



NCD Alliance



Welcome to Session 2 of the NCD Grant Writing & Project Management Course

We will get started at 9:30 AM GMT

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Notice

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## Session 2: Project Planning

- Setting targets: the aim and objectives
- Detailing outputs and activities
- Making a work plan
- Creating a budget
- Building a team

**Reminder:** You will receive all course notes and the recordings following the session



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<b>Strategies</b>	<ul style="list-style-type: none"> <li>• A programme/project and output strategy</li> <li>• Communications and article publication strategies</li> <li>• <b>A monitoring and evaluation strategy/framework</b></li> </ul>
<b>Finance management tools</b>	<ul style="list-style-type: none"> <li>• Finance management software (Sage, QuickBooks, Excel, etc)</li> <li>• Timesheet templates</li> <li>• Task orders/work plan budget templates (budgetary planning tools)</li> </ul>
<b>Reporting templates</b>	<ul style="list-style-type: none"> <li>• <b>Annual Report templates – to show progress on a project to a funder</b></li> <li>• <b>Internal Monthly/Quarterly Report template – to quickly capture progress (this could be incorporated in a Task List, for example)</b></li> <li>• Technical Report templates</li> <li>• PowerPoint template</li> </ul>
<b>Planning/tracking templates</b>	<ul style="list-style-type: none"> <li>• <b>Gantt Chart/Task List template (e.g. Excel, MS Project, MS SharePoint)</b></li> <li>• Logframe (or equivalent)</li> <li>• <b>Terms of Reference/Job Descriptions/RACIQ matrices</b></li> <li>• <b>Monitoring and evaluation framework</b></li> </ul>
<b>Data/information gathering templates/tools</b>	<ul style="list-style-type: none"> <li>• <b>Data Management Plan</b></li> <li>• Databases for project results</li> <li>• Intranet (e.g. SharePoint)</li> <li>• Github for software development</li> </ul>



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- Understanding the evaluation process
- Generating ideas (mindmapping, 5 Whys, SWOT, Risk Analysis)
- Writing funding proposals:
  1. Applicant and Organisation Information
  2. Project Summary
  3. Project Description
    - Background
    - Project Plan
    - Budget



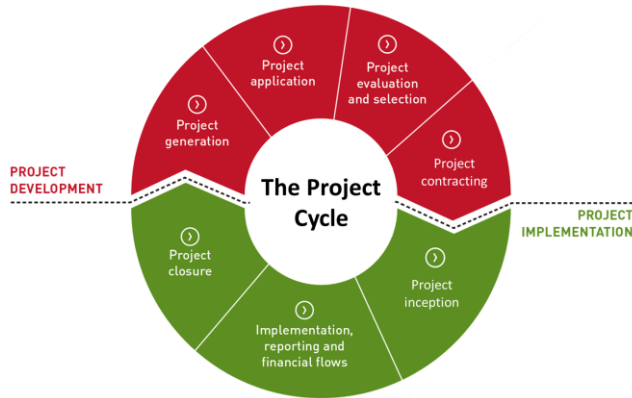
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- Understanding the evaluation process
- Generating ideas (mindmapping, 5 Whys, SWOT, Risk Analysis)
- **Writing funding proposals:**
  1. Applicant and Organisation Information
  2. Project Summary
  3. **Project Description**
    - Background
    - **Project Plan**
    - **Budget**



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- Writing the proposal Project Description is essentially a practise run for the inception (planning) period of the actual project delivery



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## 3. Project Description – Project Plan

(the details)

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- Project Plan
  - Goal (Aim) and Outcomes (Objectives)
  - Activities, Outputs, Outcomes and Impact
  - Risks (already discussed)
  - Monitoring & Evaluation (to discuss next session)
  - Sustainability (to discuss next session)



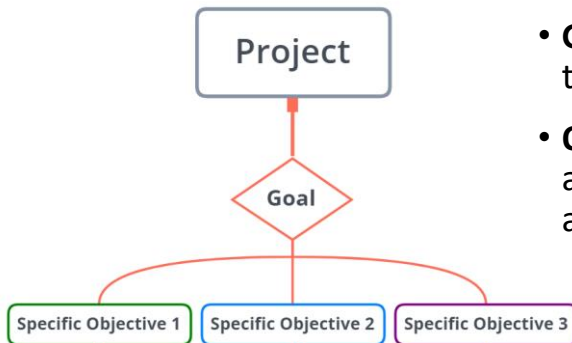
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Setting targets: the aim and objectives

