



SOCIAL
IMPACT
PROJECTS

Assessment framework for new projects

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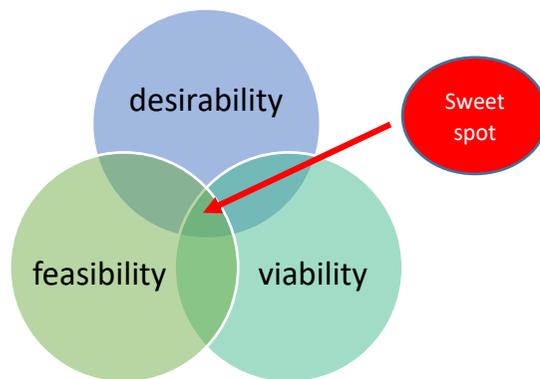
- ✓ In an organisation that is in full growth, opportunities often present themselves eagerly
- ✓ A growing team means that there are more people who come up with ideas
- ✓ With an increase in partnerships, the demand for new projects increases as well.

This means that an organisation often has to assess whether or not it is a good idea to launch a new project.

After all:

- The new may look so tempting, but the organisation as a whole could suffer.
- Growing to grow is never a good idea; it has to be valuable
- The risk of 'bleeding money' lurks around the corner, even in projects that at first sight appear to be self-supportive.
- A lot of weight on the shoulders can break both employees and stakeholders

This assessment framework is based on the principles of design thinking. With an eye on sustainable motivation, viability is replaced by sustainability in the dashboard below

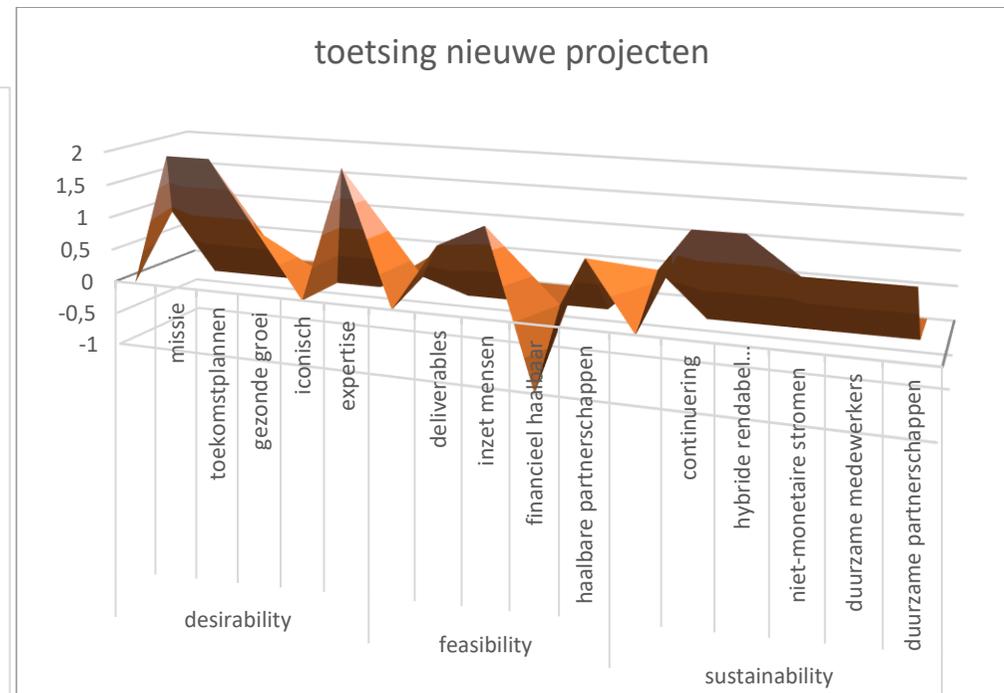
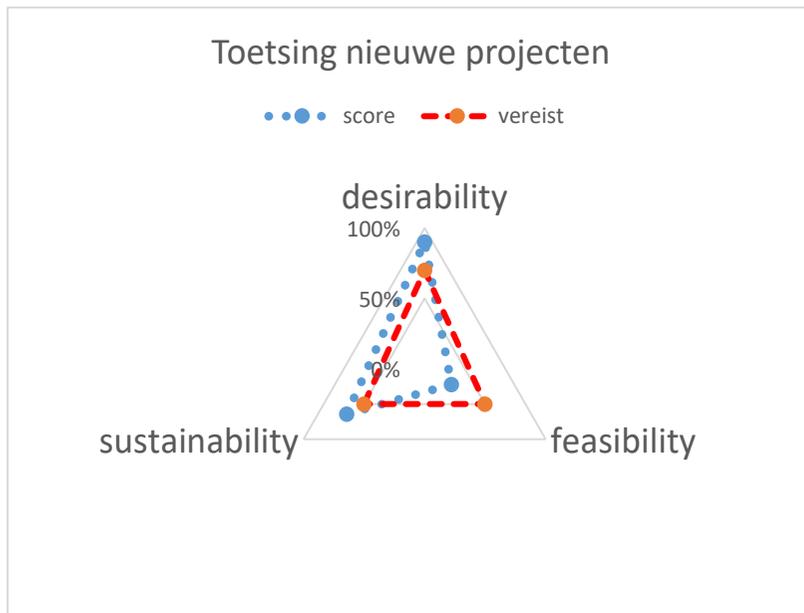


