

# Project Management



**wacoss**

Western Australian  
Council of Social Service Inc

*Ways to make  
a difference*



## Project Management



Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Introduction to Project Management

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

We acknowledge  
Noongar people  
as the original custodians  
of this land

**Ngaala kaaditj**  
**Noongar moort**  
**keyen kaadak**  
**nidja boodja**

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Introduction to Project Management

It includes information about the stages of:

- planning
- managing or running projects
- ending or acquitting projects



Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Copyright

Expressed permission is given to providers of not for profit community services for any section of this resource to be reproduced, either in whole or in part, where it is to be used in-house and/or for community education purposes where a charge is not attached, provided no changes are made to the materials. If you wish to alter or adapt materials please contact WACOSS.

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Introduction to Project management

We will talk about:

- things to think about when deciding to do a project
- who to have involved
- how to build your capacity to run project
- costs and budgets
- resources including people, time and costs
- how to manage risks and changes
- how to end, or acquit, your project
- what funding bodies want to see and some ideas for how to talk with

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Discuss as a group...

- What is the project/what will it do?
- How does it differ from the things you currently do?
- Who will manage the project?
- How big is the project?
- What resources will you need to start running the project?
- When it is finished, how will you know if it was successful?

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## What is project design?

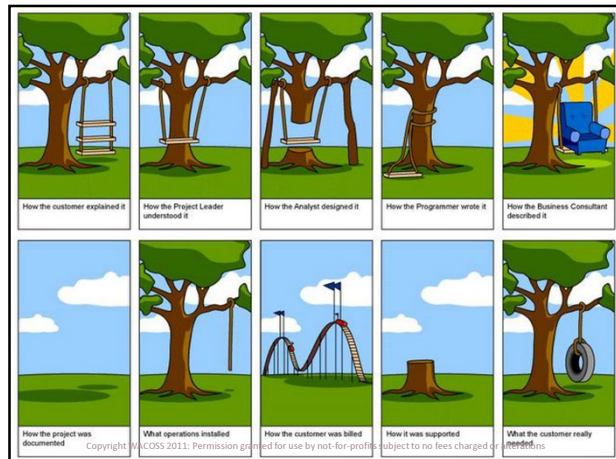
- Project design is about making a plan for what we need to do to achieve the aim of the project in the best way.
- We can try to develop some style as we plan and run projects, but no plan is perfect
- Hopefully we can build skills and learn as we serve our communities

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## What is a project?

- A project is a piece of work that a community group does.
- It has a start, a middle and an end.
- It has a reason for being, an aim or a purpose.
- We focus our energy on doing the project to make a difference, to make a change.

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations



## Language

- Plan and Design are almost the same
  - People use the words for the same things
  - Project plan = design a project
- Project management means running a project

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Project design

A good design means:

more	less
planning	stress, pressure and panic
prioritisation	distraction for other priorities
profit	cost
participation	wasting people's time
partnerships	work for the committee
promotion	bad news or people missing out
potential in the future	burnout

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

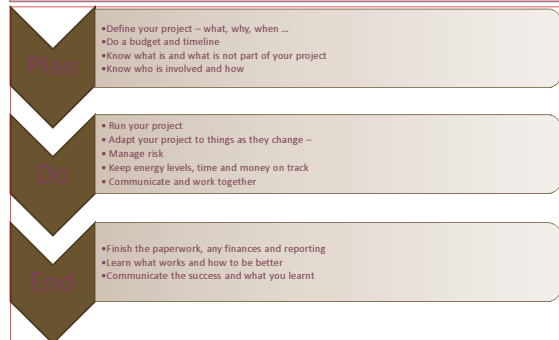
## Main points for project design

- Can you explain it in 1 minute?
- Do you have a **list of jobs**?
- Do you have a good idea of the **timing**, what needs to happen first and so on?
- Can you manage **risk** and surprises? (the “What if?”s)
- Have you got a **budget** that will minimise stress?
- Have you got the right **people**, in the right jobs?
- Can you **work together effectively**?