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- It's important to understand the hierarchy for setting targets in the team

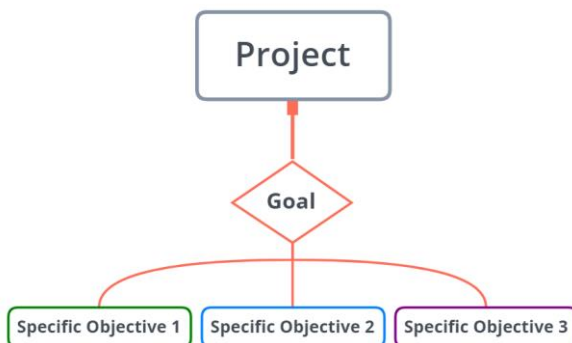


- **Goal:** Short, concise statement of the broad purpose of the project
- **Objectives:** What you expect to accomplish through the project activities that will address the goal



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- Different funders use different terminology – be sure to write your targets to align with this structure



Funder	Terminology
NCDCA	Goal; Specific Objectives
World Diabetes Foundation	Goal; Outcomes (max 5)
Resolve to Save Lives	Objective; Key Objectives



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- The goal and objectives need to be defined in the grant proposal – then revisited and refined when the project actually starts

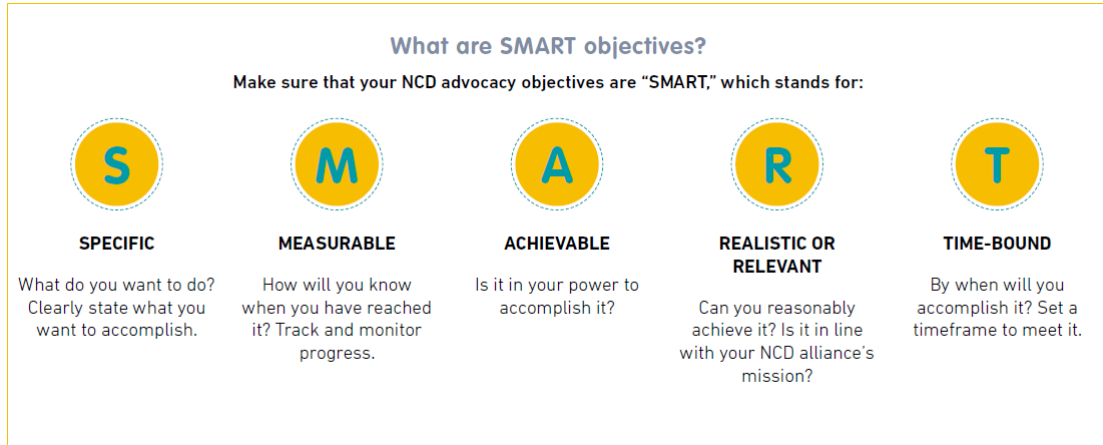


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- Objectives need to be **SMART**
- Do you know what the acronym SMART stands for?



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From the [2022 NCD Practical Guide to Strategic Advocacy](#)



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## Example

- **Goal:** Prevent future generations from developing type 2 diabetes and other noncommunicable diseases
- **Objective 1.** Change dietary behaviour of school children in the target area
- **Objective 2.** Convince policy makers of the need to address healthy environments in schools
- **Are these SMART?**



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SPECIFIC



MEASURABLE



ACHIEVABLE

REALISTIC OR  
RELEVANT

TIME-BOUND

- **Objective 1.** Change dietary behaviour of school children in the target area



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SPECIFIC



MEASURABLE



ACHIEVABLE

REALISTIC OR  
RELEVANT

TIME-BOUND

- ~~**Objective 1.** Change dietary behaviour of school children in the target area~~
- **SMARTer Objective 1.** Increase in-school consumption of fresh fruits and vegetables by 25% in children aged 5–15 in the greater Kampala area by August 2023.



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- **Tip:** If you set **SMART** objectives, then measuring your work progress towards these objectives will be much easier during project delivery
- ~~**Objective 1.** Change dietary behaviour of school children in the target area~~
- **SMARTer Objective 1.** Increase in-school consumption of fresh fruits and vegetables by 25% in children aged 5–15 in the greater Kampala area by August 2023.



