.g., gender, cultural background, socio-economic conditions).

Helpful hint

At all times consider culturally safe practices during your initiative and during any data collection. For more information, the Australian Evaluation Society have developed a First Nations Cultural Safety Framework, and the Productivity Commission has published an Indigenous Evaluation Strategy. The Office of Multicultural Interests has some helpful tips to ensure relevant and culturally appropriate and ways of working with CALD communities.

Data governance, management, and ethics

The governance, management and ethics around data collection (i.e., consent, data use, security, storage and disposal) are guided by The National Statement on Ethical Conduct in Human Research 2023.

Table 6: Ethical collection of data

Characteristic	Description	When do I do this?
Consent	People you collect data from need to be aware of: • how and where their information will be used • the benefits of participating in the interview, focus group, or survey • the voluntary nature of data collection • how they can withdraw if they change their mind.	Provide on an information sheet prior to asking for consent for an interview or focus group. Can also be provided at the beginning of a survey.
Anonymous and de-identified data	• Don't ask any identifying information unless you absolutely need it. • You may need to remove any information that may inadvertently identify your participants or others in the community.	• When planning your survey or interview questions. • Once you have collected the data.
Privacy and confidentiality	• Securely store all data and documentation using password protected folders. • All data should be de-identified before it is stored.	• When handling any data or documentation.
Ethics approval	• Data for your evaluation would not generally need ethics approvals unless you intend publishing the data in a journal or on your website (especially if you intend to use verbatim quotes).	• If needed - Prior to the collection of any data, obtained from Human Research Ethics Committees, most commonly at universities.

Helpful hint

The World Health Organization (WHO) provides guidance and templates you can use to develop an information sheet for people participating in interviews or focus groups.

Visit the WHO website [Research Ethics Review Committee (ERC)]

Analysis of data

It isn't enough just to collect data and then include the data in your progress or final report. You need to analyse it to understand what it means. The analysis of your data will help you understand the change the initiative may have contributed to in your target community.

It is important that you appreciate the difference between contribution to an outcome and attribution. Your initiative may be one of many that contribute to more positive outcomes for your target community. It is very difficult to attribute change at a community level to one initiative.

Helpful hint

For more information about data analysis, visit the Centre for Social Impact's Roadmap to Social Impact.

4.3 The Lotterywest Healthway Grants Portal

Lotterywest and Healthway launched a new Grants Management System (GMS) in July 2023 to provide a better experience for grant customers. You can apply for grants, track progress, and manage your approved grants from one central location. Grant applicants can access Lotterywest and Healthway services from a single login, where they can view a live status of their funding request or grant as it progresses through the approval and acquittal process.

Lotterywest grant customers can visit the Lotterywest website, and Healthway grant customers can visit the Healthway website for more information and frequently asked questions.

Helpful hint

The Lotterywest Healthway Grants Portal how-to guide for grantees will provide you with some guidance to help you navigate the Grants Portal.

Step 5: Reporting and acquittal

5.1 Progress reports

During your grant period you may be required to submit a progress report. In some instances, this may be a requirement for milestone payments.

If you are required to do a progress report, it will be included as part of your Grant Approval Schedule and you 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 to date and how you are tracking towards achieving your outcomes, you may like to complete a progress report based on the structure of the Community Impact Hub Logic Model. A suggested template is included in this Guide at Appendix 1: Progress report template. You can attach this in the 'Additional information' section in the Grants Portal when you do your progress report.

5.2 Final reports and acquittal

All grants are required to submit a final report at acquittal. 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 this Guide at Appendix 2: Final report template.

If your initiative is chosen to be included in the Community Impact Hub Case Studies, you will be contacted, and your permission will be sought before it is included on the Hub.

Helpful hint

When you are acquitting your grant, make sure that your Framework priority area and outcomes align with what you stated in the original application. If these have changed, explain why.

5.3 Evaluations

Evaluations are a tool to assist organisations to understand and improve their social impact, and potentially demonstrate social impact for future grant applications.

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 grantee if they have the expertise within their organisation. Talk to Lotterywest during grant development if you think you need help with paying for an evaluation of your initiative.

