Project Management Toolkit

Dear reader,

We have made this Pdf file interactive. You can navigate between pages and chapters by clicking on thumbnails and arrows. Part of the document contains questions. You can fill in your answers directly into the pdf. You can also print your answers, and the entire document if you like. And the printout will be without ink consuming backgrounds...

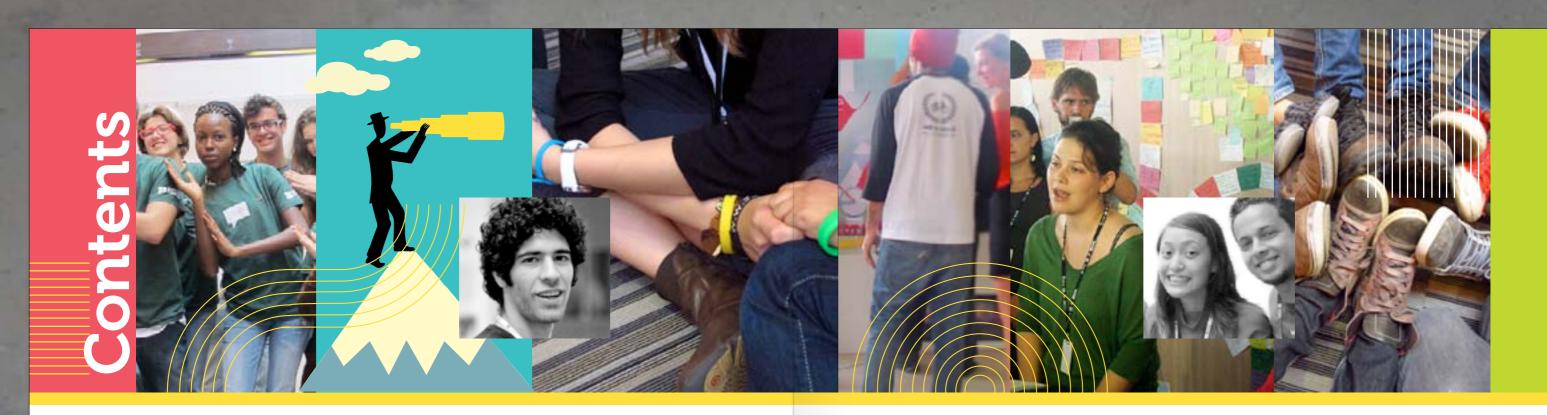
BRITISH COUNCIL

Global Changemakers Project Management Toolkit





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Project Management toolkit



About Global Changemakers

Global Changemakers is a global youth network of social entrepreneurs, community activists and volunteers between the ages of 16 and 25. Our mission is to empower youth to catalyse positive social change. To date we have over 850 Changemakers from 128 countries, with more than four million beneficiaries of Changemaker-led projects.

The programme is built on three

pillars: Learning and Teaching, Doing and Advocacy. Learning and Teaching is the basis of our programme - this toolkit is but one example in this area. Changemakers come together at regional and global summits to learn from facilitators, experts and each other, sharing best practices. This process also takes place online, through our website and various resources: an online toolkit for project management, one to combat corruption in communities worldwide, one on leveraging social media, one on fundraising and the present toolkit which is meant to help young people maximise the potential of their projects through effective project management.



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About this toolkit

The British Council and Global Changemakers team have developed a set of interactive resources and case studies to help you develop, plan and execute your community action project. These tools take you through the whole project process - from idea to end, giving you a step-by-step guide on how you can run a successful and valuable project that makes a real difference. The content is split into five sections - vision, plan, promote, do and review – which cover the different stages in the lifecycle of your project.

Each section contains a worksheet that you can fill in, save and print, as well as a video that walks you through how to use it, along with case studies of Global Changemakers talking about how they themselves went through these steps running their projects.

1. VISION: Get your project started by developing a clear vision, objectives and project outline.

2. PLAN: Develop clear plans about what you will do, when, with whom, how you'll pay for it, and what could go wrong.

3. PROMOTE: Learn how to tell the right people about your idea by developing a target audience, key messages, a brand and a promotions plan.

4. DO: Build your leadership and management skills to make your project a reality and look after your team.

5. REVIEW: Take a step back from your project to see what did and didn't work, and what can be done better next time.

Project Management - Introduction



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Click on video to play!

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1.0 VISION

"It's kind of hard not to be involved. When you have education and there are so many people who are poor, they don't have food, they don't have electricity or water. When you're comfortable and you have education, it's hard for you not to be involved. Which is why I think a lot of young people are getting involved in different types of activism."

~ Sanya, India (19)



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a. What are you passionate about?

It can be really tricky to go from a bunch of cool, exciting ideas to one clear project. Sometimes people jump straight into their projects without thinking - and writing down - why they are doing it. But this can easily lead to confusion and frustration later. So spend a moment reflecting on the issues you are interested in - and why you care about them.

Question #1: What are the issues that you feel most strongly about? Why?

Issue: I care because:

EXAMPLE ANSWERS:

Issue: Climate Change

I care because: The poorest people in the world will suffer the most from the impact of climate change. In particular climate change will result in less available drinking water and less farmland. Addressing climate change presents a simultaneous opportunity to make our cities and communities more sustainable.

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Issue: The Ganges River

I care because: The Ganges is reportedly drying up as the glacier that has fed its flows for thousands of years melts due to climate change. The problems of the Ganges are similar to those of many other rivers across the world, and solutions for the Ganges can potentially be replicated for other rivers.

a. What are you passionate about? (continued)

Pick one, or a few issues to complete the following exercise.

What are the good things that are happening about this issue?

EXAMPLE ANSWERS:

Climate Change – Thousands of groups across the world are working to address it.

The Ganges River – Many groups in India are working to 'clean up the Ganges'

What are the things you would like to change?

What would your changes look, feel and smell like?

EXAMPLE ANSWERS:

Climate Change - I want local people to feel empowered by their participation in a national and international movement.

The Ganges River – I want the risk of the Ganges drying up to be a major emotional driver for addressing climate change urgently.

EXAMPLE ANSWERS:

Climate Change - I want local young people to feel empowered to implement changes in their communities and cities. They will know they are part of a national and global movement of solutions.

The Ganges River - I want the river to be clear blue, with drinkable water and a sustainable source of flow.

b. What is your vision?

Reread what you've written above. Focus on one or two of the issues (if two, focus on how they link), and summarise your vision for the future of that area in one paragraph. What you'll have is a vision statement.

Summarise your vision for the future:

Here are some tips:

- Write it as if your vision has already been achieved painting a picture for others (remember, what do people see, and feel that's different?)
- If it is longer than a sentence or two, start it with a powerful and memorable phrase
- Describe the outcome you're seeking to create. Don't worry about including any specific things you will do
- Be passionate, and simple don't try to use complex language

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The Ganges River is no longer toxic, the source of its water will not dry up and its flow has been harnessed to generate electricity for local people. World leaders look to the Ganges as an example of youth led sustainable development that both addressed potential impacts and causes of climate change and provided sustainable resources and livelihoods to local people.

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c. Working towards your vision

You've just imagined a future that is different to today. It's usually not possible to go from today to this vision in one step - so we need to brainstorm some things that you feel you can do in your project that will work towards this.

Brainstorm some ideas of things that you could do:

If you get stuck when you are brainstorming ideas, think about if you would like to raise awareness, educate people, raise money, or take direct action to improve the situation.

There are lots of different ways to brainstorm. You can use mindmaps... or if you have a team of people already, use little bits of paper or sticky notes to write separately – and then pin them up on the wall.

Once you have brainstormed, make a list of all your ideas:

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EXAMPLE ANSWERS:

- Educate local youth about the challenges facing the Ganges
- Do talks in schools and communities
- · Empowering young people with the skills and faith to implement solutions in their communities
- Run a conference for lots of youth who live on the Ganges
- Provide kits with tools for people to 'save the Ganges'
- Ask big companies to donate money to restore the Ganges
- Film a documentary of two young people travelling from the source of the Ganges until it meets the sea, showing how it becomes progressively more polluted and why
- Develop one local solution for waste treatment and replicate it everywhere

c. Working towards your vision (continued)

Which one do you want to do?

