

Information on the Family Centred Employment Project

1. Overview

1.1. Introduction

The Family Centred Employment Project (FCEP) is a demonstration project being administered by the Department of Education, Employment and Workplace Relations (DEEWR) through the Innovation Fund. The Innovation Fund is a competitive grants program designed to address the needs of the most disadvantaged job seekers through funding projects that will foster innovative solutions to overcome barriers to employment which these job seekers face. This information should be read in conjunction with the *Guidelines for Innovation Fund Projects*.

As a demonstration project, the FCEP is looking for providers who have knowledge, experience and capability to explore creative ways of achieving outcomes. The successful providers will partner with DEEWR and existing local organisations to holistically meet the needs of jobless families whose members are likely to have entrenched and multiple barriers to employment participation. A jobless family is defined for the purposes of the project as *a family with a dependent child under the age of 16 where either one or both parents are on income support and have no reported earnings in the previous 12 month period*. The participation of jobless families in the project will be voluntary.

The project aims to increase the employment participation of people in jobless families via promoting co-ordinated service delivery amongst local service providers and promoting the social as well as educational and economic participation of specific jobless families.

The FCEP currently provides for funding of \$500,000 per annum, for each location, over two years. The Department is considering extending the FCEP for a third year (until 30 June 2013). As such, you may wish to include in your planning for the project the prospect that the project may be extended to a 3 year period.

DEEWR is currently seeking project proposals to deliver the FCEP in two locations, these are:

- Broadmeadows in Victoria (postcode 3047)
- Goodna in Queensland (postcode 4300)

These locations both fall within priority employment areas and are well served with family and community services, including employment services.

Information on the services available to members of these communities and the barriers they face to participation was conducted by the Social Policy Research Centre (SPRC at UNSW) and will be made available to IF panel members that register their interest in submitting project proposals for the FCEP by emailing innovation.fund@deewr.gov.au. Any questions that Innovation Fund Panel members have about the FCEP can be emailed to this address.

1.2. Eligible providers

DEEWR will approach Innovation Fund Panel members who have indicated they are able to deliver services in Queensland and Victoria to submit a project proposal to deliver FCEP services. Consistent with *Part 3.2* of the *Guidelines for Innovation Fund Projects*, DEEWR may seek

submissions for particular projects from all or specific panel members depending on the project requirements and the panel members' knowledge, experience and capability to undertake those projects, and work in partnership with panel members to develop proposals.

For more information see *Section 3 Selecting FCEP Providers* for the delivery of the FCEP.

1.3. The FCEP and the Social Inclusion Agenda

The FCEP is a product of the Australian Social Inclusion Agenda. As such, it is important that the project is implemented in a manner that is consistent with the Social Inclusion Principles. The following table describes how the FCEP framework has been drawn from the Approaches and Priorities of the Social Inclusion Agenda. Information on the Government's social inclusion agenda can be found at www.socialinclusion.gov.au.

Disadvantage and social exclusion tends to be higher amongst certain groups of people and the Australian Government has identified priorities in which to start the work of addressing social exclusion and increasing social inclusion. Helping jobless families with children by helping the unemployed into sustainable employment and their children into a good start in life is a priority of the Social Inclusion Agenda.	
The Approaches of the Social Inclusion Agenda	The Framework of the FCEP
Building on individual and community strengths	FCEP providers will be expected to utilise existing services resources to respond to participant's needs
Building partnerships with key stakeholders	Local Steering Committee will be established to support and guide FCEP providers
Developing tailored services	FCEP services will respond to the needs of individuals within the context of their family and community
Giving high priority to early intervention and prevention	Increasing the employment participation of jobless families will help alleviate intergenerational barriers to social inclusion
Building joined-up services and whole of government(s) solutions	FCEP providers will be required to establish wrap-around services and a no wrong door approach to service delivery within the community
Using evidence and integrated data to inform policy	The findings from the FCEP will inform the development of an evidence based model for servicing jobless families
Using locational approaches	FCEP services are being delivered within priority employment locations
Planning for sustainability	FCEP providers will increase the capacity of the community to support jobless families

FCEP Description

1.4. Background to the Innovation Fund

The objective of the Innovation Fund is to fund innovative place-based solutions to address barriers to employment for groups of the most disadvantaged job seekers, including job seekers in jobless families. The Innovation Fund seeks to develop solutions for disadvantaged job seekers that would ultimately lead to obtaining and sustaining employment, with successful projects able to be promoted so that they can be replicated in other settings and other disadvantaged job seekers can benefit from the results. Innovation Fund projects will help achieve the Australian Government's Social Inclusion Agenda by supporting innovative strategies that help disadvantaged job seekers find employment.