For successful grant applications, you need to be able to prove this to the funding officer

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Steps of Project Management



Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Key questions ?!

- What
- Why
- Who
- When
- Where
- How much
- What will change

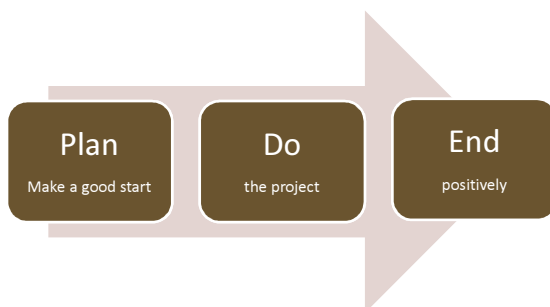
Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## As a group, discuss...

- Can you explain the project concept in 1 minute?
- Do you have a **list of jobs**?
- Do you have a good idea of the **timing**, what needs to happen first and so on?
- Can you manage **risk** and surprises? (the “What if?”s)
- Have you got a **budget** that will minimise stress?
- Have you got the right **people**, in the right jobs?
- Can you **work together effectively**?

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Steps to Project Management



Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## First check on running projects

Considering the projects of your group :

- Can you agree on project descriptions and what is required to do them
- Can you afford to run them all?
- Is each a priority?
- Does each fit with your direction?

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Detailed planning review

Before continuing with a project idea, consider these issues as a committee. Do you have:

- A plan with clear tasks?
- An accurate estimate of cost and time?
- People available?
- The Targets and Outcomes clear?
- The Small promises clear and agreed?

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Before you start a project

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

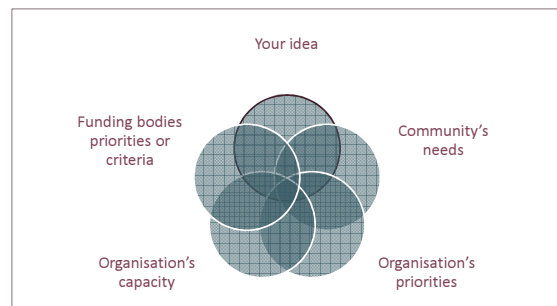
## Main things for project design

- Can you explain it in 1 minute?
- Do you have a **list of jobs**?
- Do you have a good idea of the **timing**, what needs to happen first and so on?
- Can you manage **risk** and surprises? (the "What if?"s)
- Have you got a **budget** that will minimise stress?
- Have you got the right **people**, in the right jobs?
- Can you **work together effectively**?

For successful grant applications, you just need to be able to prove this to the funding officer

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Fit

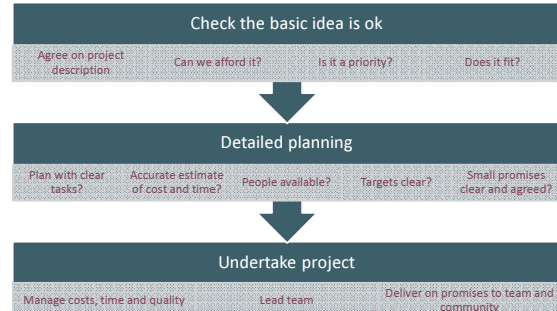


Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Project Planning

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Stages of choosing to continue projects



Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Lead agency

- Experience running projects and financial systems in place so running the grant, accounts and paperwork will not end up as the main work: the focus will be on the project
- Existing staff or volunteers plus strong networks: people are in place already
- Experience in project theme or focus: some knowledge
- Building, office, computers: equipment available to do job
- Able to partner with others or bring in new people: able to address gaps in skills or knowledge to make the project work
  
- Biggest barriers for large orgs to initiate a project are time and money, not knowledge of the service issue or need.
- *Consider partnering with big organisations, but you will need the capacity to be a good partner.*

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Evaluation



Please help us to get better at supporting your community group

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Outputs and Outcomes

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Outputs

Outputs tend to be measures as “whats?” or how many?”. For your project idea:

- What will be produced or made?
- How many people will volunteer on the project?
- How many will participate or receive the service?
- How many days will it run, how many hours?
- How many meetings?
- What are the things that are measurable?