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- You will now be sent to a Breakout Room
- Please refer to the sent material titled “**ScriptoriaExercises**”

#### Exercise 4: Writing SMART project objectives



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**Scriptoria**  
Sustainable Development Communications



Detailing outputs and activities

Work packages

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Sustainable Development Communications

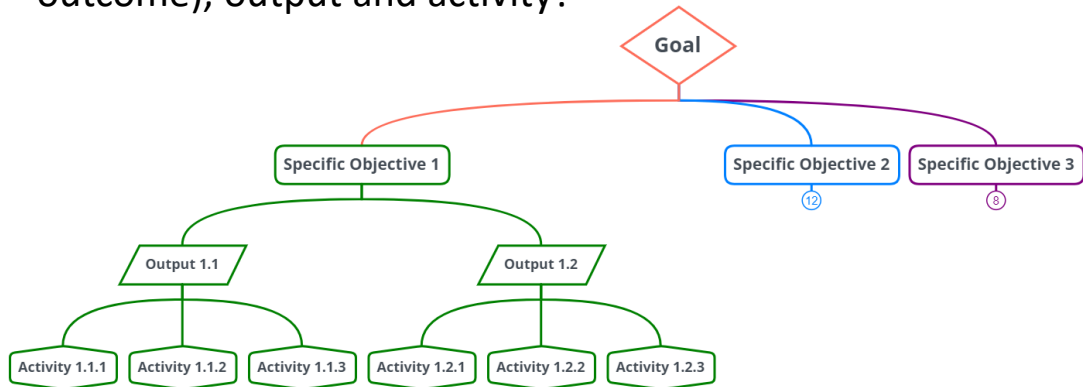
Outputs and activities

- After setting a goal and objectives, we next need to define our **outputs** and **activities**
- What is the different between an objective (or outcome), output and activity?



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- What is the difference between an objective (or outcome), output and activity?



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- **Objectives (or Outcomes):** The changes that you want to arise from the work that will feed into your goal
- **Outputs:** Tangible/measurable things that will be produced during the project
- **Activities:** The detailed, stepwise pieces of work that will be carried out to produce the outputs (the what, how, who, where and when)



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Outputs from your projects might include the following:

- Guides, reports, publications, datasets
- Methodologies, recommendations
- Trainings, conferences, workshops, advocacy meetings, meetings with decision-makers
- Draft bills elaborated/reviewed
- Partnerships, networks
- Press releases, websites, images, videos, quotes/feedback



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### Example

Level	Details
Outcome 1	Increase in-school consumption of fresh fruits and vegetables by 25% in children aged 5–15 in the greater Kampala area by August 2023
Output 1.1	150 school kitchen staff in the target area trained in healthy and nutritious cooking
Activity 1.1.1	Establish or maintain school kitchens in the target area



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### Activity details to include (What, How, Who, Where and When):

- **What** does the activity consist of?
- **What** types of material will be applied? Will new types of material be developed or will existing materials be revised and used?
- **What** are the contents of the educational material and training curriculum applied?
- **How** will the activity be organised?
- **How** many staff/people will be trained, sensitised, screened etc.?
- **How** do the activities link up to the current national health system? Is it a parallel system?
- **How** will the activity reach the target group?
- **Who** (e.g., training faculty) will conduct the activity?
- **Where** and **when** will the activity take place? E.g. frequency and duration of the activity?



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Level	Details
Outcome 1	Increase in-school consumption of fresh fruits and vegetables by 25% in children aged 5–15 in the greater Kampala area by August 2023
Output 1.1	150 school kitchen staff in the target area trained in healthy and nutritious cooking
<b>Activity 1.1.1</b>	<b>Establish or maintain school kitchens in the target area</b>

**What?** In kitchens that are already established, the project will ensure that these are well maintained to provide cooking classes. If there are no kitchens at the schools, these will be established.

**How?** Equipment for the kitchens will be procured according to a competitive tender process, and in alignment with Government procurement policies. Item placement plan will be prepared and then installed according to this.

**Who?** Project manager, project coordinator, three local craftsmen with experience in establishing and maintaining kitchens.