1.5. Objectives of the FCEP

The objectives of the FCEP are consistent with the overall objectives of the Innovation Fund as set out in *Part 2 of the Guidelines for Innovation Fund Projects*. The FCEP specifically focuses on the following:

1. Support the employment, education/training and social participation of jobless families in the community by increasing the capability of at least one individual within the context of their family and community.

Existing Job Services Australia services focus on supporting individuals overcome their personal barriers to employment. The FCEP is looking to build on this by taking an approach that involves *family-centred servicing*, which extends the focus of services to the needs of the family unit in order to assist at least one member of that family towards employment. This means providers will assist participants to overcome any vocational and non-vocational barriers to obtaining and sustaining employment, whether they are the result of personal and/or familial barriers. This may include assistance in areas such as housing, financial management, parenting support, conflict resolution, mental illness and education participation.

This type of approach recognises that family joblessness is strongly associated with a wide range of disadvantages, including low income, poor health, disability and low educational attainment. Jobless families are also more likely to have transportation barriers. While the project has a strong employment focus, it recognises that overcoming entrenched and multiple barriers to employment may require supporting participants to take small steps on the pathway to employment. For example, encouraging the participant to participate socially or in education/training may represent substantial progress towards employment for that person.

2. Establish *wrap around services* and a *no wrong door approach* to service delivery within the locations, for those services associated with jobless families.

Given the wide and complex range of barriers faced by members of jobless families in their capacity to obtain and sustain employment, the successful provider will need to harness existing services available within the community to support the needs of the individual and their family. This may require some providers to deliver services in parallel, or to identify which needs are prominent and require addressing before supporting the participant to overcome other barriers.

Through the establishment of relationships and networking among local organisations, the successful provider will establish a *no wrong door* approach to service delivery within the location. This involves implementing processes across organisations that will ensure that a person will receive the support that they require, regardless of the service they initially approach.

3. Identify, document and disseminate good practice behaviours and principles in assisting the participation of jobless families, including the establishment of wrap around and no wrong door approaches to service delivery.

As a demonstration project, the outcomes of the project must include details of how successful elements of the project could continue after the funding period has elapsed. This involves an outline of how the project results can be shared with key stakeholders, including other Innovation Fund Panel members and Job Services Australia providers, to inform future projects or to be replicated in other locations and/or for other disadvantaged job seekers.

Accordingly, the successful provider will be required to identify, document and disseminate good practice behaviours and principles in assisting the participation of jobless families in such a way that:

- a. *the effectiveness of the approach is clear.* This requires a robust demonstration of positive outcomes, as well as how the good practice approach led to those outcomes.
- b. *learnings are both practical and principled.* Articulating principles allows the servicing approaches to be applied across a wide range of circumstances and situations, while balancing this with practical examples will allow others to replicate the actions that were taken.

2. Selecting FCEP Providers

2.1. Selection process

Providers will be selected to administer the FCEP in a manner consistent with the *Innovation Fund Guidelines*. In particular, DEEWR will approach Innovation Fund Panel members who have indicated an ability to provide services in Queensland and Victoria and who have the knowledge, experience and capability to deliver FCEP services.

Knowledge, experience and capability to deliver FCEP services

Interested Innovation Fund Panel members must be able to respond 'yes' to the questions at the front of the *Proposal for Funding Form (FCEP)* (also provided at [Attachment A](#)) before they will be considered as having the knowledge, experience and capability to deliver FCEP services. Panel members who respond positively to each of these questions are invited to complete and submit the *Proposal for Funding form (FCEP)*.

Responding to the Assessment Criteria

Additional information is available to guide Panel members in structuring their responses to the Assessment Criteria in the *Proposal For Funding form (FCEP)* so that they best demonstrate their ability to deliver FCEP services. This guidance is provided at [Attachment B](#) and builds on *Section 4 The Service Framework of the FCEP*.

