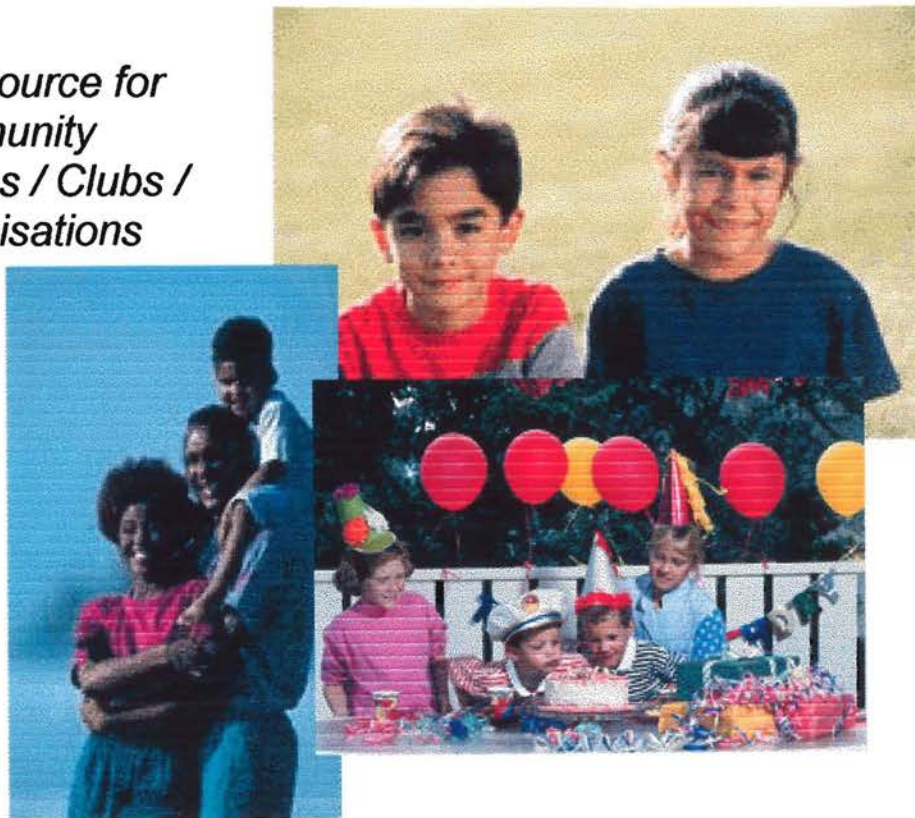


# Annual Report Accountability For Non Profit Organisations

*A Resource for  
Community  
Groups / Clubs /  
Organisations*



# EXECUTIVE SUMMARY

This report has been developed for the Kelloggs Rural Leadership Programme 1999, presented by Lincoln University.

For the purposes of developing a resource suitable for assisting non profit organisations / community groups to present outputs through their annual report process in a style that is accountable, measurable and will satisfy stakeholder needs.

Publicly available literature on Annual Reporting past and present from large to smaller non profit organisations were assessed, with organisation CEO's, Chairpeople and Annual Report authors and stakeholders being interviewed.

Information was analysed in order to evaluate alternative styles and techniques of presentation and structure. The literature review was useful for providing valuable insights into characteristics and failure and success factors associated with Annual Report Presentation and stakeholder relationships.

The study found that relationships with stakeholders needed clear partnership agreements that outlined intention from both sides. A partnership of intention that addressed reporting protocols, agreed outcomes and contractual deliverable's.

The partnership contract must have minimum outputs allowing for innovation, dynamic creativity.

A contract that is designed with strict deliverable's, not allowing for intangible outcomes is designed for adequate performance not outstanding outputs.

The core elements a report needs to show is that an organisation is, Customers focussed, have adequate systems and protocols in place, sets standards of achievement, have benchmarks of performance and innovations, is strategically focussed, financially accountable and finally is innovative and creative.