To help you make this decision, think about the following;

Which are you most excited about?

Which one do you think would make the biggest difference?

Which one is most manageable, given everything else you have going on in life?

Which idea will be easiest to get support for - and therefore be the most likely to succeed?

Below write the idea that you have decided to go with. Make sure its realistic but also ambitious:

Be open to changing your ideas – especially based on feedback from those you're seeking to help.

EXAMPLE ANSWER:

Running a conference for young people from the Ganges

EXAMPLE ANSWER:

Empowering young people with skills and faith to implement solutions in their communities. Perhaps through a conference.

EXAMPLE ANSWER:

Asking companies for money would be easiest, but its not very fun, inspiring or effective.

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EXAMPLE ANSWER:

The conference or the school talks.

EXAMPLE ANSWER:

To empower young people with the skills and faith to implement solutions in their communities through a conference that brings together young people who live in different parts of the Ganges.

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d. What are your objectives?

Objectives are the key things that you want your project to achieve. Although it can be tempting to try and do everything in one go, it is usually wiser to focus your project on achieving just a few core outcomes. This keeps you focused.

What can you count about your idea?

Objectives are about numbers - like "how many?", "how well?" and "how long?". It's important that you're able to measure the success of your idea, and that you have a clear idea of what to focus on when things get busy.

In the below space, write down a list of all the things you can measure...

d. What are your objectives? (continued)

What are your targets?

Now you have identified what you want to count, you need to work out the number or size of these that you want to achieve. For example, you may want to have 100 people at your event, get five stories in the media, or plant 1000 trees.

Try and pick the three most important objectives to put in this table. Having a small number of objectives keeps you focused. Fill in your targets below - along with why you picked that number....

OBJECTIVE	TARGET	WHY NOT HIGHER?

EXAMPLE ANSWER:

their local community.

Attendees at the	50	It would be too big a group to
conference		run quality training with
Percentage of people		Lots of people might not be
that attended the		very good at delivering on
conference who actually		projects and we cant provide
implement projects in		them with much support. So we

EXAMPLE ANSWERS:

- Attendees at the conference
- Money we need to fundraise to run the event
- Stories in the media that show us as an exciting example of sustainable development
- Percentage of people that attended the conference who actually implement projects in their local community.

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WHY NOT LOWER?

We need people from all the oup to areas of the Ganges, and we ot be

have to assume a drop off rate.

have counted 50 Because we need at least 70% of people to do it for it to be an effective conference and

trainina.

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d. What are your objectives? (continued)

How can you make your objectives smart?

Now that you have objectives and targets we are going to make sure they are **SMART. SMART** is actually an acronym that stands for:

Specific – Your objectives should be specific about what they want to achieve. Measurable – You should be able to measure whether you are meeting your objectives or not. Achievable - Are the objectives you set achievable? Realistic - Can you realistically achieve your objectives with the resources you have/ are likely to get? Time – When do you want to achieve the objective?

Making your objective **SMART** gives your project a much greater chance of success.

Check your objectives against this criteria and then re-write your objectives to make them as SMART as possible.

EXAMPLE ANSWER:

In 2013 we will run a training conference for at least 50 hand-selected people from different areas of the Ganges River.

A SMART objective:

Not So SMART:

"In 2013 will we hold an event to train 30 local school students in climate change science."

We will hold an event in our community about climate change with lots of people.

Besmart like a Fox!

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e. What do you want to call your idea?

Brainstorm a series of names and pick the one that you like most

EXAMPLES: Operation Ganges, Save India's Water, Youth Water, Water For Life Sustainability Ganges, Ganges Powered Sustainable Development, Restore The Ganges, Harness The Ganges, Young People From India For Saving The Ganges River, Save The River ...

When deciding what to call your idea you should think about the people you want to have involved and the people you are trying to convince – what kind of name would appeal to them?



____ _____ ____

f. Bring it all together

In the below space, bring together all of your ideas.

My Vision is:

My project is named:

My objectives are:

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EXAMPLE ANSWERS:

The Ganges River is no longer toxic, the source of its water will not dissipate and its flow has been harnessed to generate electricity for local people. World leaders look to the Ganges as an example of youth led sustainable development that simultaneously addressed potential impacts and causes of climate change and provided sustainable resources and economies to local people.

EXAMPLE ANSWERS:

Ganges powered sustainable development

EXAMPLE ANSWERS:

- In 2013 we will run a training conference for at least 50 handselected people from different areas of the Ganges River.

-70% of the people who attend our conference will implement projects in their local communities to make the Ganges cleaner, ensure it has a secure source of water, and use its power innovatively to produce electricity.

- Our project will generate at least eight pieces of news media in 2013 that convince others to support our cause.

Summary:

- It seems obvious but before we start taking action, it's always worth getting a clear idea of what we hope to achieve.
- Think deeply about your personal motivation for getting involved, draw strength from that.
- Create a vision for your work, by actually imagining what your community or world will look like once you're complete.
- And break that down into some SMART objectives things you can count that will add up to the change you want.





2.0 PLAN

Having big dreams, even specific objectives is great – but before you go rushing into it, it's always good to sit down and do a little planning and preparation.



Click on video to play!

a. Activities

How can you make your objectives a reality? What will you actually do? Rather than figure it out entirely as you go, it's good to brainstorm as much as possible upfront. Think about each objective, and write down on your worksheet all the different things you want to do to achieve it. Group similar types of activities together.

Objective #1:





EXAMPLE ANSWERS:

	 Finding participants: Work out what types of young people we want and where from Develop a promotions strategy Develop a selection process
_	Venue/ location: pick a location and find a venue
	 Budgeting: Work out how much money is needed Work out where the money will come from i.e. fundraising, participants fees, sponsors etc
	Transport: Sort out how people will get there
	Accommodation: Work out where people will stay
	Training curriculum -Develop the training -Develop the conference adenga
	Trainers: Find trainers
	Volunteers: Recruit people to work on a team to run the conference
	Set up a management system Workplan: create a workplan of all the things we need to do between now

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and then

a. Activities (continued)

Objective #2:

Objective #3:

-

EXAMPLE ANSWERS:

Reporting

- Develop management/ supervision systems so we know who implements what

Ongoing support

- Develop an email list for participants to communicate with one another
- Provide ongoing training Have a website that can show as the various projects

EXAMPLE ANSWERS:

Media

- Develop media releases and do follow up calls
- Build relationships with relevant journalists - Support local participants to
- do their own media.



To help develop a timeline you need to conside

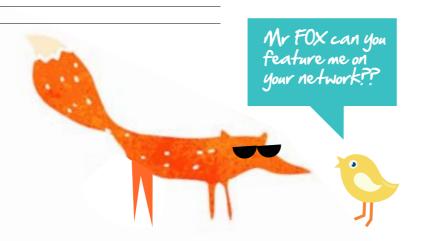
- What needs to happen before I can do this?
- What can be done once I've done this?
- How long will it take to do?

Often you'll have a deadline for your project to be complete, so once you've finalized the order of the activities you might want to work backwards from the deadline.

Now - use your worksheet to write all of this down in one place - the overall categories, the specific activities, and the dates you'll complete them. This is called a workplan. If you already know who will be doing the tasks, you can even put names next to the tasks so everyone knows who has agreed to do what - and by when they need to have them finished.

Team recruitment and management

DATE	TASK	PERSON
Venue and I	ogistics	
DATE	TASK	PERSON
EXAMPLE AN	SWER:	
14 Feb 2013	Recruit volunteers / Find Venue/ Find accommodation	Name of person/s



er:		

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b. Workplan & Timeline (continued)

Participants (recruitment and follow up)

DATE	TASK	PERSON
14 Feb 2013	Work out what types of young people we want and where from	?

Conference content

DATE	TASK	PERSON
14 Feb 2013	Develop the conference agenda	Mimi, Ai, Yoko

Media

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DATE	TASK	PERSON
14 Feb 2013	Build relationships with relevant journalists	Hiroto?

c. Recruiting a Team

The really great thing about running a project is that you can get other people excited by your vision, and have them work with you to make it a reality.