Remember

If your grant included funds to evaluate your initiative or an evaluation was a condition of your grant, you are required to acquit your grant through the Grants Portal ***and*** attach a final evaluation report.

If the evaluation is likely to include First Nations 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. Additional considerations for evaluation planning are included as Appendix 3: Evaluation planning considerations.

Suggested content that can be included in evaluation plans supported by Lotterywest or as a condition of your grant are included in Appendix 4: Evaluation plan template.

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

Appendix 1: Progress report template

1. **Need/issue/opportunity**
   - Has your understanding of the need or issue you're responding to changed?
   - Have additional needs arisen that weren't obvious when you began the initiative?
   - Have your target group or beneficiaries changed?
   - Have any new opportunities arisen in relation to the initiative?

2. **Inputs**
   - Do you have the financial, material and human resources you require to deliver the initiative adequately?
   - What resources have been involved in the delivery of the initiative so far?
   - What partnerships/collaborations have been involved in the delivery of the initiative so far?
   - Has all of your funding been secured?

3. **Activities**
   - Summarise the activities that you have delivered so far.
   - Are the activities adequate in responding to your identified need/issue?
   - Were there any challenges in delivering these activities?

4. **Outputs**
   - What have the outputs been so far? (Quantify these using indicators)
   - If applicable, how good is the quality of the outputs?

5. **Outcomes**
   - Are you beginning to see progress towards achievement of the outcomes for the initiative? If so, what are they?
   - Have there been any unexpected outcomes because of the initiative so far? (Positive or negative)

6. **Impacts**
   - Has your understanding of the expected impacts changed?

7. **Assumptions**
   - Are your assumptions holding true? If not, what do your revised assumptions look like?

8. **Risks**
   - Have any of the risks you identified in the planning stage of the initiative presented as challenges?
   - What steps have you taken to mitigate these risks?
   - Have any new risks emerged during the delivery of the initiative?

9. **Next steps and altered directions**
   - What are the next steps for the initiative?
   - Is the initiative on course, or has the initiative altered direction at all?

Appendix 2: Final report template

Title of your initiative:

Region(s):

Total initiative cost:

Funding contributions:

Active period:

Beneficiaries:

1. **Overview**
   - Provide a brief overview of the initiative.

2. **Opportunity**
   - What was the context in the community at the time? Why was this initiative important? Include statistics where possible.

3. **Approach**
   - What were the aims of the initiative and the activities that took place – what was delivered and how?
   - How does this align with best practice, or were you trialling a new approach? What is interesting about this?
   - Who benefitted? Who were the target community and how did the approach align to their identified needs/opportunities?

4. Impact

- What outcomes were achieved and did these align to expectations?
- What evidence is there of these outcomes?
- Were there any unintended outcomes?

5. What worked?

- What were the top learnings or success factors?
- What are the 'top three tips' for others trying something similar?
- Any other interesting insights?

6. What key challenges did you observe?

- Does anything come to mind about the initiative that you might have changed with the benefit of hindsight?

7. References (Optional)

- Include here documents you have referenced in this report or relevant research that informed how you planned and delivered your grant.

8. Additional information

- Provide any relevant links to the initiative or organisation website if applicable, or other key resources that give additional insight to the grant e.g., links to images or videos.

Appendix 3: Evaluation planning considerations

Purpose

The objective and reason for an evaluation should always be well understood as this decides what methods, evidence and type of evaluation is needed. The five common purposes of evaluation (the 5 As) are:

- **Advocacy:** Are you using the evaluation to raise awareness and recognition of an issue, demonstrate the benefits of your initiative and 'make the case' for addressing an issue?
- **Allocation:** Are you using the evaluation to direct resources to the most effective activities? This can be either within your organisation, or for making a case for investment from external funders.
- **Analysis:** Are you using the evaluation to understand what parts of your initiative are working, and how? This can be done for continuous improvement reasons, or to scale an initiative to other locations.
- **Accountability:** Are you conducting the evaluation in response to conditions set by Lotterywest/ other funders?
- **Actualisation:** Are you conducting the evaluation to better develop and empower the target group of your initiative? Actualisation can also entail building things like Indigenous data sovereignty and staff development into your evaluation.