## SECTION 1 INTRODUCTION

### Terms Of Reference

This report is prepared by Kim Bredenbeck for the Kellogg Rural Leadership Programme of 1999. This report contains results of research focussed on developing a blueprint Annual Report Format for Non Profit Community Groups and Organisations

#### *Purpose*

The purposes of this study is to identify a successful format for annual report presentation suitable for most community groups and organisations operating non profit entities.

#### *Objectives*

The following objectives were developed, in order to achieve the purpose of this study.

1. Conduct an evaluation of recent annual reports selected from a variety of non profit organisations that range in size and focus.
2. Identify the key success factors that are evident in the presentation of non profit entities that have strong outputs and credibility within the Waikato Regional community.
3. Develop a simple uncomplicated blueprint format for community groups to effectively present their annual outputs in report form.

## *Research Methods*

This is a literature based study.

Publicly available literature on the presentation of current annual reports and funding publications have been reviewed and analysed in order to compile the report.

The literature has been sourced from the organisations directly or NZ Library sites.

## *Study Scope & Limitations*

Reliance on literature as the main source of information could be considered limited in its ability to develop a generic blueprint annual report format.

However, interviewing stakeholders and community groups was extremely valuable in being able to simplify the final report format.

## *Report Structure*

The report started with an overview of the issues that have contributed to the need for the development of accountable reporting processes.

Looking at why community groups now more than ever need to be producing accountable outputs in relation to public funding expenditure.

The next section provided a review and evaluation of past and present annual reports produced from a variety of non profit entities.

Several organisations have been reviewed with an emphasis placed on those providers who specifically support the rural sector community organisations.

Discussions and interviews were held with community organisations to develop a simple process for reporting.

*Report Structure (continued)*

The basis of this research assisted in the formulation of the final blueprint.

The concluding sections of this report provided closing comments and recommendations in relation to this study.

The closing comments in the report reiterate the achievement of the study's purpose and objectives, and highlights strategies for future partnership development.

The recommendations are clearly linked to the evaluations of previous sections of the report and combine to form suggestions for future funding contract management processes.

## SECTION 2 THE CURRENT FUNDING ENVIRONMENT

As the Manager of a non profit organisation for the past 10 years I can attest to the fact that most non profit community groups are often so focussed on getting funding in that often the importance of reporting the outputs of an organisation get ignored.

It is only in more recent times that community groups are learning that in this highly competitive environment groups that present their annual outputs in a professional manner are more likely to be considered for further investment from a funding body.

My subsequent discussions with colleagues and community group leaders has confirmed this to be true.

I was able to speak with 6 people who were either paid Managers or volunteer leaders of community groups in the community competing for contracts or funding all from non profit supporting funding bodies.

All of the people consulted run what are regarded as organisations that have achieved in the community for 5 or more years.

Discussions centred around the challenges that community groups face on an annual basis, these evolved around funding issues.

The following outlines a general consensus of issues identified as being critical to these groups

1. Project Guidelines/Funder Requirements;  
The lack of clear project guidelines allocated often do not allow for the issues that community groups face in particular groups that are run by volunteers, have people move on, key members unable to read or write, etc.
2. In ability to Present Outputs In An Accountable / Auditable Manner; most groups identified this as a key weakness in their organisations, in particular the volunteer or smaller groups.

Most organisations are able to complete an agreed task or project on time within the agreed budget, however producing the administration to support this outcome is often considered the least important aspect of the project and is therefore rarely completed appropriately.

3. Competition for funding;  
Some community groups spoken to admitted that they have realised the absolute importance of being able to source and secure different funding opportunities, some organisations are becoming experts at securing funding, leaving less sophisticated groups to struggle.
4. Competition for funds is becoming increasingly difficult for non profit groups to secure, mainly because more and more groups within the New Zealand environment are becoming aware of the funding opportunities and how to competitively tender for them.

There are several accessible productions that guide organisations to those opportunities. I reviewed the following

- Fundview, Funding Information Service can be viewed on the internet [www.fis.org.nz](http://www.fis.org.nz)
- Directory of Services Community Help (1998 - 99) (7th ed.)
- A Directory of Philanthropic Trusts in New Zealand. New Zealand Council for Educational Research in association with The Funding Information Service (1994) (4th ed.).