For funding applications it is important to give good specific numbers for your Outputs, so they can see what they might purchase.

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Plan with your goals in mind

- Clear aims help to ensure the plan will support a successful project
- Ongoing review of whether you are on the right path helps
- Small reviews and development of Action Plans by committee will steer the project

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Outcomes

Outcomes states describe how things will change

- How will you be able to tell if it is a success?
- What will change and how long will the change last?
- Who will change or be affected, how will it change how they feel or see things?
- What would you hope the participants would say was done?

Make sure the Outcomes in a funding application fit with what the funder wants to achieve

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Activity

Discuss:

- What difference will you make?
- What are the aims of your project?
- What are the 3 most important things to achieve?
- How will you be able to tell if you achieve them?
- Can you still have a successful project if these goals change during the project?

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Keys to a good budget

- Link to jobs list
- Cover project from start to end
- Include "in kind"
- Include any sponsors or other fundraising
- Manage risk – extra costs or promised support that doesn't happen: know what you could cut

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Writing Budgets

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Budget – 'in kind'

Time calculated at \$15/hour

General Meetings:

- Meeting: 2 meetings x 2 hours x 30 people = 120hrs \$1800
- Minutes: 2 meetings x 4 hours (taking & drawing up) = 8hrs \$120

Project team meetings:

- Meeting: 3 meetings x 2 hours x 6 people = 36 \$540

Event:

- 15 people x 4 hrs = 60hrs \$900
- Cleaning 6 people x 2.5 hrs = 15hr \$225
- Catering donated for 50 people at \$10pp \$500
- Travel donated, 120km at .70c/km \$ 84

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Budget

- Money in, money out
- An *estimate, a prediction of the future*
- If your grant application is successful, the proposed budget may become the agreed budget in the contract, so consider the flexibility you will need and be ready to negotiate

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Other items for budget

Consider inclusion of

- Insurance costs
- GST costs and credits
- Operating or administration costs

See the sections on Insurance and GST in these kits for reference

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Risk and project budgets

Often the amount the funding body offers is less than the amount requested to run the project.

Consider your options in this situation before you make agreements with the funder:

- Make a loss
- Cut part of the project or some items
- Decline the funding
- Find other funding
- Find a partner to share the costs with

What will be the changes to the success of your project?

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Tasks and timing

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Prioritising your group's projects

Activity: Discuss in as a group or committee

- Does this project fit with your Vision and Objectives more than others?
- If you run this project, what other activities will not be able to be run?
- Which project is likely to make the biggest difference?
- Which project is likely to easiest to make a big difference?
- Which combination of projects fit together?

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Activity: "Begin with the end in mind"

Discuss in pairs:

- What will the result be?
- What does success look like?

• Begin with the end in mind, quote by Stephen Covey.

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Priority projects checklist

- Considering the discussion from the previous activity, what are the 4 most important qualities of a priority project for your group?
- Make your own "project prioritisation" checklist for your group to use

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## 'the Elevator pitch'

- Imagine, by chance, you are in an elevator with the person who will decide to fund your project.
- You have one minute to 'pitch' the idea to them.
- What would you say???

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Activity: “the Elevator pitch”

### Task:

Develop a 1 minute explanation of the

- idea
- what you’ll do, when, for who and how much
- why it is needed
- how it will make a difference (or the value)

Start by filling out the sheet “Key questions”, then turn this into a 1 minute speech.

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Activity: Preparing the budget

### Step 1

- Start by making a draft covering your main costs
- Use your jobs list to check you have the main items
- Look at the checklist to see if there are any extra expenses

### Step 2

- Work out the totals for each category

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Activity: “What needs to be done?”