Working with friends and others who are passionate about your idea also means that you can achieve a lot more than if you were working by yourself. You won't be alone. And there will be others with specialist skills who can do things you can't.

Sometimes you'll already have a team or a group of friends who want to help out before you've even fleshed out your idea. Other times, you'll want to decide the roles you need and then go out and find the right people for the jobs.

Either way, it's a good idea for everyone to have a clear position description for their job or volunteer role so that they know what they need to do.

Work out what you need:

Take a look at the workplan you've created – write a list of all of the different skills that you will need, and all the activities that need doing. Often, you'll be able to create roles around each of the key areas in your workplan, or some roles might be focused on particular skills (such as graphic design or looking after the finances). For example, you might want to recruit a Workshop Coordinator to go into schools and deliver workshops. Or you might want to recruit a graphic designer who can help produce promotional materials for the workshops, plus all your other planned activities.



EXAMPLE ANSWERS:

- Project coordinator
- Venue and logistics coordinator
- Participant recruitment and follow up
- Conference content coordinator
- Media Coordinator

How much work can each role take? Could one person do several things?

c. Recruiting a Team (continued)

How will you organise your team?

Groups of people can work together really effectively if they are organized and motivated. An effective team needs a clear structure so that volunteers understand who they report to and who can support them.

You should structure your team to match the relationship you want to have with them. Each project is different and sometimes it is more appropriate for you to be a final decision maker on everything. In other projects it can be important to have a team of people make decisions together.

It is definitely better to share decision-making with others when:

- They spend a lot of time on the project as much as you
- They are experienced at running projects
- They are committed for the length of the project

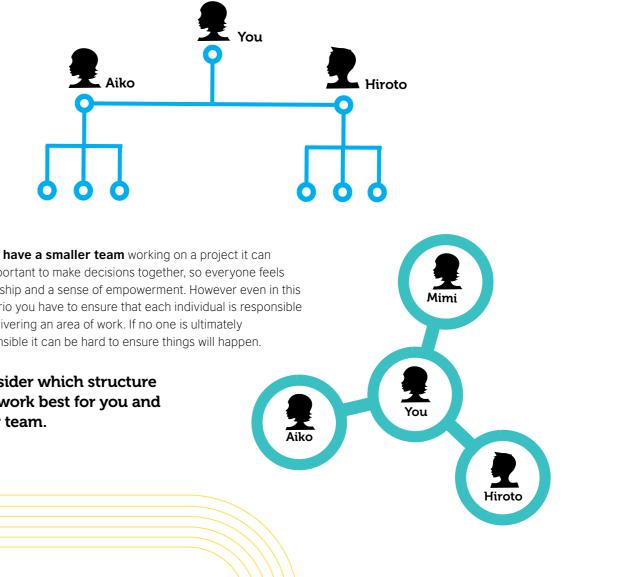
The more people you're managing or supporting, the less work on the project you'll get done yourself. It can take at least 1-2 hours a week to manage/support someone. Even really experienced people struggle to manage more than about 8 people in total.



c. Recruiting a Team (continued)

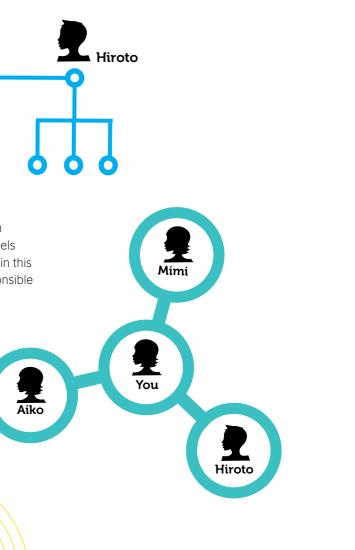
How will you organise your team?

If you have very large teams of volunteers you can create a hierarchy to help you manage them. In a hierarchy you coordinate a small number of people, and in turn each of them coordinates a team of their own.



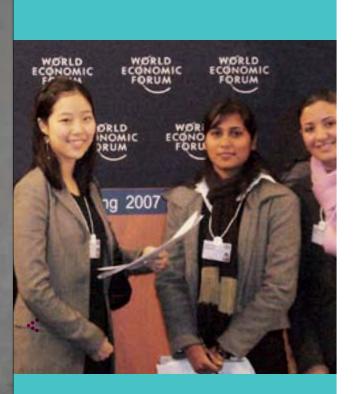
If you have a smaller team working on a project it can be important to make decisions together, so everyone feels ownership and a sense of empowerment. However even in this scenario you have to ensure that each individual is responsible for delivering an area of work. If no one is ultimately responsible it can be hard to ensure things will happen.

Consider which structure will work best for you and your team.



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"I've realised when you want to work with a group of people that creating a division of labour is really important. You want to split into different committees to get the different parts done. It's much more effective when you trust people to get it done. You really need to involve different groups of people if you want your activism to grow so make sure you get different types of people involved."

~ Mimi, Japan (18)

c. Recruiting a Team (cont.)

Writing position descriptions

Position descriptions are really helpful – setting out expectations about what each role involves that everyone understands and agrees to.

The first thing you need to do is come up with a title for the role. It's important you come up with something simple and understandable to those both inside and outside the team. Don't give people really important-sounding job descriptions immediately – keep them sounding equal, and leave room to adopt grander titles later when people have proved themselves.

Write a quick outline of the job – just a few paragraphs or 150 words that explain the role. You can also use this in promotion for the role – so it should be simple and grab people's attention. Then, write three sets of dot points:

- 1. **Responsibilities** what they'll have to do and the expected outcomes.
- The skills required to do the job what they'll need to be able to do. (These should have a maximum of 8 items each.)
- 3. Tell people what they'll get out of it for themselves. While of course your project is primarily about making a difference in the world, it's good to explain the type of experience people will have and any other benefits that will accrue to them.

You should add some basics to your position description such as:

- The number of hours they need to commit per week
- Whether it is a paid, stipend or volunteer role
- Whether there are specific requirements, such as attending a meeting at a particular time.
- The role that the project reports to (i.e. the manager) this is where they will go for support.

c. Recruiting a Team

Writing position descriptions

Using the below template, create a position description for each role that you need.

Position Title

Job Outline

Responsibilities

Skills required

What you get out of it

Time Commitment

Reports to

EXAMPLE ANSWERS:

 Project Coordinator
Bring together 50 young leaders, from different parts of the Ganges. Empower them with skills and supportive relationships so they can implement Sustainable Development projects in their own communities.
Recruit and coordinate a small team of organizers to run the project over 6 months. Focus areas of your work will be: recruiting young leaders, developing the conference, providing ongoing support and to supervise.
 -Excellent communication skills -High level of personal organization -Solid project management skills -Experience with team management
 -Professional development and growth as a leader -Training in project management, negotiation, public speaking and team management.
 -25 hours per week for 6 months -Weekly team meetings
 The Project Director

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c. Recruiting a Team (continued)

Go find some people!

But where do you find these people? Brainstorm a list of possible locations that you might be able to find people. Like:

- Friends and their friends
- Professional networks
- Email Lists

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- University job boards, schools, teachers
- Online social networks: Facebook. Myspace, Bebo, Twitter, TIG



Watch Youtube Video >>

EXAMPLE ANSWERS:

- Send it to all my friends
- Post it on Orkut (social network)
- Post it on Indian Job sites
- Contact groups already working on the Ganges and ask them to forward it on, such as OzGreen
- Put up notices in Universities along the Ganges especially within Uni colleges

Create a short advertisement -

based on the summary in your position description. Add information on how to apply, if there is a closing date, and how to get more information.

When preparing the ad, make sure you think about what would excite the kind of person you are looking for. Then post this ad in all the locations that you came up with above.

This is also the moment to talk to your friends and family. Ask them if they would be interested in taking on the role and excite them with the opportunities it presents.

c. Recruiting a Team

Picking the right people

Using the position description as a guide, develop a set of criteria for the role:

- **Character** are they people of integrity, volunteering for the right reasons?
- **Chemistry –** are they a good fit for your team?
- **Competence** do they possess appropriate skills and knowledge for the job?