The above publications offer at least several hundred funding opportunities for groups to target, however many have reduced their funding budgets, causing stricter criteria to be established and managed.

Leaving *“less funds to allocate and more groups competing for the investment decision”*.

## SECTION 3 REVIEW & EVALUATION OF ANNUAL REPORTS

A review and evaluation of annual reports produced for 1999 was conducted identifying 4 non profit entities.

2 of the organisations are substantial sized funders by New Zealand standards and 2 are medium to small non profit entities. In the funding market place competing for funding opportunities that ensure their survival. One of those is a well funded high profile organisation and the other is a small locally run museum. The following is an overview of these reports.

### 1. New Zealand Lottery Grants Board Report For The Year Ended June 30th 1998. (the most recent publication).

#### *Vision*

Making a positive difference in New Zealand Communities

#### *Mission*

To ensure empowered communities, community well-being and a sense of nationhood; and Treaty of Waitangi Obligations are fulfilled.

The report is designed for the specific purpose of communicating annual funding allocations, the lottery grants board have a very clear role in allocating rather substantial amounts of funds to the following "Mission Drivers"

1. Empowered Communities  
Total allocated 58.26 million
2. Community Well Being  
Total allocated 53.78 million
3. A Sense of Nationhood  
Total allocated 32 .48 million

## **New Zealand Lottery Grants Board Report continued.**

In this instance the funds are allocated and not spent by this particular agency the report focussed on publishing the details of all grants allocated.

I was disappointed to note that the report did not detail achievements especially in the areas of lottery health research.

As rather large sums of money were allocated and some of the research conducted was immensely important.

I would however, have liked to have seen feedback from the recipients on project updates, or the opportunity to request the final project research outcome.

I would also like to pose the question "Who owns the information when a study or project has been completed?".

The Lottery Grants Board allocated a substantial amount of funds for the distribution committees and agencies to manage. This is the principle means by which the Board achieves its mission.

## 2. WEL Energy Trust Annual Report 1999

### *Mission*

To manage the community's investment in WEL Energy Group and all other investment activities undertaken by the Trust, in a diligent and responsible manner, to ensure that the value of these investments is protected and enhanced for the current and future benefit of the Waikato Community.

### *Chairman's Report*

Total allocation \$4,298,000 to 309 grants, noting an increase of over 100% from the previous year.

### *Report Overview*

Once again this report focussed on listing all funds allocated and detailing the changes with their role etc.

I note that there were several large grants allocated in particular to the Regional Sports Stadium (\$500,000.00) proposed for Hamilton.

There was no support information or explanation as to the reasoning behind this large allocation. No detail of any criteria or conditions that the stadium was required to meet.

The public accountability of expenditure that substantial should have a minimum requirement set of policies to communicate outcomes.

Also no detail as to why the trust makes an investment and the lack of conditions attached to their large allocations show there is also room for improvement in their allocation processes.

The University of Waikato Performing Arts was allocated \$200,000.00 again no supporting information.

The WEL Trust Committee is voted in by the local community.

### 3. Hamilton Enterprise Agency Annual Report For 1999

#### *Mission*

Enterprise in Business and Community Effective Principles  
Promoting Community Prosperity.

#### *Report*

The report introduced the organisation by way of listing trustees management etc, it went on to very quickly list the achievements for 12 months activity.

Outputs were measured back over a 3 year period and trends were discussed and accessed.

Innovative outputs were identified and reported, turning intangible information into something of value to a sponsor or investor.

This report acknowledged its network and expressed thanks for any support given, this showed strength in its list of supporters, who were well respected, highly regarded members of the Hamilton business scene/network.

A financial audit that was attached was reasonably easy to read and understand, this entity showed that its accounting procedures were in order and acceptable for auditing standards.