model: user design for innovation

DESIRABILITY		FEASIBILITY		SUSTAINABILITY	
		ü DELIVERABLES			
This project strengthens our mission <i>(it fits perfectly in our theory of change)</i>	0	We can easily meet the output conditions imposed on us by external funding	0	In the future this project fits perfectly in our core business / can it be run as a satellite project / become independent. (E)	0
This project is in line with our strategic plan	0	We can easily meet the staff conditions (required FTE) imposed on us by external funding	0	We are able to conduct this project, because we can delete elsewhere or keep the balance. (F)	0
		ü USE OF MANPOWER AND RESOURCES			
This project means a healthy growth for our organisation	0	This project involves revenue streams that bears the sum of operating resources, staffing and overheads (A)	0	The project has the potential for a hybrid revenue model (multiple revenue sources)	0
This project has iconic value. It will differ us in a positive way	0	The income comes from at least two different income streams (e.g. grants / funds / participant contributions / other income).	0	In the future, the project more than pays for itself (it has proven to be an investment)	0
This project enables us to show our strengths.	0	Additional income needed for the project can easily be tapped (B)	0	This project sets in motion non-monetary value streams that will pay off elsewhere/later	0
This project is sustainable in an ecological way	0	The implementation of this project is feasible within the existing team capacity or it is feasible to make additional recruitments (payroll/freelance) for this project. (C)	0	With this project we focus on sustainable employee involvement (pride).	0
This project is sustainable in a social way	0	When the team expands, an interesting exchange takes place with the rest of the organisation.	0		
Our organisation can bring quality with this project	0	The employees involved can act in their 'stretch zone' for this project (D).	0		
		ü STAKEHOLDERS			
		The required partnerships for this project are already known and achievable / the new partnerships to be established are easy to achieve.	0	With this project we bind new partners to us who are an important added value for our entire organisation.	0

How does it work?

- First decide which minimum score you need per domain in order for giving a 'go' to the project
 - o Required minimum score desirability: ... %
 - o Required minimum score feasibility: ... %
 - o Required minimum score sustainability: ... %
- Fill in a score in the dashboard per parameter from -2 to +2 where -2 stands for very weak and +2 for very strong. 0 can be used when not applicable or neutral.
- Some parameters have a letter. This refers to an additional tool that is further on this webpage and can help you to fill out



A. Do the revenue streams cover all expenses?

A new project is often started from a promise of a third party who comes up with money. But do these revenues effectively cover all expenses?

Expenses	
Overhead 15%	
Staff payments	
Freelancers	
Volunteer compensations	
Suppliers	
Purchase of materials	
<i>In case of investments: depreciation value 1st year to be written here</i>	
Rental of venues/ work space	
Rental of materials	



Score 2	All expenses are covered, including 15% overhead
Score 1	All expenses are covered, but not the overhead
Score 0	Major part of expenses are covered (> 80%)
Score -1	Expenditure is more than 50% covered
Score -2	Expenditure is less than 50% covered

B. Tapping into additional income streams

If the guaranteed income for the project is not yet sufficient to speak of a fully profitable project (see A), additional income streams must be sought. Are these easy to find?

Where can income come from?

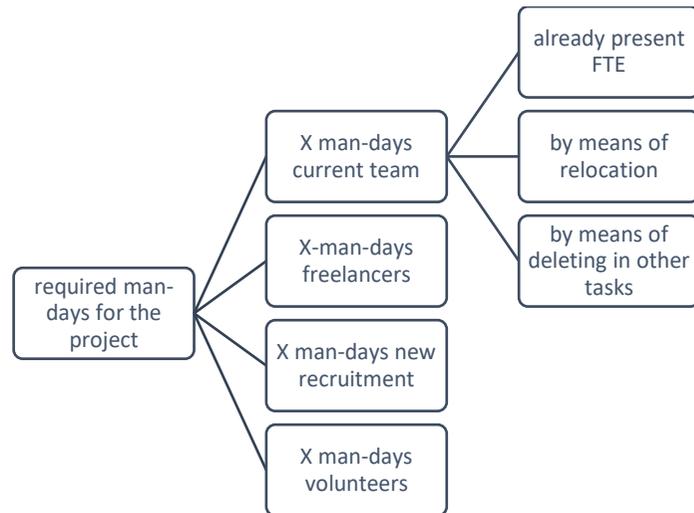
	How easy to tap into?
Extra subsidy/ies	0 0 0 0
Extra partnership(s) (donations, sponsoring)	0 0 0 0
Natura deals/pro bono support	0 0 0 0
Revenues from sales	0 0 0 0
Other choices that can be made	
Using own resources	-----
Deleting another project	-----
....	