Depending on the role, you can add sub-criteria that are specific to what you are looking for.

If you have a lot of applicants then you may wish to create a more formal process. Here is an example:

- **1.** Look at all the applications, and assess them against the criteria
 - · Sort into piles of "interview," "maybe," and "no"
- 2. Make a decision on who to interview, call them, and set up a time!
 - Give location, time, duration, dress code, your contact name & number. Tell them the dress code to make sure they feel comfortable when they arrive.
 - Develop a list of standard questions that you want to ask each applicant.
 - You can create a scoring scale based on the criteria to help you choose, rank the applicants on each criteria on a scale of 1-10.
 - Clearly communicate to the applicants the process and next steps.
 - If you cant decide the first time then set up a second round of interviews.
- **3. Contact all** of the unsuccessful applicants and ask the people you liked if they are interested in other roles.



d. How will you pay for everything?

The other key thing to think about before you start your project is money! Developing a budget can seem daunting, but it's really just a guick two-step process. The first step is to wish!

In an ideal world, what would your budget look like if...

- You completed all your activities and all your objectives were exceeded
- You could access all the money that you needed

Expenses:

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Start with expenses, and list estimated figures on how much you think things will cost. We have included some typical items, don't worry about importance and type for now – we will consider these in the next step. the specific activities, and the dates you'll complete them.

ITEM	COST	IMPORTANCE	ТҮРЕ
TOTAL:			

EXAMPLE ANSWER:

Conference Venue	1400	non-negotiable	in-kind
Promotion	700	scale down	cash
T-shirts	800	optional	in-kind

d. How will you pay for everything? (cont.)

Income

Now, think about your income. List where are you expecting or hoping to get money from estimated figures are fine at this stage. We will think about the likelihood of it happening in the next step.

ITEM	COST	LIKELIHOOD
TOTAL:		

EXAMPLE ANSWER:

The British Council	1000	high
National Government Grant	8000	medium
Infosys	4000	low

Think about how much it will cost to secure that money and make sure that anything you spend to get it is on the expense side of the budget.

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d. How will you pay for everything?

Make your budget realistic

Look at your budget, and ask the question "Is that realistic?" After realizing that it's usually not, think "but really, what can I do".

1. Categorise items in your expense budget by importance:

- What things are non-negotiable and just cannot be reduced.
- What could you scale down?
- What's optional?

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• And is there anything that is not important at all?

2. And also by type

- Cash do you have to raise the cash to pay for them?
- In kind Is it more likely you can get them given to you?

For your income, rate the likelihood of each of the items in your list, and develop strategies for increasing the chances of actually getting your hands on that money.

Thinking about this now will help if money becomes short later on.



"We try to set a goal, and we present that to whoever is willing to sponsor us and donate some of their money. And based on that, we can bring down the cost, and expand that if they're willing to give more. You have to be flexible."

~ Mimi, Japan (18)

e. What could go wrong?

There are lots of ways of preparing a risk assessment. One method is to get a stack of note paper and with your team or by yourself, brainstorm a list of all the things that might not go according to plan, writing one on each note. A useful way of doing this is going through your workplan and asking the question "what if?"

If you're doing this with a team - get people to focus specifically on their area of responsibility. And consider things like:

- People or institutions that might be resistant and put up barriers
- Any legal implications of your project
- What happens if things cost more than expected, and
- What if a staff person leaves

Does it matter?

- Now you've developed a list of things that could go wrong, you need to work out how likely they are to actually happen, and the impact that they would have on the work that you're doing.
- The easiest way to do this is to use a matrix like this. Use the matrix to estimate the likelihood and impact of the risks.

Likelihood that it could go wrong/ Impact	Low	Medium	High
Low	Ignore		
Medium		Develop Strategy	
High			Change Iniative

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e. What could go wrong? (continued)

What should you do about it?

What you should do in response to your risk assessment depends on what types of risks were identified. The good news is that you don't need to worry any more about anything in the YELLOW area.

For anything in the ORANGE area, fill in the table so that you have a plan you can use to reduce the chance of something going wrong, and deal with it if does go wrong.

And, for things in the RED area, you need to think about changing your plans - because right now, there's too high a chance that things won't work the way you want.

As an additional step you can strategise about how to address these risks in the below template:

Risks assessment:

WHAT THINGS COULD GO WRONG? HOW CAN YOU PREVENT IT?

IF IT GOES WRONG, WHAT TO DO:



EXAMPLE ANSWERS:

Attendees might not show up	- Organise and pay for their travel	We will source extra local
	- Send them motivating, inspiring	participants on a waiting list who we
	emails before the event	can invite last minute

Summary:

- As much as you're itching to start your project, it will go much more smoothly with planning!
- A workplan and timeline can help you understand and remember what needs to be done.
- Clear position descriptions will help you recruit an amazing team to help out.
- A realistic budget ensures you have enough money to deliver your project.
- And because things never go quite to plan, you should plan for that as well!



3.0 PROMOTE

Being able to promote your idea is about describing it to people in a way they identify with and spurs them to get involved. This section will help you identify who you need to communicate with and how you can do it.

"We luckily have the support of the city. We have to search for new sponsors. That's the main issue. We have to convince them to give us their money. It's the most important and most difficult. We're trying to show that our project has sense and it's useful, really useful."

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~ Juan, Argentina (18)



Watch Youtube Video >>

a. What are you promoting?

It's vital to make sure your promotional activity is designed to help achieve your objectives. After all, it's generally not a good use of your time to promote your project to people just for the sake of it. Think about why you will need to use promotion to achieve these; write your reasons in the column next to the objective.

Fill in your targets below – along with why you picked that number....

OBJECTIVE	REASON FOR PROMOTIO

EXAMPLE ANSWERS:

1. We need to find 50
locations along the
2. To attract the fundi
conference

Our project will promote the image of the community

.....

ON

) people to attend a conference from a variety of e Ganges. ling and in-kind support the we need to run the

b. Who are you targeting?

To develop a successful communications plan you need to identify specific audiences and tailor your communication to them. As an example you may want to target founders in the Indian computer industry and underprivileged young people. For your initiative to successfully engage either audience you will need to tailor your communication.

We will break down who these different audiences are, what you want to say to each of them, and how you'll tell them about what you're doing - so that they can get involved. As a starting point, think about who these specific audiences are, and what you want to say to each of them. To build a detailed profile of the types of people, ask questions such as:

Question:	Audience 1	Audience 2
1. Who are they?		
2. Why you want to target them:		
3. How old are they?		
4. Why would they be interested in what you're doing?		
5. What else are they interested in?		

Audience 1

EXAMPLE ANSWERS:

Question

1. Audience 1: Potential participants (most important), Audience 2: Funders (second most important) 2. Audience 1: So they apply to attend, Audience 2: So they give us money 3. Audience 1: 16–21, Audience 2: 45-55 4. Audience 1: Exciting leadership opportunity Passionate about sustainability, Audience 2: Infosys is very sustainable already, and wants to support Indian communities to be more so. The Government wants to clean up the Ganges as well. 5. Audience 1: Getting a good job, Audience 2: Looking good 6. Audience 1: What is in it for me? Where will I stay?, Audience 2: Why will you be successful? 7. Audience 1: Not having enough money to spend time on it, Busy with school or university. Audience 2: Too risky 8. Audience 1: National newspapers and television news. Audience 2: Infosys would also read technology blogs. If there are more than two different groups of people, get a piece of paper out and keep filling in the table.

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Audience 2

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c. How important are the different groups of people?

When you have multiple audiences you need to work out who is most important. To do this, use the following questions:

- 1. What impact is their involvement going to have?
- 2. How important is it to have their support?
- 3. What do they need from us, in order to provide us with their support?

Once you have answered each question use the results to rank each target audience in order of importance to your objectives. Simply write a number next to each audience in the above table. Prioritising some audiences above others will help you to use your time and energy effectively.

d. What are you going to tell them?