## 4. Annual Report From A Small District Museum

This is a rather small group of volunteers who are attempting to coerce a local authority to invest a substantial amount of money into their organisation to develop a district focussed museum.

The report was presented as follows..

There were no hard copies available. The report was presented verbally at the Annual General Meeting.

Mission Statement

None supplied

Chairman's / Museum Curators Report

Whilst the Chairman had written a report it was presented in longhand and read out verbally.

It did focus on the successes for the year , however there was little actual detail of outputs and certainly had no real information that could have been utilised to the benefit of the organisation.

It was disturbing to note that there was a very real lack of importance placed on reporting the annual outputs of the organisation.

The curator did not have a report of any description prepared. Whilst this position is practically a volunteer position, there are minimum expectations required and an annual curators report would be a realistic expectation.

If longterm growth and effective management is to occur, Annual Reports must reflect this, especially when large sponsors are being courted.

I was compelled to note that a general report format for Annual Reporting is a strong need for this organisation.

## SECTION 4 DISCUSSIONS WITH ORGANISATION MANAGERS / LEADERS

I spent quite a lengthy period speaking to the Manager of the Hamilton Enterprise Agency and selected group leaders, about the issues that affect them as non profit entities competing in the charitable marketplace for survival.

Discussion centred on the process that occurs when establishing a relationship with an investor like a local body or Government department.

Some of the following core issues were identified as having a significant effect on organisations, those in particular that have business relationships with the above organisations.

1. Tenuous funding environment, can get political, and is therefore very fragile.
2. Change of party in relation to politics, ie, if Labour were to get into power in November. Current deliverers would lose programmes funded by the National Party, they would be completed and closed by June 2000, regardless of their success, the changes would purely reflect political leanings.
3. Now more than ever Managers have to be very creative book-keepers and report writers. Organisations have to show accountability to their investors, over the past 10 years one Community Group spoken to had attracted in the vicinity of \$2.6 million in local and central government funding.

It was extremely important to this group in particular that all processes are seen to be squeaky clean. To much is at stake and a major client like a local district council has its own credibility at stake.

## **SECTION 5 RECOMMENDATIONS**

The results of this study show that, although there appears to be a need for accountable reporting, it is not possible to develop a absolute ideal blueprint suitable to address the needs of every community group and their particular requirements for reporting.

However the following identifies core generic information that is essential for the development and presentation of an Annual Report.

This blueprint has been kept to a minimum requirement, any extra information provided is recommended but not necessarily compulsory, it is important to note that when developing this blueprint the KISS principle was applied, keeping it Simple Stupid. The end product is intended to be user friendly and capable of being considered a useful resource for the entities it is designed for.

### **1. COVER PAGE**

Cover page or front page must have trust or organisation logo if applicable or the name of the organisation.

The title must outline the type of report.

The year concerned,

A description of the type of entity, ie charitable trust, incorporated society or a Maori Organisation registered under the Te Turi Whenua Act.

### **2. GENERAL INTRODUCTION OF ORGANISATION**

The Nature of business, the reason why the entity exists, be it under the banner of economic development or a sports club.

### **3. LOCATION OF ORGANISATION**

Address, containing physical details and mail details, a contact phone number of the relevant person.

#### **4. LEGAL STRUCTURE**

A brief description of the legal standing of the organisation and identify if there is recognition from the IRD for charitable status, this is often appealing to a potential sponsor.

#### **5. TRUST BOARD/COMMITTEE MEMBERS**

List your board, and identify your Chairman and deputy, secretary, treasurer etc.

#### **6. MANAGEMENT**

Identify any employees should you have any and their role in the organisation.

#### **7. BANK**

Identify who you bank with.  
Also name your Bank Manager, if you have a good relationship with them.

#### **8. ACCOUNTANTS / AUDITORS**

Acknowledge accountant and auditors should they be different, this is very important especially to local bodies etc.

#### **9. PRESENT YOUR SERVICES**

Your Statement of Mission or Motto or Club Saying should be at the top of this page.