Basic evaluation types:

Evaluation type	Description
Formative	Evaluation conducted for the purpose of improving an initiative. This type of evaluation helps a new initiative find its feet or finds ways of improving a mature initiative.
Summative	Determines the overall quality or value of an initiative. Describes evaluation done primarily for reporting and decision-making purposes and assesses whether the initiative met the stated goals.
Process evaluation	Determines whether an initiative has been implemented as originally intended and assesses the quality of the implementation.
Outcome/ Impact evaluation	Evaluation that aims to measure the effects of the initiative by assessing the progress against intended outcomes or impacts.
Economic evaluation	Aims to assess whether an initiative gives value for money.

For more information about evaluation types, visit the Better Evaluation website or the Centre for Social Impact's Roadmap to Social Impact.

Writing your evaluation questions

Key evaluation questions are high-level questions that are used to guide an evaluation. These questions are different from the questions that you might ask in a survey or interview, but they may help guide you on what questions you might ask in a survey or interview, or what method of data collection may be the best way to answer the evaluation questions. It is important to write your evaluation questions before you start collecting data. Refer to your logic model to help you understand what you need to know about your initiative to measure whether you have achieved your outcomes.

It is best to identify 5 - 7 main questions the evaluation of your initiative hopes to answer. Example key evaluation questions for an outcome evaluation might be -

1. To what extent did the initiative achieve its short, medium, and long-term outcomes?
2. For whom are outcomes being achieved, in what ways and in what circumstances?
3. To what extent can you attribute the outcomes achieved to your initiative, and are the changes sustainable?

You need to think about how you answer these questions, and what more detailed, specific information you will need to know, for example:

- Design and implementation:
  - Were the assumptions in your Theory of Change/Logic Model correct?
  - Have you understood the situation correctly?
  - What were the existing resources, services, and systems?
  - What work was already under way to address the issue/opportunity?
  - What have been the barriers to addressing the issue/opportunity?
  - Are there any gaps in funding, knowledge or understanding?
  - Did you use the appropriate resources?
  - Did you deliver activities appropriately?
  - Did you achieve the right outputs?
  - Who did/didn't the initiative work well for and why?
  - Was the initiative implemented effectively? This includes consideration of the value for money.
- Achieving outcomes:
  - Were the intended outcomes of the initiative achieved? What were the indicators/evidence of this?
  - What was the impact of the initiative? What is the evidence of this?
  - Can the outcomes achieved be attributed to your initiative, and to what extent?
  - How and why did the outcomes occur (positive and negative)?
- Learnings:
  - How do your results compare to other similar initiatives in WA?
  - What are the key learnings for others, including your sector, Lotterywest and other government agencies?
  - What initiative elements are important for replication?
  - What are the implications for policy and practice?
- Sustainable change:
  - What is the likelihood of initiative benefits continuing?
  - What is needed to continue the initiative in the long-term?
  - How might it be scaled up, replicated, or strengthened?
  - What partnerships were there and what was the impact?

Appendix 4: Evaluation plan template

1. **Introduction**

   Provide an overview of the evaluation plan.

2. **Evaluation purpose and objectives**

   Describe the purpose and objectives of your evaluation. An evaluation may serve multiple purposes.

3. **Evaluation type**

   Describe your evaluation type. Choosing an evaluation type will be informed primarily by the purpose and goals of the evaluation, but will also be informed by:

   - The maturity of your initiative
   - The target group/s of your initiative
   - The resources available to conduct your evaluation.

4. **Initiative description**

   Describe and define what it is you're evaluating.

   - What is it?
     - The specifics of how your initiative operates. Describe the need or issue your initiative aims to help with, and how the initiative addresses this need. Develop a logic model if you haven't already.
   - Who is involved in it?
     - Stakeholder mapping may assist you in correctly identifying who is involved in your initiative.
   - How mature is it?
     - The life cycle of the initiative can influence the content of your evaluation.
   - How complex is the problem it is addressing?
     - Understanding the nature of the problem your initiative is trying to address may assist you in identifying your assumptions and risks.