As outlined in the *Proposal for Funding Form (FCEP)*, project proposals must address all of the assessment criteria and responses limited to a maximum of four A4 pages when addressing all criteria (i.e. responses should not be four pages per criterion). Text should be typed and no smaller than 11 point Times New Roman font (except for tables which should be no smaller than 10 point font). Two additional pages may be included if you wish to attach diagrams and/or graphs. This page limit does not apply to information provided in response to other sections of the *Proposal for Funding Form (FCEP)*.

Meeting local community service providers

Prior to submitting the *Project Proposal Form (FCEP)*, Panel members will be given the opportunity to attend an information session and to meet local community organisations and other service providers with whom it is expected they will work, were they to be a successful provider. This information session/meet and greet is designed to give suitable providers the opportunity to assess what services are currently available in the area and meet some of the organisations they may work alongside with a view to informing their responses to the Assessment Criteria. It will also provide local organisations with the opportunity to outline the services they offer and to make a business case to suitable providers for future partnering arrangements. The development of this opportunity to meet with existing local organisations signifies the importance of community engagement to the success of the project.

2.2. Developing a Project Plan

DEEWR will assess responses to the Assessment Criteria and identify the strongest project proposal for each location. DEEWR will then work with these Panel members to finalise a project plan. The final selection of FCEP Providers by the Delegate will take place following the finalisation of the project plan.

Consistent with the *Innovation Fund Guidelines*, proponents should be aware that there is no guarantee of funding for any of their proposals, even where DEEWR has approached the panel member to submit a project proposal, or to develop or consider delivering a project proposal. No payments will be made by DEEWR for the development of any proposals or for any other work by panel members in respect of their appointment to the panel, other than any funding that DEEWR may agree to for the delivery of a project.

2.3. Timeframes

It is anticipated that FCEP providers will commence delivering services on 1 July 2010. The following is an indicative outline of the major milestones leading up to this date.

DEEWR approaches IF Panel members, inviting them to submit a project proposal for the FCEP	30 March
Information Sessions/Meet and Greet	8/9 April
Closing date for <i>Project Proposal Forms (FCEP)</i> to be emailed to DEEWR	30 April
DEEWR completes assessing FCEP project proposals	17 May
Final project plan agreed by DEEWR and provider	1 June

Delegate approval to FCEP providers	11 June
Funding Agreement executed	17 June
Provider commences FCEP	As soon as possible following 1 July

NOTE – Dates are indicative only and may change

3. The Service Framework of the FCEP

The Innovation Fund is concerned with funding innovative solutions to overcome barriers faced by the most disadvantaged of job seekers. DEEWR recognises the expertise of Innovation Fund Panel members in the design and delivery of services to this client group, including jobless families. The Assessment Criteria will, among other things, assess the service design and delivery ideas of Panel Members and this will inform the Delegate’s selection of the FCEP provider. In constructing their responses to the Assessment Criteria, Panel members should be mindful of the specific focus and objectives of the FCEP. To support this approach, the following framework is put forward to inform providers of what is expected to be achieved within each objective. As noted previously, DEEWR will work further with proponents to refine and document these elements as part of finalising the project plan and before recommending a project proposal to the Delegate.

3.1. **Services to support the employment, education/training and social participation of jobless families in the community by increasing the capability of at least one individual within the context of their family and community.**

DEEWR will provide the contact details of jobless families who are willing to participate in the FCEP to the provider. In addition, the provider will also be responsible for working with stakeholders to gain further referrals. It is expected that the initial contact between the FCEP provider and the jobless family, including how the offer of service is framed, will be crucial to securing their ongoing voluntary participation in the project.

Providers will be set a target of engaging and servicing a maximum of 150 jobless families in each location over the life of the project. While the approaches and service offers will be developed by the provider, they should adhere to the objectives of the project and demonstrate, for example:

- a willingness to respond to the needs of the family unit, not just individuals
- how the benefits of participating in employment will be presented so that they resonate with jobless families
- a willingness to work with the family to develop creative and tailored solutions to their barriers in a way that is acceptable and supported by the participant
- an iterative approach that responds to the evolving needs of participants and their families, as well as the broader learnings realised over the course of the project.
- when delivering services, providers will need to bear in mind that families may come in and out over the course of the trial.

As the FCEP is a demonstration project with funding available for a set period, the approach to engaging participants and the design and delivery of services must consider and minimise any potential negative impacts that might be associated with the termination of project.