A brief description of what it is that you do, be it economical development, rugby club, marae committee etc.

## 10. CHAIRMANS/ LEADERS REPORT

Ideally this report needs to have some detail approximately 1 page of detail would be considered a minimum requirement.

The report needs to focus on any issues that may have occurred during the year with the organisation identifying any negatives at the start of the report if applicable.

Moving on to acknowledging the achievements or highs the club or organisation may have had, identifying key people within the Committee or Membership for a special mention, again if applicable.

## 11. CORE SERVICES

This is where an organisation needs to look at any funding applications that have been made and were successful for the previous year.

Outputs for the previous year must be shown, if for example an organisation was funded to purchase a computer then proof of purchase and perhaps a paragraph or two describing the learning processes involved at the start of the purchase and current capabilities of members during the year.

It is very important that all projects that involved expenditure in particular with public funding are identified and presented.

An example that could be used for 2 types of funding scenarios is included in draft, these formats are currently being successfully used by a community group within the Waikato.

## 12. NETWORK

As an organisation it is important to identify your networks.

A member of your network is anyone that has in any way assisted you as an organisation in your endeavours, and are happy to be acknowledged as a member of your network.

(See blueprint for example)

## 13. INNOVATIONS

Identify any ideas that were put forward for consideration, and were either put into action or are being considered for the future.

If possible identify the member who put forward the suggestion this is a great way to retain members and encourage new ones.

This section could also outline any activities undertaken that were not originally proposed at the start of the year.

## 14. SUPPORTERS

Acknowledge any sponsors during the year, this is where the local business people could be acknowledged again should that apply, refer to suggestion number 12, network members.

## 15. FINANCIAL REPORT

It is important to have audited accounts at Annual General Meeting times, please ensure this occurs.

The attached project budget format is also a useful one to have as it can be applied to each funding project, be it training, services, or maintenance.

## FINANCIAL REPORT continued

The budget should also include the original funding requirement submitted to a funding entity and the actual expenditure made against it.

An audited report of the organisation is essential for the credibility of an organisation, it is worthwhile investing in a good financial person, be it as a member or professionally.

## IN CONCLUSION

The whole area of reporting is a fascinating one, especially in that many community groups are yet to catch on that the critical success factors that give their competitors an edge in the funding market place, is there ability to show in report and presentation form their achievements.

Relationships with funders and sponsors need to be nurtured and maintained with a lot of energy and commitment.

Communication with key people is essential to the survival and development of an organisation.

A strong sound partnership with a funder or a sponsor has to be delivered based on a model that delivers integrity, honesty, genuine effort and proof of outputs.

There are an enormous amount of opportunities available to community groups that are..

- customer focussed
- have adequate systems in place
- established protocols
- sets standards of achievement
- benchmark performance and innovations
- is strategically focussed
- financially accountable

and is

- innovative and creative

## 1. COVER PAGE (page 1)

**Title of Organisation**

**Type of Report  
Year**

*(Legal Entity)*

## 2. GENERAL INTRODUCTION OF ORGANISATION (page 2)

*Example:* Tennis Club; The Ruawaro Tennis Club was formed to encourage the community to play and enjoy tennis.

## 3. LOCATION OF ORGANISATION (page 2)

Address, containing physical details, mail details, phone numbers, contact persons etc.

Street; \_\_\_\_\_ Box No; \_\_\_\_\_  
Phone; \_\_\_\_\_ Fax No; \_\_\_\_\_  
Contact Person; \_\_\_\_\_  
Phone Number; \_\_\_\_\_

## 4. LEGAL STRUCTURE (page 2)

*Example;*  
Charitable Trust - Certificate of Incorporation (HN/617834) 1st October 1990.