**Where?** At the schools within the target area.

**When?** By six months from project start.



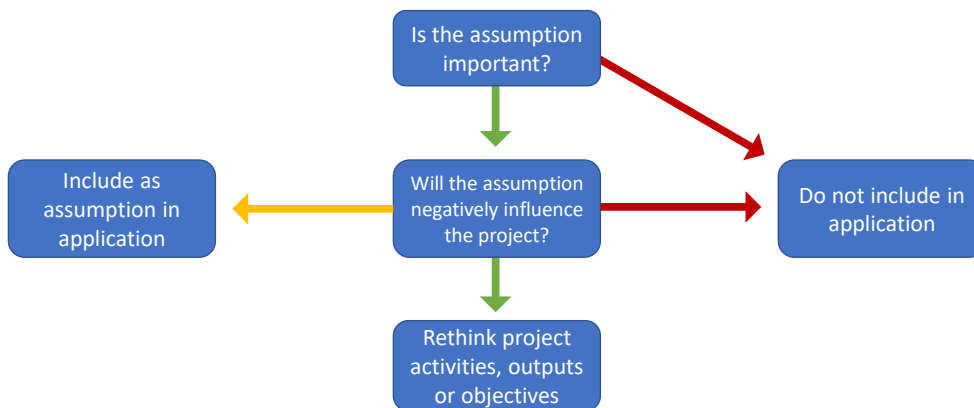
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- You should also list assumptions that you consider important in ensuring that outputs will lead to the expected outcome



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- Use the following flow diagram to prioritise your assumptions



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## Outputs and activities

**Outcome:** Increase in-school consumption of fresh fruits and vegetables by 25% in children aged 5–15 in the greater Kampala area by August 2023

**Examples assumptions:**

1. Children are motivated to consume more fruits and vegetables
2. The school, teachers, and parents have the financial capacity to purchase the groceries needed to cook healthy and nutritious food
3. School children are motivated to consume and learn about healthy and nutritious food



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## Outputs and activities

PRACTICAL GUIDE TO STRATEGIC ADVOCACY PLANNING



**TOOL 7**  
**Advocacy workplan template**

**Instructions:** For each objective within your goal, fill out the matrix below to create your advocacy workplan. Add more rows as needed, depending on how many objectives and activities you have.

Goal: \_\_\_\_\_

**SMART objective 1:** \_\_\_\_\_

Success indicators: \_\_\_\_\_

Possible barriers/opponents and mitigating measures:

Activity	Partners/allies	Target audience	Person responsible	Schedule/timeframe	Resources needed
1.1					
1.2					

**SMART objective 2:** \_\_\_\_\_

Success indicators: \_\_\_\_\_

Possible barriers/opponents and mitigating measures:

Activity	Partners/allies	Target audience	Person responsible	Schedule/timeframe	Resources needed
2.1					
2.2					

**Tip:**

- Use a template to break down objectives into activities plus details

From the [2022 NCD Alliance Practical Guide to Strategic Advocacy](#)



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**SPECIFIC OBJECTIVE 1**  
To conduct a comprehensive and multisectoral mapping of NCD burden, civil society capacity, stakeholder engagement and policy environment for NCD prevention and control

Activities	Steps required to achieve each activity
<b>Activity 1.1</b> Civil society mapping to identify areas of strength, priorities, gaps in response and capacity building needs	Map all the civil society organisations (CSOs) that are directly or indirectly related to advancing NCD prevention and control in India. Map their strengths, priorities, gaps in civil society response to NCDs, capacity building needs, and potential areas for collective action, building up to the formation of a coalition and identification of its strategic priorities. A SWOT analysis will be conducted to identify Strengths, Weaknesses, Opportunities and Threats – for coalition building for NCD prevention and control in India.
<b>Activity 1.2</b> Mapping cross-sector policies and programmes, identifying priorities for action	Map policies and programmes across sectors that are directly or indirectly related to NCD prevention and control, to identify opportunities to advance action on NCD priorities. This will guide the development of the initial goals and priorities of the India NCD Alliance (Activity 2.4). A policy mapping including those of the health and non-health sectors of the Government will be undertaken. The NCD Alliance's benchmarking tool will be adapted and applied to assess India's progress on NCDs, in light of the fact that India was the very first country to adapt the global NCD targets to the national context.
<b>Activity 1.3</b> Multi-stakeholder mapping including policy actors to identify priorities for action	Where various
<b>Activity 1.4</b> Risk factor mapping to assess status and progress on addressing the key NCD risk factors (tobacco use, alcohol use, inadequate diet/nutrition and physical inactivity)	The cu The ve cut-ff which!
<b>Activity 1.5</b> Developing an India Civil Society Status Report with findings from the mapping exercise	The re release Consol

**Example 1**  
**Outcome 1: Targeted health facilities in the project area deliver better diabetes care**

**Assumptions:**  
1. Nurses and CHWs are motivated to receive and use education on diabetes diagnosis, care, and treatment.