Messaging is about condensing the who, what, when, where, how and why of your idea, in a way that's really brief, simple and exciting. You may have heard of ideas like the elevator pitch, the 30 second pitch, or the 1-pager – all of these are about messaging, and you choosing what is most important to say to people in the shortest possible amount of time. In this section, we walk you through how to do two things:

- 1. The first is called the hook. A three-sentence, 30 second elevator pitch. It is called an elevator pitch because once you have finely tuned it you should be able to convince someone to support your project in the amount of time you spend with them in an elevator.
- 2. Extended Messaging. The second is about developing Extended Messaging: A one page, 2-minute summary. This will be an invaluable resource for you when anyone requests more information about your project and for writing funding applications.

"Actually the promotion process was the biggest challenge of the project because we are working with children. The education system of Turkey and the parents don't get it. They think we're trying to impose or do something wrong with their children. During the promotion process, we try and tell other people the meaning and results of the project."

~ Sezin, Turkey (22)



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d. What are you going to tell them? (continued)

Answering the following questions will help you to work out what needs to be said to get people interested (the hook) and which bits are really important (where your extended messaging comes in). Remember to look back on the answers you've already come up with.

What is your idea called?

What type of initiative is it? (awareness campaign, fundraising..)

EXAMPLE ANSWER:

EXAMPLE ANSWER: Ganges powered sustainable

development

Provide training so that young people can take direct action to improve the situation.

Why are you doing it?

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EXAMPLE ANSWER:

To ensure future generations of Indians have access to a clean Ganges.

What do you want people to do? (i.e, come to your event, send an email, join a group)

EXAMPLE ANSWER:

Come to an event and take action to clean up the Ganges. What about your idea will make people want to be involved?

What details do they need to get involved? (i.e, when and where is it? How much will it cost?)

What motivated you to start it? (using your personal story can be very powerful in answering this question)

So this how if a started.

EXAMPLE ANSWER:

I live near where the Ganges meets the sea. The river is sacred and yet when it arrives to our community it looks like sludge. Our village cannot drink the water, or even swim in it for fear of becoming ill. There are thousands of communities like ours in India that can no longer rely on the Ganges for water. The problem is that tap water is so scarce otherwise that some are forced to drink from the river. We need to restore the Ganges so people can drink from it safely, so people don't need to be concerned about its flow drying up and so we can find new ways to harness it for sustainable community development.

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c. What are you going to tell them? (continued)

Create a hook!

Now you want to refine your ask of people into three sentences. Generally you want to spend one sentence on each of these three things:

- **Context:** what you're doing and how it's relevant to them.
- Impact: why you're doing it, and what you hope to achieve.
- Ask: what you'd like them to do.

This process can take quite a bit of time, and is best done with some friends and people working with you as a brainstorm. Sometimes the action sentence will change – as you want different things from different people. Once you're happy with your lines, write them below:

Context

EXAMPLE ANSWER:

Young people in India can develop projects in our communities to improve the water quality of the Ganges

Impact:

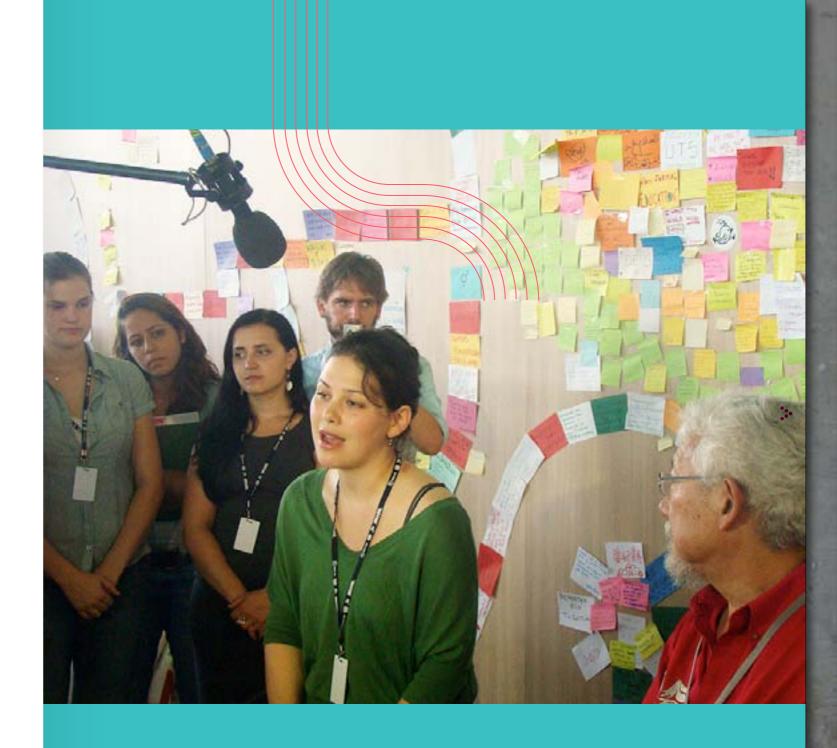
•:

EXAMPLE ANSWER:

We want the water of the Ganges to be cleaner and young people in India to gain leadership skills

EXAMPLE ANSWER:

You can apply to be part of this historic project, or donate to support our work.



Ask:

d. What are you going to tell them?

Create a one-page summary!

Once you've got your hook, you need to develop a concise summary of your idea – of less than a page. This still needs to be exciting! Look at all of the information you've written, and then pick out the most important details to put in this document. In addition to the context, impact and ask you can add:

- Credibility: why people would take your work seriously. Up to a paragraph.
- Action: what you'd like them to do, this time include including time, location, cost and other things
 you think they need to know to make a decision about getting involved.
- Next steps: clear details on how to get in touch with you to get involved or ask questions.

Context:

Impact:

Ask:

•

Credibility:

Action:

Next steps:



EXAMPLE ANSWERS:

Context: I live near where the Ganges meets the sea. The river is very sacred and yet when it arrives to our community it looks like sludge. Our village cannot drink the water, or even swim in it for fear of becoming ill. There are thousands of communities like ours in India that can no longer rely on the Ganges for water – the problem is that water is so scarce otherwise that some are forced to drink it.

Impact: We need to restore the Ganges so people can drink from it safely, so that people need not be concerned about its flow drying up and so we can find new ways to harness it for sustainable community development.

Ask: By restoring the Ganges we will simultaneously create the next generation of young Indian leaders in sustainable development.

Credibility: Through our work with the British Council we have developed a project plan to run a major initial youth training conference. The conference will feature speakers from the innovative company Infosys and Indian Ministers with vision for a restored Ganges.

Action: Conference attendees will gain high-level project management skills and be connected with inspirational business and Government leaders. They will leave the conference inspired to implement local community projects to clean up the Ganges.

Next steps: You can apply to be part of this historic project by writing to info@gangessustainabledevelopment.in, or write in to donate. We will select only the brightest Indian youth to attend. Our conference will be held in February 2013 in a location on the Ganges (yet to be confirmed). Local community projects will begin following the event.





e. How will you communicate to them?

Reaching your target audience is all about picking the best combination of channels to get your message through. Let's look at some of the pros and cons of different types of communications channels in terms of time, cost and impact.

Channel Comments		Pros	Cons
Word of mouth	By far and away the most effective way to get people to do things, but also the most time-consuming. Not possible to do on a large scale, but great for follow-up after initial interest.	Get people to do things Great for follow up	Time consuming
Websites	Putting stuff up on websites is important as it gives good brand presence, but it can be difficult to get people to commit to doing anything.	Builds your profile Helps people find out more	Small scale Will anyone visit?
Media	Great way to reach many people with a simple message. Challenging because we don't control the message, it can be hard to setup, and it's hard to follow up interest.	Reach many	Lose control of message Hard to follow up

Channel	Comments	Pros	Cons
Online social networks	, , ,		Needs follow up
Paid advertising	Good for events and strong brand promotion, but cost prohibitive, especially for small numbers.	Good for brand	Very expensive
Free advertising	Free advertising is often hard to turn down but make sure you don't spend a long time preparing ads that are seen by irrelevant audiences for your project.	Great opportunity	May reach irrelevant audiences
Email	You need to have a good mailing list to make this work. Great way to direct action if well written – but you need to take time to write properly.	Strengthens engagement	Takes time

Generally you want to have a mix of channels that you use, targeted at different times to different audiences.