## 5. TRUST BOARD/COMMITTEE MEMBERS (page 2)

*Example;*

Fred Smith (Chairperson)	Joy Brown (Secretary)
Liz Young (Treasurer)	Jay Wellson
Joseph Stillwell	Gary When

## 6. MANAGEMENT ( page 2)

(If applicable)

*Example;*

MANAGER George Browne

SECRETARY Brian Brovack (part-time)

## 7. BANK ( page 3)

*Example;*

Bank of New Zealand - Pukekohe Branch

Bank Manager - Mr George Kimpton

## 8. ACCOUNTANTS / AUDITORS ( page 3)

*Example;*

Accountants; Shiply and Sons Accountants

Auditors; Hogarth and Hogan Auditors

## 9. SERVICES ( page 4)

Mission Statement

*Examples taken from several existing organisations;*

*“Encourage enterprise and employment opportunities and initiatives by way of dissemination of information, sharing of resources and support for Waikato Communities”*

Club Motto (example)

“Is it the truth? Is it fair to all concerned?”

Description of Services (example)

Donate to the police “DARE” Programmes

Sponsoring children onto the Spirit of Adventure

Facilitate Course called “RIPEN” , where an opportunity is given to kids to develop leadership and confidence

Description of Services (example)

Business Skills Training  
Basic Book-keeping Courses  
Community Enhancement Training  
Community Wage programme

## 10. CHAIRMANS / LEADERS REPORT ( page 5)

Example of excerpts taken from several reports reviewed.

*“The Club has had a successful and exciting year full of innovation and change, and it is with pleasure that I present the following report” concluding with “*

*It has been a privilege to have been associated with such a dedicated team, the trustees who have given of their time and knowledge I am most grateful for. It has made it possible for the club to work effective and harmonious in all aspects of the service it provides for the community”.*

Example from another report written by a Manager

*“Staff have worked extremely hard to refine their administration processes and special acknowledgment is given to Joe Bloggs, who has worked tirelessly to help the Organisation establish financial systems that will cut down on staff time to manage, yet be acceptable by audit standards.*

*I encourage staff to continue to pursue excellence and keep seeking out opportunities for the betterment of the districts communities”.*

## 11. CORE SERVICES ( page 6)

### Overview of contract Objectives showing Targets Verses Actual Achievements

Contracted Objective's as set by BUSINESS DEVELOPMENT SKILLS	Target	Actual
On receipt of the funding, \$12,500 will have been used to fund the lease of a vehicle onto which will have been placed signage as specified by the Community Employment Group	Lease a Vehicle	✓
The project that was run from 1 March 97 to 28 February 98 will have continued to operate for a further year		✓
A Co-ordinator will have been employed full time for the duration of the project to provide services	Service in operation	✓
At least 30 Hui will have been facilitated for Marae or community groups to present information and training packages such as: Organisational Policy Development, Kaitiaki Training,, Are you ready for funding and small business and tourism training kit.	30	51
One to one facilitation will have been provided to the groups to identify specific needs and establish a training and support package tailored to meet their needs	43	83
At least 8 Training Workshops will have been secured for Marae or Community groups from appropriate	Target 8	Actual 19
Community profiles will have been established for the following communities: Matamata, Morrinsville, Whare, Cambridge, Te Aroma, Raglan, Huntly, Te Kauwhata, Ngaruawahia and Te Awamutu.	9	9
Liaison contacts and protocols will have been established with the following organisations: Chamber of Commerce, Employers Association, District Councils, Professional Business Women's Network, Wise Women's Network, Service Clubs and Local Businesses.	20	33
Further development and completion of a range of resources to strengthen infrastructure of community groups will have occurred.	5	9

## Funding from WELL Trust For the following outputs

Sponsorship Objective's as set by WELL Energy Trust	Target	Actual
On receipt of the funding, \$5,000.00 will have been used to fund the purchase of a computer and software to be utilised for data input and information collection  (Receipt of purchase is included with financial report)	Purchase a computer to the value of \$5,000.00	Purchase was made in July 1999
That club archives be collected and input into a data base		The data input has nearly been completed

## 12. NETWORK ( page 7)

*Example;*

We would like to acknowledge the following members of our network.