Consistent with the employment focus of the project, the FCEP will be supported by a consultant who will engage employers in the local community and encourage them to consider providing employment opportunities for local families. The consultant will be an expert in assessing job opportunities and how these can be better designed to provide a good person-job fit. This will ensure a community environment in which employment opportunities will be available for members of jobless families who are job ready. The FCEP provider will be expected to work with consultant as required. This component of the framework will be administered separately to the FCEP and will be called *Local Jobs for Local Families*.

3.2. Establishing wrap-around services and a no wrong door approach to service delivery within the locations, for those services associated with jobless families.

The FCEP provider is not expected to deliver the full range of services that jobless families might require to increase their social, education/training and ultimately employment participation. Rather they are expected to be expert in harnessing the available resources that already exist within a community to meet the entirety of families' needs in a holistic and complimentary manner. This will require the FCEP provider to have an in-depth understanding of the local community, including among other things, the services available, their strengths and weakness and an idea of how to better utilise these to meet the needs and overcome the participation barriers faced by jobless families.

As part of the framework within which this aspect of services will be delivered, the provider will be responsible for developing and establishing a Local Steering Committee (LSC). The LSC will play two complimentary roles. Firstly, it will be a forum for overcoming any red tape necessary to establish 'wrap-around services' and a 'no wrong door approach' to service delivery. Secondly, it will be a source of advice and guidance to the provider to inform their service delivery designs, approaches and offers. The provider will be responsible for developing the membership, Terms of Reference and decision making processes of the LSC. DEEWR may make recommendations regarding the membership of the LSC to ensure sufficient government representation is in place to facilitate decisions about the coordination of local, state and Australian Government services in the region.

Another element of the project framework will be the allocation of one fulltime DEEWR project facilitator to support providers in each location. In addition to fulfilling a traditional contract management role, the DEEWR officer will work with the FCEP provider to reduce the disadvantage facing jobless families in the area. In particular, the DEEWR officer will support the provider to coordinate and broker assistance among other services in the area, including those administered by local, state and Commonwealth governments (and possibly with representatives of the LSC, depending on its final membership). The officer will assist in reducing red tape and helping to problem solve service delivery issues, including issues such as eligibility and cross servicing complications.

While the establishment of wrap-around services and a no wrong door approach to service delivery arrangements will benefit the participants of the FCEP, it is anticipated that these service linkages will also build the capacity of the community more broadly. In working through the processes and barriers to holistic servicing, it is expected that there will be an improvement to the community's systemic response to disadvantage and that this will be a distinct, tangible and reportable outcome of the FCEP.

3.3. Identifying, documenting and disseminating good practice behaviours and principles in assisting the participation of jobless families, including the establishment of wrap around and no wrong door approaches to service delivery.

As noted in Section 2.2. *Objectives of the FCEP*, long-term gains from the project will be realised through the ability to replicate the findings of the FCEP in other locations and through other service delivery programs. Clear documentation that is comparable among the locations where FCEP services will be provided will allow conclusions to be drawn as to what may be generic principles, as well as what is more likely to work only in certain environments or with families who have certain characteristics.

Crucial to the identification of good practice is the demonstrable achievement of outcomes. FCEP providers will be required to report on their progress towards the objectives of the project (increased participation for family members and coordination of services) as well as documenting the steps and approaches they have taken to achieve these outcomes. It is expected that at the conclusion of the project, an evidence based, good practice model for the delivery of services to jobless families and the establishment of coordinated services will be developed. This model will be derived from, and therefore impact on, the reporting of providers.

For the delivery of services to families the model may cover areas such as:

- engaging jobless families and communicating the value of services, including overcoming attitudinal barriers
- what needs do jobless families have and how to effectively respond to needs in a family context
- how to link jobless families to the services they need to support them towards employment
- how to translate gains in life skills, such as budgeting and parenting skills, into increased social, education/training and ultimately employment participation
- fostering the independence of the family over time

For the establishment and coordination of services the model may cover areas such as:

- identifying services necessary to support jobless families
- barriers to coordinating services
- determining an holistic approach to a clients needs among different services

These learnings and good practice reports, including documentation of outcomes, will be gathered throughout the project and will form part of the performance management framework.