Task: make a Jobs list and Timeline on the butchers paper

1. Use the sticky notes to make a list of all the jobs you need to do to run the project
2. Put them in order of time

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Sample budget

Area	Item	Cost \$		
Office	Paper, pens etc	5		
	Computer use	100		
	Electricity	10		
	Rent	200		
	Phone	200		
	Internet	50		
Venue	Hire			
	Cleaning			
Catering	Meals	50		
	Event	500		
Travel				
	Fuel	100		
Communication				
	Pamphlets	1000		
	Mail out			

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Budget activity

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Sample budget step 2

Area	Item	Cost \$	Total	
Office	Paper, pens etc	5		
	Computer use	100		
	Electricity	10		
	Rent	200		
	Phone	200		
	Internet	50		
			105	
Venue	Hire	250		
	Cleaning	50		
			300	
Catering	Meals	50		
	Event	500		
			550	
Travel				
	Fuel	100		
Communication				
	Pamphlets	1000		
	Mail out	50		
		100		
			1150	



## Who will run the project?

- A big gap in the quality of applications is not explaining about who will run the project
- The funding body need confidence that the project is in safe hands.
- The funding body is very unlikely to give you money if your application is weak
- It is still important who the project is for, but these slides are to talk about addressing the gap in how people describe managing projects when they apply for funds

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Who are the main groups needed for success?



Explain why you are the lead organisation for the project

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

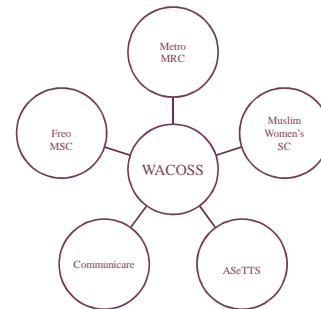
## Small promises

- Each task is a small promise between people
- Promises need to be 'reliable' so people can keep them
- Measure progress by watching completion of small promises

• Reference: Hal Macomber, <http://www.leanconstruction.org/>

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

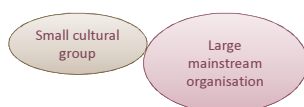
## WACOSS SGP 2010-2011



Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

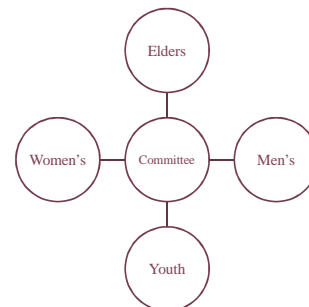
## Setting up a project team

- Usually it is better to run a big project with a team of people from different organisations
- Often no one group has enough capacity to do everything
- What do you want to focus on your energy on doing ?



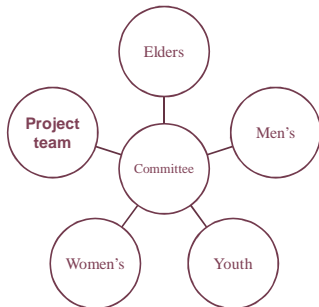
Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Example committee structure



Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Setting up project team



The group of people responsible to lead and work on the project

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

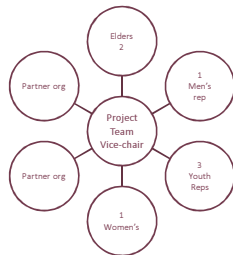
## Goods and Services Tax GST

A 10% tax on some goods and services

- Affects the amount of funding paid to your organisation
- Food is the most common exception relevant
- Creates a lot of paperwork and stress for Treasurers - consider carefully the implications

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Steering group, working group, project committee, project team



Meet (monthly, weekly)

Responsible for:

- Communicating with main committee
- Coordinating events
- Volunteers
- Shopping
- Clean up
- Entertainment
- Catering
- Safety

Exec Committee responsible for,

- Finances and approving big expenses
- Safety
- Acquittal
- Speaking with funding body

Shows you have planned and have the right people working together so you have the capacity, This reduces risk and gives funders confidence.