Score 2	At least 10 boxes are coloured
Score 1	At least 8 boxes are coloured
Score 0	At least 4 boxes are coloured
Score -1	At least 2 boxes are coloured
Score -2	No boxes coloured

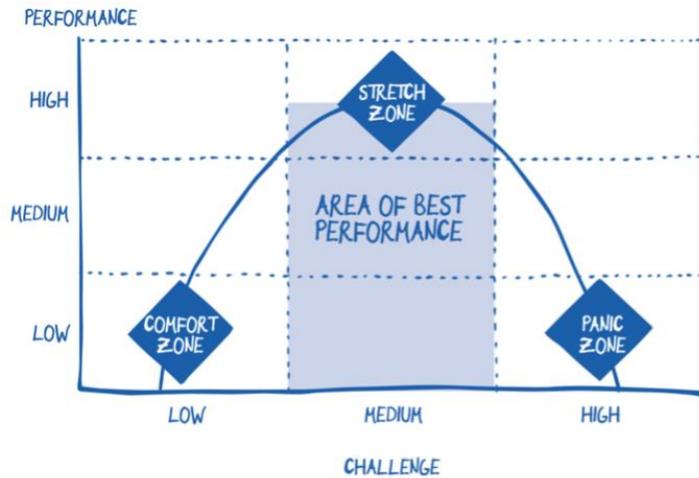
C. Team capacity

Be sure to take into account man-days for preparatory meetings, reporting, meetings with partners,....

What about the ratio in your team?



D. The stretch zone



A new project can give a team a lot of energy. Shrugging shoulders together somewhere can be very positive. But in which zone will the team be for this project?

The comfort zone: the project approach is familiar. Looks a lot like what was set up before

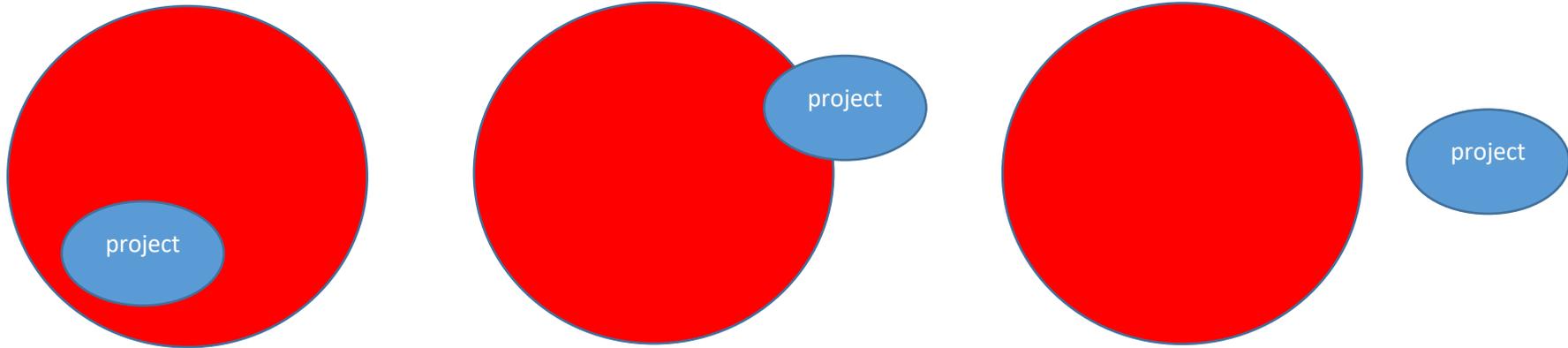
The stretch zone: there are challenges in the project. New elements give energy

The panic zone: the challenges here have a crippling effect

E. Scenarios in case of continuation

If a new project is a success, it is best to have a plan ready for continuation. What is chosen/what are the options?

It becomes part of the organization / we continue it, but not in our core business / we make it independent.



F. Making choices

In order to give new projects a sustainable character, it is important that they fit into the capacity of the organisation. It is possible that too much pressure will come from a multitude of projects and choices will be forced upon them. With the start - stop - continuous method you can make choices together as a team.

The method is simple. Make three columns on a sheet: start - stop - continue

Everyone writes on post-its what he/she thinks belongs in each of the three columns.

What strategic choices can we make:

- What doesn't work at the moment? (stop)
- What would help to improve our mission? (start)
- What's working well at the moment? (continue)

Start

What ideas should we definitely implement in the future? To find out, these questions may help you:

- If money wasn't a problem, what would you invest in?
- Imagine someone extra hired. What project would you assign to him or her that you haven't started yet?

Stop

Typical activities that belong under 'stop' are tasks that take a lot of time without you being able to reap the benefits. These questions can help you find 'stop' tasks.

- What would you cut out of your working day if you had to leave early?
- Is there a task in your job that you can easily postpone? What task is this and why is it so easy to postpone?

Continue

What is currently working well and should you definitely continue to do in the future? Questions you can ask about this are:

- Where do we deliver the most value?
- What gives the most satisfaction?

START	STOP	CONTINUE