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f. How will your project look and feel?

Once you've picked some channels that will reach your target audience, you need to make sure what you produce is actually appealing – in how it looks, and what it says. Some simple tips include:

- Coming up with a consistent look for your project. Pick a font, a colour, and a logo that you can
 use every time.
- **Take inspiration from others.** Go through websites your target audience would find appealing and write down what it is that "works for them". Or with your team, cut-out advertising and images from old magazines that you have and make a collage that represents your organisation's image.
- Don't let text dominate. Add some big bold pictures. Or leave lots of white space.
- When you are writing, use simple words and keep it brief.
- A basic tip is "Show don't tell" instead of saying something will be great, describe why it will be amazing using examples.
- **Today,** it's easier than ever using computers to make something look great. And people especially other young people will be quick to judge if your project looks unprofessional. It may never be your number one priority, but having a credible image can really help involve more people and raise the support you need.

g. How to make the most out of your promotions

Every time someone contacts you, you should prioritise following them up – and finding something useful for them to do that can help achieve your project's objectives. Keeping contact details is essential. It enables you to contact your participants, team members, supporters and everyone else easily and efficiently. Some people forget to keep good databases of contacts – and they usually regret it! You should start a table similar to the one below.

NAME	EMAIL	TEL. NR	ADDRESS	NOTES

Summary:

- Being able to sell your idea well is critical to inspiring others to get involved in your vision.
- You'll definitely need to practice your 30 second pitch and prepare a 1-page summary.
- Think about your target audience who they are, what they care about.
- Pick the right channels through which you can reach them.
- And develop a consistent image that reflects your work and will appeal to your audience.



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4.0 DO

By this point you have a vision, plan and a way to promote your project, now you need to turn that thinking and planning into reality. This section is all about team and time management. But let's start with yourself, the leader.



Watch Video >>



a. Leadership

Brilliant leaders can both lead a project and support it. You need to be able to set a vision and respond to new opportunities - but you also need to manage the day-to-day functioning of the team and make sure things run smoothly.

Unlike common definitions of leadership that focus on power and status, we promote leadership that is other-person centred, not self-centered. It is about developing and empowering a team to achieve a common goal, rather than climbing higher on the status chain ourselves. Remember that people want to be led; they don't want to be pushed.

Understanding both the principles of personal leadership and brilliant management will enable you to be a leader in all situations.

Vision

Your vision is your most powerful tool. The greatest leaders have always been amazing visionaries: Nelson Mandela, the Wright Brothers and Martin Luther King Jr all held a vision which they used to build a different future. But why is vision so important for your team? For three reasons:

- It provides focus and direction
- It increases team ownership
- It amplifies team energy

Think about how you are going to bring your vision into the work you do everyday.

"If you yourself are inspired, it passes on. If you're leading in your own community program, if you're passionate enough, you can pretty much account for the passion in the rest of your team."

~ Sanya, India (19)

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a. Leadership (continued)

Be Unique

Be clear about what makes your vision unique. People will ask you "why should I partner with/ volunteer with/donate to your idea over another?" You should know these answers, and be clear that the strength of your vision lies in its uniqueness.

Have Integrity

Do we consistently place importance on the integrity of the leaders whom we follow? We want to know that 'leaders' are trustworthy. We don't want to follow anyone who is deceiving us, or lying to us. Honesty is so important because it affects us personally. If a leader lies, and we are part of his/her team, it is a reflection on us as a team member. What we really want to know is that a leader is worthy of trust before we are willing to follow.

People who have real integrity are transparent to the point that they can withstand scrutiny from others. They are clear about their own values and beliefs. As a result, they can give an honest answer when called by others to account. This means that people with integrity don't pretend they have answers to questions they have never even considered.

Commitment

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Changing things - running any sort of project - is rarely all easy. There will be hard times. We can guarantee that you will experience many moments in your own journey as a leader when you will feel like giving up. At these times, leaders must maintain commitment to what they believe in, despite the greatest adversity.

Your Development

Consider which of these qualities you have already developed – and those you need to work on. Strong leaders are open to learning and development. List some ways you think you could improve your leadership:

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HOW CAN I GET BETTER?

EXAMPLE ANSWERS:

Vision

I don't usually share my vision with others, I'm going to try to consciously share what motivates me and what I am aiming for more often.

b. From group to team

There's a big difference between a group that you've brought together to do tasks for you, and a team who are working effectively towards a common goal. When people have a sense of the bigger picture, a sense of connection to each other, and a sense of respect for you as their manager, they're able to operate as a team whose output is greater than the sum of its parts. To create that sort of team you'll need:

- Regular meetings

Bringing your team together regularly allows them to get to know each other and you, and fosters a much stronger sense of connection between team members. Although you want your meetings to have a clear purpose and outcomes, it's important to create time for people to relax, get to know each other, and develop relationships based on more than their role in the team. Sharing a meal, playing games, watching a film, meeting over coffee and partying together are all great ways to achieve this.

- Shared decision-making and ownership

The more you can involve your team when making decisions, the more ownership and commitment they're likely to feel over what the team is doing. Involving people in decision making works on a spectrum:

GREATER TEAM OWNERSHIP

YOU RECOMMEND TEAM RECOMMENDS YOU TELL GROUP YOU & TEAM DISCUSS **GROUP TELLS YOU**

GREATER EFFICIENCY

The aim is to balance team ownership with efficiency. Depending on the circumstances, you may decide to be more or less consultative. As a guide, the more people involved in the process, the more





you may want to limit the amount of discussion. Alternatively, when fewer people are involved, it's much easier to make decisions as a group.

- Shared vision and understanding

Having a common vision of where the team is headed promotes a stronger commitment to achieving the team's goals. One unique piece of advice is to include your team earlier in the visioning process, as this is where the creativity and fun is, and it's where the overall vision will gain most from diverse input.

- Encouraging Ideas & Creativity

Many of your team members will have their own ideas about what your team should be doing. Encourage these, and make a time at each meeting or other regular points where people can discuss new ideas or how to improve things. This keeps motivation high, and allows you to identify potential in your team.

"As much as we have a common vision for the project, each of us would like to see different things. We need some point within the group the final decision rests with this person. There is a mediator within the groups of the girls."

~ Asanda, South Africa (21)

c. Team management

Now that you are working with a group of people, there are lots of things to consider. Just because communications skills are sometimes called "soft skills" doesn't mean they aren't sometimes very challenging. So, it's the first meeting with your team, and as you prepare to enter the room, a wave of questions wash over you;

What are you supposed to do?

What are your team members going to think of you? What are you they supposed to do? What are you going to think of your team members?

The following guidelines to "expectation-setting" should help you answer these questions from the very start:

- Bring people together in person to discuss expectations, their role, and what's going on.
- Make sure that everyone has a shared vision of where the team is heading.
- Together agree upon and be firm about general expectations in relation to issues like meeting attendance, reporting systems and team communication.
- Have job descriptions to ensure that each individual understands your expectations.
- Clearly outline your own role to lead, manage and facilitate to all team members and make sure they understand when, how and why communication will happen.
- Provide your team members with appropriate training and resources. Don't assume they know how to do things you ask of them - ask them!

Valuing and caring for your team

Your team don't stay involved because they love meeting deadlines or reporting. They stay involved because they feel that they're making a difference, that they are valued, and that they're getting something out of their hard work.

"The most difficult thing is, that we've got a 50 member team, and each (person) is different, and each has different opinions and the most difficulty is to unify them, to make something common."

~ Juan, Argentina (18)

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c. Team management (continued)

Understand the people in your team

It's vital to understand the people in your team. Volunteers are far more than their job descriptions and outputs. They're passionate young people, and to care for them you should want to engage them in understanding their skills, hopes and dreams. Find out what motivates them, what gets them out of bed in the morning, and what they want to achieve in the world. Spend some time getting to know your team as people – have them round for dinner, go out for a drink with them, relax at the end of a meeting.

While chatting, you'll find that volunteers have hugely diverse reasons for getting involved, from saving the world to professional development, being friends with the people you're working with to feeling as though they're doing something important – and everything in between.