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## GST advice - essential

- Know whether you are registered and then your responsibilities
- Requires good advice from Australian Tax Office
- Suggest you visit the ATO and discuss GST and your project ideas before you start. Try to get an estimate of the time required to do the reporting and to compare this to the financial benefit to your group.
- Visit ATO website
- <http://www.ato.gov.au/nonprofit/content.aspx?doc=/content/33609.htm>

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## GST

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## GST registration

- Being able to claim back GST can mean a 10% benefit to your budget, but being GST registered creates a lot of pressure for the Treasurer.
- Many groups do not register for GST because the pressure and paperwork is too much.

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Before you register for GST

- To manage your GST paperwork and reporting you will need good financial systems.
- You will need receipts and to keep records of income and expenses for every item in your organisation.
- Before you register it is a good idea to have these systems working well – you will need them if you register for GST
- Also get ATO advice on the reporting requirements so you can judge whether it is good to register.

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Small promises

Activity: Discuss in small groups

When projects are running well:

- what are people doing that help with the promises they make about doing jobs?
- how does it feel?
- what conversation could you have with people to help more small promises be kept?

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Too busy, too many project's?

Discuss how truthful this statement is:

Volunteer committees are under a lot of pressure to support their communities. Committees have very high expectations. Often there are too many projects being run. Eventually, or quickly, people become disappointed and exhausted. Stress damages relationships and weakens the organisation. At some point the number of projects will be reduced and it is better to actively decide to do this, instead of having a crisis.

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Project management

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Decision making

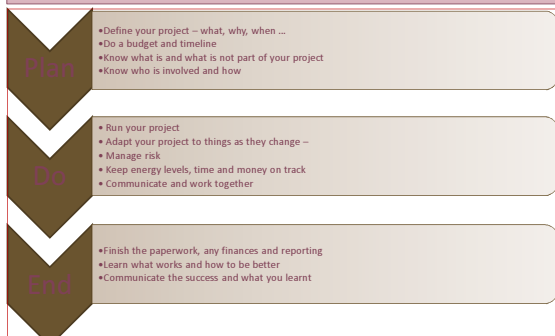
Activity:

Imagine it has become clear that you group does not have the capacity or resources to continue with all the projects you are running.

- Make a list of the steps for how your group or culture would decide to cut a project.

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Steps of Project Management



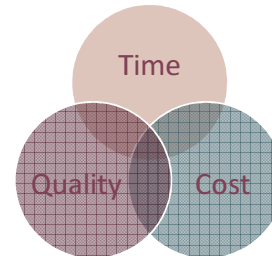
Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Steps of managing projects

- Adapt your project to things as they change
- Manage risk and change by reviewing the situation and updating your plans
- Keep energy levels, time and money on track
- Communicate and work together, discuss what to do to stay on track

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Iron Triangle



Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Learning as you go

- Make a habit of reviewing and try to adapt the project as things change
  - As you run your project, review and discuss your situation
  - Try strategies to improve things
  - Learn what works and what doesn't work
  - Share this knowledge to build the capacity of your group
- Talk about how to be more effective at "learning as you go"

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## What needs to be done?

### Areas

- Financial
- Volunteers
- Documents
- Funding body
- Promotion
- Communication
- When will the project be most busy?
- What will you do if people get too busy keep commitments?
- What is most likely to go wrong?

• Reference for "what needs to be done?": Peter Druker

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Risks and change

- When we design a project, we expect it to change when we run it
- Some are minor like an item costing more, some risk are serious like some accidents
- We can identify and prevent some risks – this is called risk management
- We are responsible for keeping the people and the organisation healthy

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Completing projects

- Finish the paperwork and reporting
- Finish finances and support the Treasurer
- Learn what works and how to be better at the next project
- Communicate the success and what you learnt to the community
- Consider meeting with the funding body to review the project and to communicate to them the benefits

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Activity: change

- Which areas of the project are likely to change?
- Does the community have expectations about these areas that will change?
- How will the changes affect volunteering needs?

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Key Questions ?!