**Output 1.1: 48 nurses and 48 CHWs are trained in diabetes care.**

**Activity 1.1.1: Develop training guidelines for diabetes care to be used in targeted health facilities**  
**What?** Development of training guidelines for nurses and CHWs.  
**How?** A workshop will be done with selected nurses and CHWs, in order to have their comments, feedback and opinion towards the training guidelines. In order to maintain content validity of the training guidelines, the draft will be thoroughly reviewed by endocrinologists and health educators, and feedback will be incorporated as appropriate.  
**Who?** This activity includes the project manager, district coordinator, two endocrinologists, and one health educator.  
**Where?** The workshop will take place in a designated facility. The draft will be shared through email for review.  
**When?** First milestone of project.

## Tip:

- Look at good examples provided by other groups
- E.g. the [Healthy India Alliance](#) and the [World Diabetes Foundation](#)



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- You will now be sent to a Breakout Room
- Please refer to the sent material titled “**ScriptoriaExercises**”

## Exercise 5: Breaking an objective into outputs and activities



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**Scriptoria**  
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## Making a work plan

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Sustainable Development Communications

## Work plans

- Activity details in the project proposal are usually accompanied by a high-level work plan that outlines the timings for the entire project
- This way, reviewers can get an overview of how all the work fits together – and decide if the plan is feasible



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- The work plan should be set taking into account things such as
  - Budget
  - Staff
  - Skills and expertise
  - Time
  
- Note: A work plan that is feasible for one group may not be for another



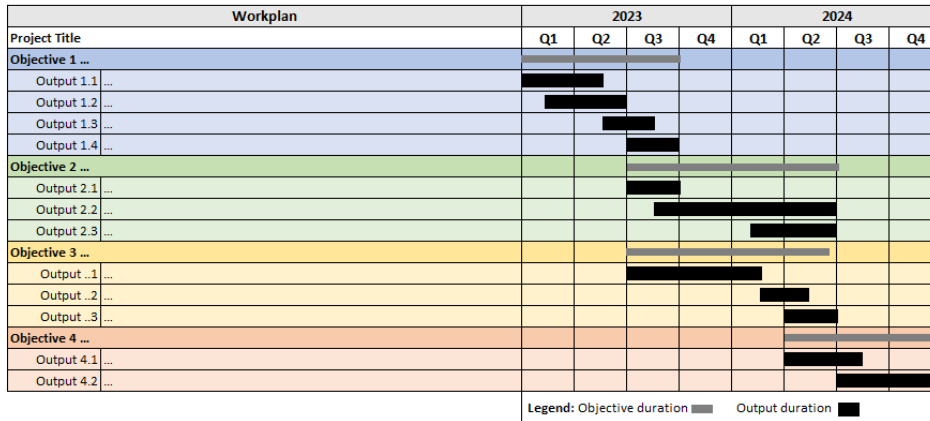
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- Gantt charts are a specialised form of graphic that gives a visual overview of the work for a project
  
- For your proposal, create a high-level Gantt chart for the entire project showing the following:
  - The order in which objectives will be carried out
  - The duration of work for each objective
  - How the outputs relate to the objectives



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## Example – high-level Gantt chart



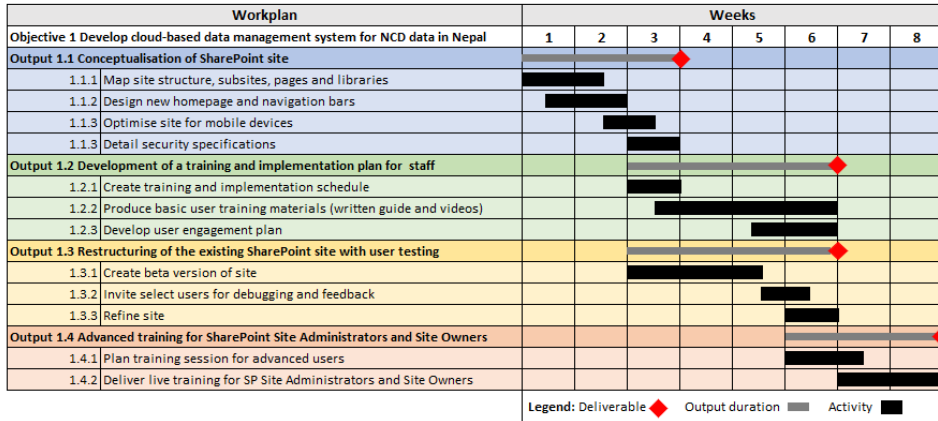
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- Once the project has been funded, review and revise the high-level work plan as needed
- Next, create a more detailed work plan for the upcoming iteration (e.g. the next weeks/months)
  - This should be at the level of activities and even tasks
- Consider making indicative plans for later years