If you understand what motivates the people in your team, you can help them reach their goals and have fun. This is ideal.

Creating a caring environment

It's difficult to share with someone what makes you tick, so in order to care for your team, you need to create an environment in which caring is possible and appropriate. In order to do this you need to:

- Create an atmosphere of trust
- Make yourself approachable and trustworthy
- Actively encourage people to share such information
- Provide circumstances under which people can get to know each other outside of 'work'
- Remember the fundamental importance of confidentiality

"The team building is really important. Getting to know each other is the most important thing. Trusting each other and believing each other – its the most important thing."

~ Juan, Argentina (18)



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c. Team management (continued)

Showing that you care

Here are some hints on how to show people that you care through your day-to-day actions:

- Keep people's personal issues in mind when assessing their performance and, in particular, reasons for not performing.
- You don't and shouldn't need to be people's counsellor, but you do need to care for those that you are leading and to show them that you care by listening.
- Keep in mind the potential for issues to arise between people in the team. Such issues need to be handled with great care and sensitivity so as not to escalate the situation.

Working with volunteers

You'll generally be working with volunteers. No matter how passionate they are, there are other higher priorities in their lives - family, friends, partners, study, work or a myriad other things. This is a fact of working with volunteers, so we need to be realistic in knowing how we fit in.

Praise early, praise often

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When someone in your team does something right, surprisingly well, or something (positive) that you wouldn't have thought of yourself, take time to let them know you're impressed.



d. The art of delegation

The best way to build a team, to build people's skills, and to get things done is to delegate tasks and jobs to your team members. When you're delegating a task make sure you:

- Explain the context that led to the task
- Explain the purpose for the task so they understand why it is important
- Give people a sense of what you are looking for the quality and quantity of work expected.
- Explain the resources (including training) and other people available to help the person
- Clarify the timeline for completion

If you accept a task yourself from another leader, or one of your own team members.

- Be realistic about what you can achieve and by when don't just say yes
- If you are not going to make a deadline then tell someone hiding isn't going to make it better!

"One thing that went wrong was that no one wanted to do sponsorship. For any type of event, sponsorship is the most important thing. If you don't have money you won't be able to run the event. So we decided to be a bit autocratic. It's not who is going to get sponsorship - everyone was going to do sponsorship. Because it's intimidating to knock on different businesses' doors and ask for different items such as food and cutlery. We split into groups, I'm going to the market, I'm going to the mall - and because we did it together it turned into quite a fun day."

~ Sofia, Canada (18)

e. When people are not meeting expectations

Support in public, rebuke in private

Most of us have learnt from our bosses - or even our parents - that criticizing or insulting a team member in front of others is a huge no-no. We've got to make sure that we treat our team how we'd want to be treated ourselves.

Take Responsibility

One big surprise about being a manager is that you are no longer responsible only for your own mistakes. When people in your team do silly things, it is still somehow your problem. Learning how to appropriately deal with that reality - and it is a reality - will endear you to your team and make them work harder for you.

Help people learn through mistakes

If work needs to be redone or changed, talk to the team member about redoing it instead of patching it up yourself. While it might be quicker to just fix yourself, it's not going to help people in the long term. In fact, it's only likely to alienate your team, frustrate you, and slow everyone down.

Say it, don't write it

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Email is a wonderful method for communicating information, but it's absolutely hopeless for communicating emotion and mood. Thus, if you write something that was intended as a constructive criticism, it can very easily be interpreted as a personal attack. There's an easy way to avoid this - pick up the phone and have a chat.

Giving constructive criticism

When giving constructive criticism, you can use the following structure:

- Outline the core topic: briefly describe the key area that you wish to talk about
- Facts: give specific (current) examples/evidence and be objective
- Feelings: describe your emotions about what's happening
- Implications: clarify what has happened as a result or will happen if things continue as they are
- Contribution: identify what part you might have played in the way things are, and/or your role moving forward
- Evidence your intent: state your firm commitment to specific next steps that you intend to take and why
- Response: invite their response and/or seek their perspective

f. Team communication

Keeping in touch with your team is essential so as a basic starting point, make sure you have all of their contact information. Put it into one document, hang it on the wall, put it in your phone.

NAME	EMAIL	TEL. NR

Day to day communication

There are many ways to get information to and from other people, and we need to consider what the best method is each time we communicate. In particular, it's important to remember that emails are not a good way to get people to do things, and phone calls are not a good way to give people information.

- If you want people to think about something, email it.
- If you want them to do something, call them.
- If you want to make a group decision, meet with them.

MORE ANALYTICAL, MORE CONSIDERED



MORE IMMEDIATE, MORE PERSONAL

ADDRESS	SKYPE NAME	

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ACTION: DECISION MAKING



f. Team communication (continued)

Managing emails

Email is often a major way in which teams communicate. But everyone gets so many emails it's sometimes easy to lose track. We suggest you give your team some quick and basic rules on using emails and lead by example.

- Put people in the TO field if you need them to do something.
- Put people in the CC field if you just want them to read the email.
- Use the subject line to explain the key point of the email.
- Use dot points if you've got several things to say.
- Keep your emails concise and to the point.
- Bold any important points.

Don t forget to copy all the birdies in the team on the invite for our next team meeting

f. Team communication (continued)

Running meetings

We've all been to meetings we loved, and meetings that were a waste of time. How do you make sure you get the most out of meetings?

Before the meeting

- Send invitations to those who you need at the meeting, include a clear start and end time.
- Collate and confirm agenda items.
- Find out who can't make it.

At the meeting

- Start on time.
- Have a chair who facilitates the meeting (their role is to help the group get through the discussion points within the time allocated).
- Have a minute-taker to take notes. The most important part is writing down action points - what was agreed, who agreed to do it, and by when. There is a template in your worksheets.
- Follow your agenda.
- Set the next meeting time.
- Finish on time.

After the meeting

- Send invitations to those who you need at the meeting, include a clear start and end time.
- Complete action points.
- Ask others if they have completed their action points

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f. Team communication (continued)

Note taking template

DATE/ TIME/ LOCATION

ATTENDEES/ APOLOGIES

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AGENDA ITEM	NOTES/ ACTION	who	DUE

NEXT MEETING

g. Time management

One of the biggest implementation challenges in any project is time management. Projects attract busy people so it's essential to make the most of every minute. Here are some quick tips:

- Avoid procrastinating that is, doing anything but the task you need to. If something is both urgent and important to your mission, make sure you get it out of the way.
- Create a to-do list. Once you've listed everything you need to do, immediately do all of those which take less than two minutes - to get them out of the way and clear your head. Prioritise everything else based on urgency and importance.
- Delegation. If something is not very important to your mission or role, maybe you shouldn't be doing it at all. It might be better to delegate it to someone else in your team.
- Get in the mood. Different people work better in different spaces and environments. Think about times when you've been very productive and the space you were in - the music, the noise levels, the amount of light, the temperature and the people around you – and try and make your work space like that.
- Have others hold you accountable. Often, we're not very good at holding ourselves to account for our promises, and need others to do that for us. Make sure you let your team know by when you'll be completing tasks so you also have deadlines.

And remember, guilt isn't very productive. If you can't achieve a task with a certain date. it's ok! It's more important that you focus on the next task – guilt can just make you unhappy and even more unproductive.



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Lets focus on getting the Easter eggs, well decide what colour to paint them later!



h. Project sustainability

If getting your project off the ground is hard - making it sustainable so that it can survive into the future is even harder. There is no sure pathway to sustainability but as a start...

- Avoid taking on too much at the start because the more successful your project is, the more opportunities will emerge as you go. It'll be key for you to learn to say no so you don't burn yourself out.
- Partnerships with other organisations can be a great way to tap into resources and go further - especially if you have very similar objectives. But make sure the partnership helps achieve your objectives and doesn't just create a lot of work for you.
- Try and create a model program that can be easily replicated copied by others without substantial involvement from you. An organisation that is built around a simple concept is much easier to sustain than one that goes from project to project - and the idea can even outlast the actual organization.
- If you can, avoid projects that require major ongoing costs. It's unfortunately often harder to fundraise to keep something good going, than it is to start it in the first place.