5. **Evaluation questions**

   List the key evaluation questions that the evaluation aims to answer.

   - This is usually 5 - 7 main questions.
   - Ensure they are clear and measurable. Consider specific, measurable, attainable, relevant, and time-bound (SMART) questions.
   - Refer to Better Evaluation for more information about writing your key evaluation questions.

6. **Evaluation methodology, methods, values, and ethics**

   - Describe the evaluation methodology (the overarching strategy and rationale) you will use in your evaluation, including the approach (e.g., quantitative, qualitative, or mixed methods).
   - Your evaluation should be conducted according to the Australian Evaluation Society Guidelines for the Ethical Conduct of Evaluations.
   - If your evaluation involves Aboriginal people, address how their cultural safety will be ensured (See the AES First Nations Cultural Safety Framework).
   - Address how you will involve your target groups in the evaluation (such as participatory approaches and co-design).
   - Any methodological or ethical limitations of your evaluation should be addressed in this section.

7. **Data collection and management**

   - Identify the data collection methods to be used (e.g., surveys, interviews, observations, document analysis) and link them to the evaluation questions, specifically how your chosen methods will sufficiently enable you to answer your evaluation questions.
   - Include how each data collection method will be implemented, including the tools or instruments you will use, your sampling strategy, and how you will store and protect the data collected to ensure confidentiality and privacy.
   - If your evaluation involves Aboriginal people, please address how you will ensure Indigenous data sovereignty (See the Lowitja Institute's information on data governance and sovereignty)

[3] *Bjerke, M. B., & Renger, R. (2017). Being smart about writing SMART objectives. Evaluation and program planning, 61, 125-127.*
https://doi.org/http://dx.doi.org/10.1016/j.evalprogplan.2016.12.009

8. Data analysis

Describe the way you will analyse the data (how you interpret the results from your data collection to see how well you answered the evaluation questions):

- The techniques you will use (e.g., statistical analysis or thematic analysis), and
- software tools you will use to help you analyse the data if applicable.

9. Timeline

Provide a timeline for each stage of the evaluation, including data collection, analysis, and reporting.

- A Gantt chart might be a useful way to visually represent your timeline (and can be done simply using Excel).
- Include key milestones and deliverables in your timeline.

10. Roles and responsibilities

Clearly define the roles and responsibilities of the evaluation team members, including a brief description of the relevant experience or qualifications they have.

11. Resources and budget

- Outline the necessary resources, including personnel, equipment, software, and any other materials required for the evaluation.
- Provide a budget for the evaluation, including any costs associated with data collection, analysis, and reporting.

12. Evaluation limitations and risks

- Identify potential limitations and risks associated with the evaluation, such as data collection challenges or bias.
- Discuss the strategies you will use to mitigate these limitations and risks.

Glossary

Beneficiaries	An individual or group who are the direct recipients of the initiative.
Evaluation	The process of collecting and analysing evidence to assess the worth or value 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 support a belief or conclusion.
Evidence-informed	The identification and consideration of the best available evidence to inform decision-making and practice.
Impact design	The choice of methods and processes identifying the desired outcomes/impact that the initiative will achieve.
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.
Outcome indicator	A specific, observable, and measurable characteristic or change that shows the achievement of the outcomes of an initiative.
Outcomes measurement	A way to assess the extent to which an initiative has achieved its intended outcomes.
Outputs	Deliverables of activities, such as the number of people served, number of services provided etc.
Rubric	A rubric is a framework that sets out criteria and standards for different levels of performance and describes what performance would look like at each level.
Sector	Areas of service that can be separated from other areas because of shared concerns or interests, or cater to different client groups or needs, e.g., the early childhood sector, the arts sector.
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).
Validated tool	A structured survey that has been tested either in a controlled study, or through consensus following substantial use, to ensure that it measures what it intends to measure. For example, a quality of life tool (WHOQOL), or a psychological distress scale (Kessler 10).

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