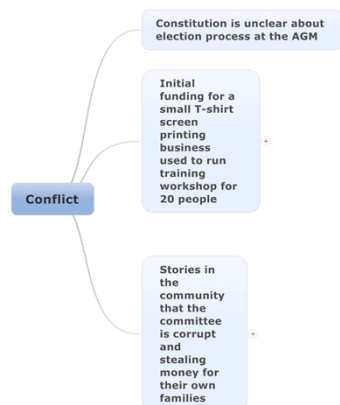
- What
- Why
- Who
- When
- Where
- How much
- What will change

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Risk

- Which are the biggest areas of risk over the next two months?
- Which are the biggest areas of risk for the next year?
- Who is planning to address these areas and what steps have they taken?
- What is a small next step that can be done to prevent any serious problem?

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

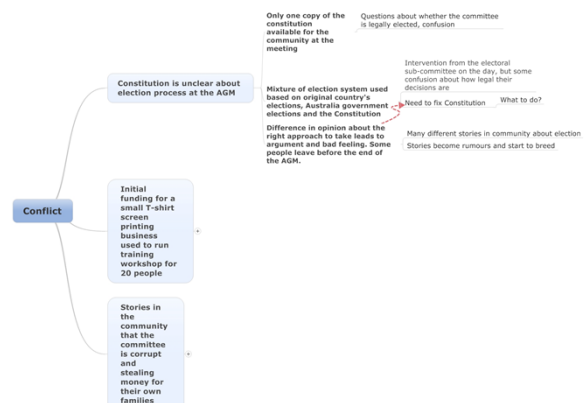


Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

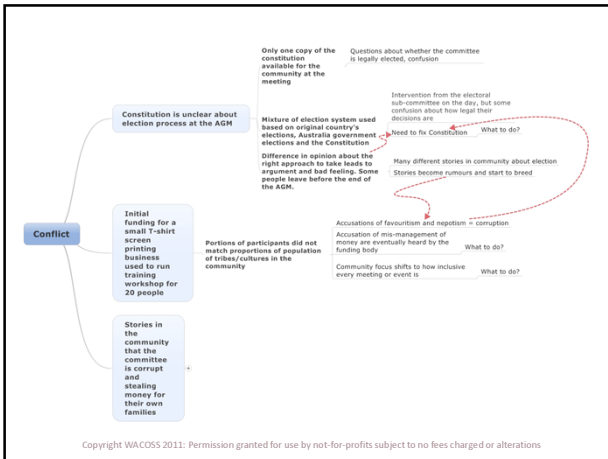
## Activity: Key questions – case study

1. Consider the following slides containing the Key Questions and the case study.
2. Write four short project plans, one for each of the “what to do?” in the case study. Make sure each project plan answers each of the Key Questions and will also actually solve the problem.

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations



Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

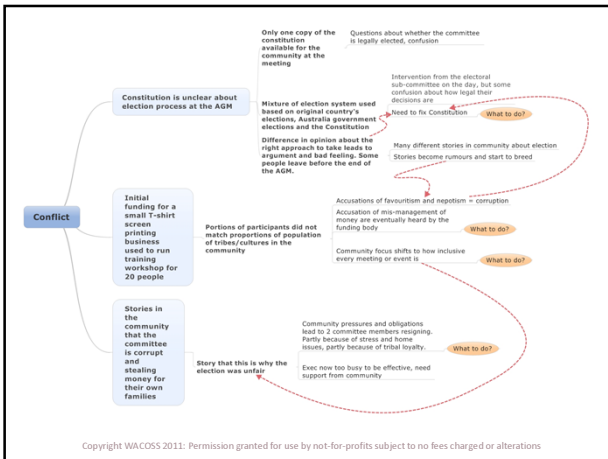


## Grant application detail

Imagine if you asked a friend to read your funding application. You ask them to explain how you could more clearly demonstrate to the funding body that you have thought through and planned the project effectively.

- What would they suggest you do?
- Now imagine if you asked a stranger the same question?