And maybe sustainability isn't your objective anyway. Avoid creating a self-perpetuating organisation - once you've achieved your mission think about what you're going to do next or close it down.

Summary:

- True leadership is about being honest, having vision and caring for a team.
- A team is different from a group of people who complete tasks - a team working cooperatively towards a common goal.
- Take the time to delegate your tasks doing it well will make the experience more empowering for the person completing them.
- Be kind but firm with people who are not meeting expectations; don't confront them in front of your team.
- Remember that emails are not a good way to get people to do things, and phone calls are not a good way to give people information.
- A sustainable project takes work, and most importantly it needs to have an important mission.

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5.0 REVIEW

The final part of running your project is taking a step back and seeing how it all went. In this module, we look at how to evaluate your work and learn from it for future projects.





a. Why is it important?

Reviewing your project is really important for a few key reasons:

- First, people who give you money, grants especially, will want to know what and how you did.
- Second, you'll be able to learn from your mistakes and adjust your strategies.
- And third, you'll find the simple process of doing a quick review after each project milestone ensures that ideas and any frustrations of team members are aired openly and can be resolved!

Don't leave your review until the end - do quick reviews after each key milestone to learn as you go. This doesn't have to be complicated - just ask your team members for some quick feedback. At the end of your project, or perhaps at a specific point in the year you'll want to do a more comprehensive review.

"I think even during the implementation phase of the project, it's important to have a reflection period. I don't think the four of us can do that separately from the participants. We've been doing that as well - getting feedback....and seeing whether we're on the right track. We've realised that some of the things we've done weren't necessary and we could have not done them. We have a evaluation and monitoring period at the end of the 12 month, one year project."

Watch Youtube Video >>

~ Asanda, South Africa (21)

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b. How to do it

In summary, a review is about considering your original objectives, finding out what happened (the results) and learning lessons for the future.

What to evaluate?

First, figure out what you're evaluating. You'll remember that in your SMART objectives, the M stood for Measurable. So you should already have some sense of what it is you're trying to measure and what would be an indicator of success. For example, if your objective was to hold 200 workshops across your country on climate change issues, an indicator of success would be the number of workshops held. Another indicator might be the percentage of participants who said they were happy with the workshop.

OBJECTIVE

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INDICATOR

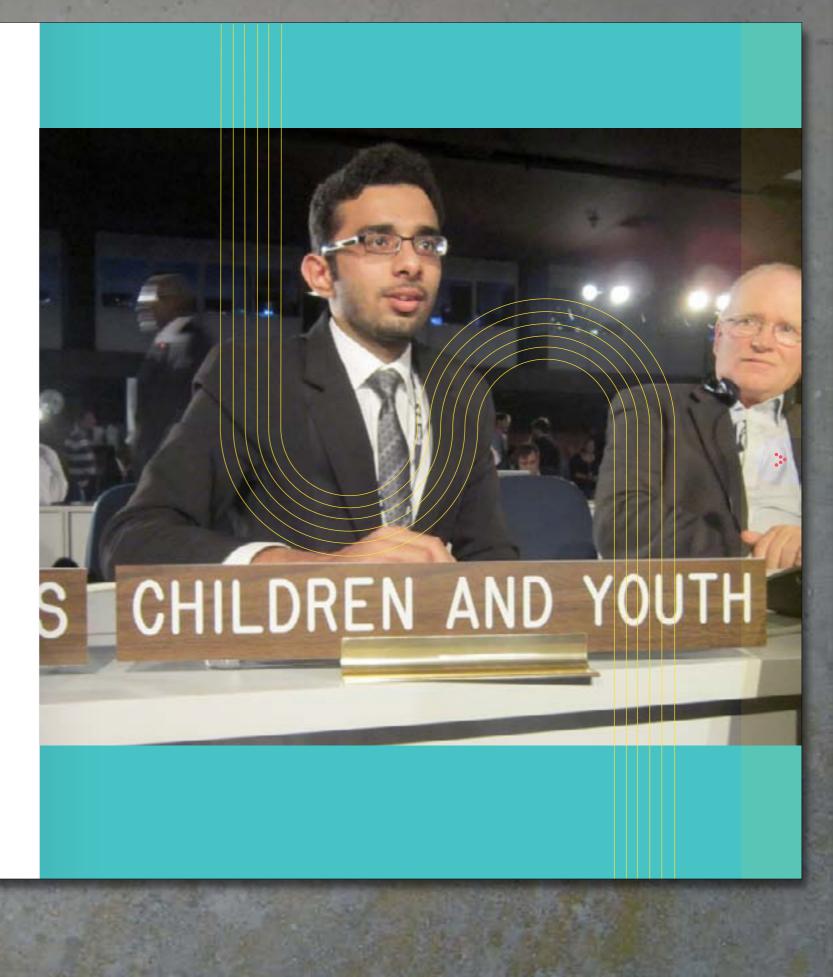
EXAMPLE ANSWERS:

In 2013 we will run a training conference for at least 50 hand-selected people from different areas of the Ganges River.

50 attendees

Our project will generate at least eight pieces of news media in 2013 that convince others to support our cause.

Eight pieces of media in 2013



b. How to do it? (continued)

How can you measure it?

Second, figure out how you can actually measure these results – what evidence is there? You could keep a logbook where you write down the details of all the workshops you run. Or if there are no existing results you could conduct a survey of your participants to find out how they felt about the event.

OBJECTIVE	INDICATOR	METHOD

EXAMPLE ANSWERS:

In 2013 we will run a training conference for at	50 attendees	Record number of attendees
least 50 hand-selected people from different		
areas of the Ganges River.		

c. But why?

Once you know what you're measuring and how you're doing it – you can summarise your results and think about why you achieved what you did. If everything went according to plan, what contributed to that success? If some things were not as successful, what were the reasons?

To develop a more comprehensive overview of your project consider:

- How well did you articulate your vision?
- Was your plan widely understood?
- Were there any major risks that emerged that you had not foreseen?
- Was your budget realistic? Did you raise the money you needed?
- How was your team structured? How did they perform and grow through the experience?
- How would you rate your own leadership and management of the project?
- Did your promotional activities reach and attract the audiences you wanted?
- What was the impact of the project on your broader organisation?

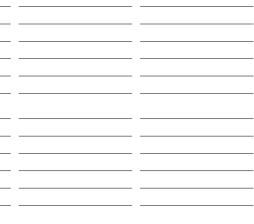
Now we need to bring all your thinking together and suggest recommendations. Working through the table below will be a useful exercise at the end of a project or as a regular review.

OBJECTIVES	INDICATOR	ACTUAL

REVISION

RECOMMENDATION

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OBJECTIVES	INDICATOR	ACTUAL	REVISION	RECOMMENDATION

EXAMPLE ANSWERS:

•

In 2013 we will run a	50 attendees	55 attendees	We thought some people	Assume people
training conference			would not turn up on the	will come, rather
for at least 50 hand-			day, but they all did! We	than the opposite.
selected people from			were also very good at	Continue to excite
different areas of the			exciting attendees about	participants before
Ganges River.			the conference	the conference.

d. Unanticipated results

Often many of the most exciting results from a project can be unanticipated in your original plan - a surprise! This is not necessarily a bad thing. Make sure your evaluation also considers results that helped achieve your objectives but were not originally identified in the indicators of success. And there may be some exciting results that achieved much good but were not even related to your original objectives.

When you have surprising results, think about why it happened. Next time, you might want to actually aim for a repeat experience. Or you might still want to figure out how you can avoid them because they were not central to your overall mission.

Summary:

- Evaluation is a key part of every project for reporting to supporters, learning lessons, and team building.
- Review on an ongoing basis don't leave it • just to the end.
- · You'll need to be clear what you're measuring and how you're going to do it.
- And don't just measure against your objectives - leave room to record results that were unexpected.



Credits:

About

The resources in this kit were developed for the British Council by Global Changemaker Simon Moss from Global Poverty Project, and Nick Moraitis and Jarra McGrath from Make Believe. Filming of Changemakers was done during the Changemakers forum at the London G20 in April 2009 by Ed Owles.

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