3.4. An approach to performance management

As a demonstration project that is being run over two to three years, it is important that FCEP providers meet the requirements of the funding agreement and that, where this does not happen, DEEWR has recourse to address performance related issues. As noted in the *Innovation Fund Guidelines*, milestone payments for Innovation Fund projects will be paid on satisfactory achievement of the project deliverables for that milestone period and receipt of a satisfactory milestone report detailing the achievement of the project's deliverables for that milestone period. Further, if it appears that the project is not achieving its objectives, DEEWR may negotiate with the provider to cease funding for the project.

There is a healthy tension between the need to achieve outcomes for jobless families, the iterative nature of the project, the need to learn from mistakes and successes and the ongoing development of a good practice approach to assisting jobless families. In keeping with the demonstrative nature of the project, it is expected that performance issues would arise where steps were not taken in a manner that was consistent with those outlined in the project plan, including if there was insufficient documentation of either the challenges faced and/or the learnings realised. Where project objectives and outcomes are not realised, providers would also be expected to refine their approach (in consultation with DEEWR and reflected in changes to the project plan) to take account of these findings.

Knowledge, experience and capability to deliver FCEP services

1. Are you interested in delivering the FCEP services in Goodna (QLD) or Broadmeadows (Victoria)?
 - a. If yes, in which suburb or suburbs are you interested in delivering services?
2. Are you able to commence providing services to participants in this/these locations within 30 days of executing a funding agreement? *(NB services are expected to commence as soon as possible following 1 July 2010)*
3. Do you have a knowledge and understanding of residents' needs within this/these suburbs OR can you quickly gain a knowledge and understanding of the residents' needs within this/these suburbs?
4. Have you previously worked with people who have multiple and significant barriers to employment, and successfully increased their social, education/training and/or employment participation?
 - a. If yes, please provide a short description (no more than 450 words).
5. Have you previously documented good practice information on supporting disadvantaged job seekers?

Additional guidance for responses to Innovation Fund Assessment Criteria, when submitting project proposals for Family Centred Employment Projects

Criterion 1

Weighting = 40%

Provide a business case for your project which demonstrates how you will assist disadvantaged job seekers. Your response should also demonstrate your understanding of the objective of the Innovation Fund (as described in section 2 of these guidelines).

1.1 Provide a summary of the project

Your response should include the following:

- a summary of the project, including the objectives of the project, details of how the project will be innovative, what the project will achieve and how it will be determined to be a success
- specify which target group or groups of disadvantaged job seekers this project will assist, and
- indicate where the project will be undertaken (i.e. location) and why this location was chosen.

1.2 Provide details of how your project will meet the objectives of the Innovation Fund

Your response should include the following:

- describe how your project will address the needs of disadvantaged job seekers by fostering innovative solutions to overcome barriers to employment. This may include education, training or other suitable interventions such as health, housing or other support. This should include the likely numbers of job seekers the project will help and the types of outcomes the project will achieve for these job seekers (e.g. jobs, training, education), and
- describe how the project will fit within the priorities of the Australian Government's Social Inclusion Agenda.

Additional guidance for FCEP proposals. This criterion aligns with the first objective of the FCEP; supporting the employment, education/training and social participation of jobless families in the community by increasing the capability of at least one individual per family within the context of their family and community.

As the target group and locations have been established by DEEWR, responses should provide a summary of:

- how you interpret and will meet the first objective of the FCEP, including how increased participation, particularly employment participation will be identified as an outcome
- your strategy for identifying and engaging jobless families to volunteer in the project
- the needs of jobless families and how these will be addressed in a tailored manner
- the suburb in which the project will be based, including the challenges and opportunities presented by this location
- how you will work with employers and education/training providers to ensure there are appropriate opportunities for members of jobless families to realise this objective.

Criterion 2

Weighting = 25%

Describe your capacity to work/collaborate/partner with relevant key stakeholders, including Employment Services Providers and others who service the geographic area where the project is based and the Employment Services Providers connected to the job seekers being assisted by the project. If your organisation is not an Employment Services Provider, you will be required to partner with one or more Employment Services Providers in delivering your proposed project. Your response should also demonstrate your capacity to draw on resources and expertise from the community, business and government and/or research sectors.