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations



## Projects and grant application

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Choosing who to fund

Imagine you have \$100,000 to distribute to community projects

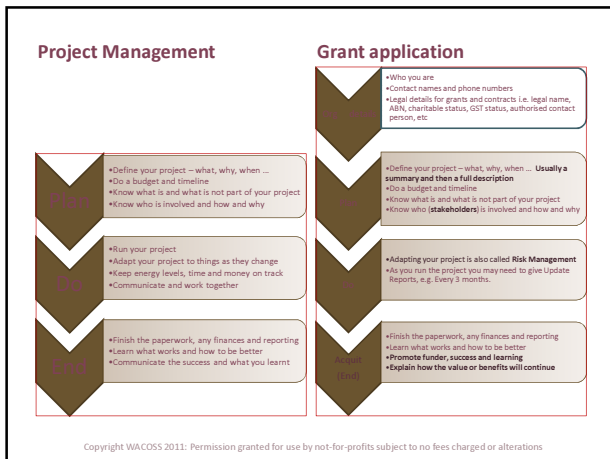
- What 5 things would you want to know about the organisations before you gave them the money?
- How would you expect them to prove these things to you?

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations

## Projects and Grants

- This section compares projects to grant applications
- Talks about common problems or gaps that funding officers see with grant applications

Copyright WACOSS 2011: Permission granted for use by not-for-profits subject to no fees charged or alterations



### Common problems with plans

Area	Gap in quality
planning	Plan is obviously not very well thought through. Show project was planned with the committee and everyone know the size, timing and work involved
prioritisation	Explain why is this idea is the priority and these values are so important now?
profit, \$	Provide enough detail to show how the budget fits the project tasks
participation	Explain who the team is and how you will get people involved Explain who doing each task (on sub-committees, volunteering at events, donating the cooking)
partnerships	Explain who is partnering with you and why
promotion	Explain how the funder will be promoted and explain how their values will be promoted

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

- ### Funding officers look for evidence for where to put their money
- The size of the project that you can lead depends on your capacity
  - The funding body looks for evidence in the funding application that you have the capacity to run the project you are proposing and you are the best people to run it.
  - You need to show this evidence – they don't know you and they can't give you money based on trust
  - Meet with them to hear their concerns and the gaps they see, then fill these gaps with evidence
- Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

- ### Funding application steps
- Have a basic vision for the main things you plan for the next year.
  - Check the project idea fits this vision
  - Be able to explain the project quickly with a good level of detail.
  - Make sure the budget is detailed enough and covers the whole timeline of the project
  - Be able to explain the time line
  - Consider, and explain, the partnerships.
  - Be able to explain the reasons for the structure of the team of people who will run the project.
  - Meet with the funding officer to discuss the ideas then write the application
  - Give yourself enough time to consult, then draft and then finalise the application.
- Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

- ### Funder's needs
- Funder's need
- Documentation to fit their systems
  - Detailed evidence of your capacity
  - Detailed evidence of how your project fits their priorities
  - Good news stories
- Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

- ### Capacity
- Discuss as a group or committee
- What are your strengths as grant writers and managers?
  - What is the most important areas for you to build your skills?
- Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Partnerships

Discuss as a group or committee:

- Who are the main groups or companies that you collaborate with or partner with?
- What are some small things that you can do to build your relationships with them?
- If this is a priority for building your capacity to run projects, who will do this relationships building?

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Reviewing past grant's

Considering past projects you have been involved with:

- What are the biggest things you have learn from seeing other groups run grants?
- What are the gaps in your skills?
- How can you build the knowledge within your organisation to run grants?
- How can you include more people to share the work load?

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations

## Acquittal review

As a committee or project team discuss:

- What worked?
- What did we learn?
- What were the problem tasks?
- What should we do more of next time?

You can collect up the positive learning from these discussions and share it with the funding body to strengthen your relationships.

Copyright WACOSS 2011. Permission granted for use by not-for-profits subject to no fees charged or alterations