John Smith (Accountant)

George Browne (Plumber)

Anne Browne (WINZ)

Adelle Smith (Rotary)

## 13. INNOVATIONS ( page 7)

(Example taken from a community report)

Special thanks to Georgina Rose who suggested we purchase pizzas for resale to our members, we made a \$500.00 profit for the year and will look at doing something the same next year.

The Agency's new programme for the brokering of the Community Wage Scheme was an extremely successful innovation for the organisation and will continue to be funded for the next 12 months.

## 14. SUPPORTERS ( page 8)

*Example;*

Special acknowledgment is given to the following people  
Mr Jim Browne (Hamilton Builders) for his donation of some timber for our club house fence.

*Example;*

Genesis Energy for sponsoring the organisation for delivering resource information of their behalf.

## 15. FINANCIAL REPORT ( page 9)

### Budget Example

A budget needs to be very clear as to costing requirements, if quotes are needed then please ensure that they are attached to budget/ application information

When developing a budget as a community group you also need to take into consideration the in kind costs / contributions that you are going to committ to this project.

Acknowledge this inkind amount separately, some funders do not recognise this input figure, however, it is becoming increasingly agreed by funders that this contribution to a project has real value and therefore needs to be acknowledged in the budget

The following is a series of headings that relate to project costs, based off several community project budget templates currently being used by organisations working the area of community development. The idea is to identify the costings that suit and remove the ones that are not relevant.

When developing the budget, present the total project cost, seperating the amount requested from the overall total and submitting as per example below.

<b>Total Project Cost</b>	<b>\$7,796.50</b>
<b>Total amount requested from Funder</b>	<b>\$1,905.00</b>

Then develop budget under the headings that have been identified, this should equal the total project cost as per figure above.

<b>Project Management @ \$45.00 per hour x 115.5 hours</b> ( 11 days, 10 hours per day) =	\$5.197.50
<b>Staff Training for 2 staff members</b>	
@ \$45.00 per hour x 4 hours	\$ 180.00
<b>Presentation to Members @ \$45.00 per hr x 2 hrs</b>	\$ 90.00
<b>Presentation prep time @ \$35.00 per hr x 3 hrs</b>	\$ 105.00
<b>Travel @ 58c per k. x 400ks</b>	\$ 232.00
<b>Communication, fax phone mobile.etc</b>	\$ 150.00
<b>Meals @ 25.00 per day x 11 days</b>	\$ 275.00
<b>Photocopying / resource materials etc</b>	\$ 150.00
<b>Administration @ \$15.00 per hr x 15 hrs</b>	\$ 225.00
<b>Air fare to Wellington (return)</b>	\$ 342.00
<b>Accommodation @ \$85.00 per night x 10</b>	<u>\$ 850.00</u>
<b>Total Project Cost</b>	<b><u>\$7.796.50</u></b>

Amount Requested from Funder

81% travel	\$ 470.00
83% meals and accommodation	\$ 935.00
87% Resources / Admin / Presentation	<u>\$ 500.00</u>
<b>TOTAL</b>	<b><u>\$1.905.00</u></b>

**ORGANISATION INKIND CONTRIBUTION**

9% travel	\$ 104.00
7% meals / accommodation	\$ 190.00
3% resource / admin / presentation	\$ 70.00
100% communication	\$ 150.00
100% staff training	\$ 180.00
100% Managers time	<u>\$5.197.50</u>
<b>TOTAL</b>	<b><u>\$5.891.50</u></b>

Organisation Contribution 68 %	\$ 5891.50
Funder Contribution 32%	<u>\$ 1905.00</u>
<b>TOTAL PROJECT COST</b>	<b><u>\$ 7796.50</u></b>

The following costings have been developed to act as prompt when developing a project budget.