2.1 Provide details of any community, employer or industry involvement

Your response should include the following:

- details of any stakeholders that you have consulted with when developing the proposal
- a description of the strategies that you will put in place to work in partnership with these other organisations, including, for example, Employment Services Providers, community organisations, employers and government agencies, and
- where your organisation is not an Employment Services Provider, details of which Employment Services Providers you will work with in delivering the proposed project.

2.2 Detail any demonstrated commitment from your organisation or other partners in the project

Your response should include the following:

- use the table in the Item 7, Part B of the Proposal for Funding form to outline the business relations relevant to the project and indicate the nature of the support and include any relevant referees, and
- provide details of any direct or indirect contributions you or other sources will make to the project using the table in Item 8, Part B of the Proposal for Funding form. Preference will be given to project proposals which include contribution of funds or in kind contributions from your own or other organisations to supplement the amount sought in your project proposal.

Additional guidance for FCEP proposals. This criterion aligns with the second objective of the FCEP; establishing wrap around services and a no wrong door approach to service delivery within the locations, for those services associated with jobless families. When discussing partnering with other organisations, responses should include a focus on changing the systemic response of the community to the needs of jobless families.

Your response should describe how you interpret the second objective of the FCEP, including the outcomes of this objective and how you will achieve them.

Criterion 3

Weighting = 20%

Describe how your proposed project will achieve outcomes that are cost effective and value for money, including how this will be measured. Also detail your management practices to deliver successful project results.

- 3.1 Use the template in Item 6, Part B of the Proposal for Funding Form to develop a Project Plan which outlines the following:
- the proposed timeline
 - all activities and milestones by which the progress of the project can be measured
 - performance indicators and progress measures, and
 - all expected outcomes.

You may also provide any additional information including any proposed progress reports.

- 3.2 Prepare a budget for the project and identify assets required to be purchased
Your response should use the template in Item 9, Part B of the Proposal for Funding Form to prepare a budget for the project, providing a breakdown of income and expenditure by item. Provide details of any planned purchase of assets using Innovation Fund Project funds. Identify any other equipment that is required for the project and how that will be acquired.

- 3.3 Detail your management practices
Your response should include the following:
- details of your organisation's governance arrangements in relation to overseeing the proposed project (e.g. details of any management or steering committees)
 - details of how your project will be implemented in a cost effective manner that will provide value for money
 - details of any risks associated with the project and how your organisation will manage those risks including through quality assurance planning, and
 - details of your organisation's staff that have any appropriate subject matter expertise which will assist in delivering the proposed project.

Additional guidance for FCEP proposals. This criterion should describe the processes through which you will achieve the objectives and outcomes of the project, including the Project Plan and budget, as outlined at 3.1 and 3.2 above. As part of your response to governance arrangements mentioned under 3.3, your response should include your planned Local Steering Committee membership.

Criterion 4

Weighting = 15%

Describe how you will evaluate the success of the project and your sustainability strategy for the project, including how successful elements of the project will continue after the funding period elapses. Also describe how any successful results of the project can be used to model best practice behaviour.

4.1 You must provide a strategy to evaluate the success of the project

Your response should include the following:

- details of how you will evaluate the project, including how you will monitor and respond to progress along the way and how you will define and measure success (e.g. lessons learned from the project or number of outcomes achieved as a result of the project), and
- details of any data that will be collected to undertake the evaluation including any data from DEEWR information systems.

4.2 You must provide a sustainability strategy for the project

Your response should include the following:

- details of how successful elements of the project could continue after the funding period has elapsed
- an explanation in your strategy for ensuring that relationships between key partners, including Employment Services Providers will continue after the end of the project, and
- describe how the project can be funded after project funding ceases.

4.3 You must provide a best practice/lessons learned strategy for the project

Your response should include the following:

- an outline of how the project results can be shared with key stakeholders including other Innovation Fund panel members and Employment Services Providers for future projects or replicated in other locations and/or for other disadvantaged groups of job seekers, and
- details of your strategy to showcase any successful results of the project more widely, including how you will manage competing commercial interests when disseminating results.

Additional guidance for FCEP proposals. This criterion aligns with the third objective of the FCEP; identifying, documenting and disseminating good practice behaviours and principles in assisting the participation of jobless families, including the establishment of wrap around and no wrong door approaches to service delivery.

The sustainability strategy should focus on how you will minimise the negative impact of the termination of the project on participants and the community, while maintaining the positive impact of the project.