**VEHICLE**

Petrol  
Tyres  
Warrents  
Registrations  
Lease/Service Contracts

**REPAIRS & MAINTENANCE**

Computers  
Building & Environs  
Office Equipment  
Office Furniture

**STAFF**

Wages / Salaries  
Administration  
Management

**SERVICES**

Power  
Phone / Fax  
Rent  
Lease Items - ie, Photocopier

**INSURANCE**

Trustee Liability  
Staff Liability  
ACC  
Work Vehicle Insurance  
Contract Insurance  
(often required by the contractor)  
Building & Contents  
Vehicles  
Travel

**TRAVEL**

Airfares  
Travel Allownace  
Mileage  
Accomodation  
Meal Allowance  
Taxi/Transferr fares

**STATIONERY**

Photocopy supplies  
Photocopying  
Binding  
Printing  
Overhead (Acertait)  
Other

**RESOURCE**

Internet Search  
Interloan Services  
Resource Books/Information  
Forms, Formats  
Research/Studies

**PRESENTATION**

Equipment Hire, ie Powerpoint Presenter  
Venue Hire  
Catering  
Speakers

The following budget is an example format that has been developed specifically for feasibility study / Project Management.

It has been designed for a funder or sponsor to read in very clear and concise language.

### Projected Budget for Feasibility Study - Stage 1

Action	Funder \$	In Kind \$	In Kind \$	Total
survey: Design, Geographically sample, test and approve process. - x 2.5 team members Conduce survey and analysis and complete report @ \$35 per hr x 125 hours	4,375.00		7,035.00	11,410.00
Maori Business Interviews: Conduct 5 south Island and 10 North Island interviews. Costs includes: Transcriber & Dictaphone hire, Tapes, Koha, Travel (road & air), accommodation, Preparation and Interviewing time - @ \$35 per hour x 45 hours. 2.5 team members	5,255.00		2,362.50	7,617.50
Key Player Interviews: 7 north Island & 3 South Island interviews Costs include - Transcriber and Dictaphone hire, Koha, Travel (road & air), Accommodation @ \$35 per hour x 30 hours. 2.5 team members	3,180.00		1,575.00	4,755.00
Discussion Forum at Maori Business and Entrepreneur Conference, 12 -14 November (6 speakers to attend forum)	Funder \$ 300.00		In Kind \$ 600.00	Total 900.00
Literature search costs (data base & census & Internet access)	375.00		225.00	600.00
Report Completion, analysis & summary write up @ \$35 per hour x 40 hours	700.00		700.00	1,400.00
Project Manager @\$45. per hour x 2.5 hours per week x 20 weeks & Meeting venue	1,000.00	1,250.00		2,250.00
administration support @ \$ 15 per hour X 5 hours per week x 20 weeks	625.00	500.00	375.00	1,500.00
Stationery, Photocopying, binding etc	150.00	150.00	150.00	450.00
Communications - Phone, fax, courier, e-mail & postage	237.50	200.00	200.00	637.50
Project planning & scoping & survey design	750.00		750.00	1,500.00
Project Management Liaison Meetings	200.00	250.00	250.00	700.00
Office Rent & outgoings	850.00	850.00	850.00	2,550.00
Conference attendance fee & presentation 3 members to attend & guest speakers for forum @ \$350 each.	1,083.30		2,066.70	3,150.00
Project Advisers: 5 project advisers will sit alongside the project in preparation to complete the third stage of the study and to provide support, advice and as a lead in to the next stage.	1,000.00		1,500.00	2,500.00
	20,080.80	3,200.00	18,639.20	41,920.00

Budget Table

Lighter Shaded area represents actions associated to costs

Darker Shaded area represents the in kind contribution to the budget

Non Shaded Area represents the amount requested from funder

The red figures represent total cost for each action

## SPECIAL ACKNOWLEDGEMENT TO

A big thank you to the members of my network that assisted me with my research.

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Hone Rauputu - Hamilton Enterprise Agency

Members of ECN Network

Tai Moana - Hora Hora Marae

David Henshaw - Huntly Mining & Cultural Museum

Ian Kimpton - Waikato District Council

Gary Allis - Community Services Manager WDC

Lindsey Tisch - Waikato Business Services

Ken Winton - Waikato Community Trust

Fay Clark - Hamilton Libraries

and the whole team of the Waikato District Enterprise Agency