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## Example – detailed 2-month Gantt chart



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- What else can you show using a Gantt chart?
  - Who is responsible for that task/activity
  - The milestones to which groups of activities contribute
  - The dependencies between activities
  - Other events, e.g. Staff training, annual conferences, etc



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## Work plans

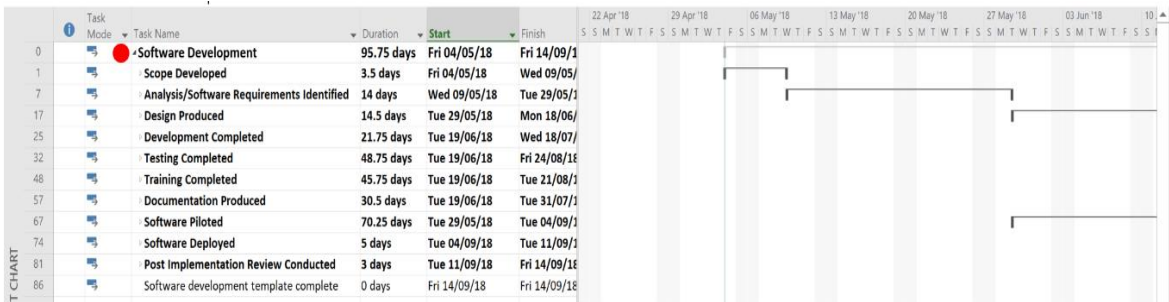
- Simple charts can be made in Excel using freely downloadable templates or simply colouring in cells
- More complex charts showing dependencies and integrating with task lists can be produced in specialised software e.g. MS Project



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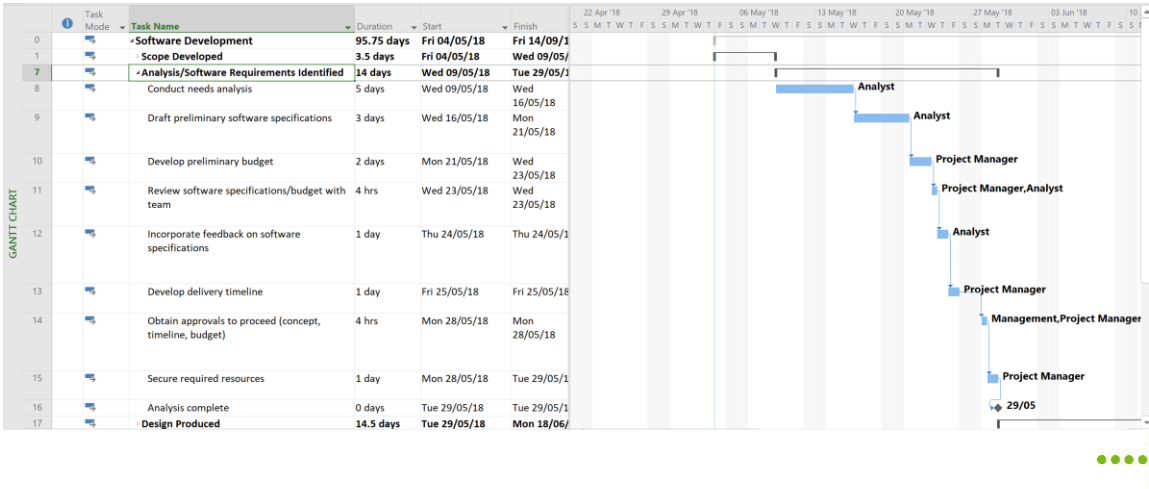
## Work plans

- MS Project Gantt chart showing the Y1 work plan for a project
- The red dot indicates the target output while the items under it are the activities needed to achieve that target.



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- These more complex charts can expand to integrate additional details



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- How can you come up with good estimates for the time needed to complete the work?

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- How can you come up with good estimates for the time needed to complete the work?
  - Talk to colleagues
  - Look at how long similar activities took in the past
  - Use **backcasting** tools



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**Backcasting:** Define a goal, then work backwards to identify the stages and activities needed to reach that specified goal from the present

Goal 

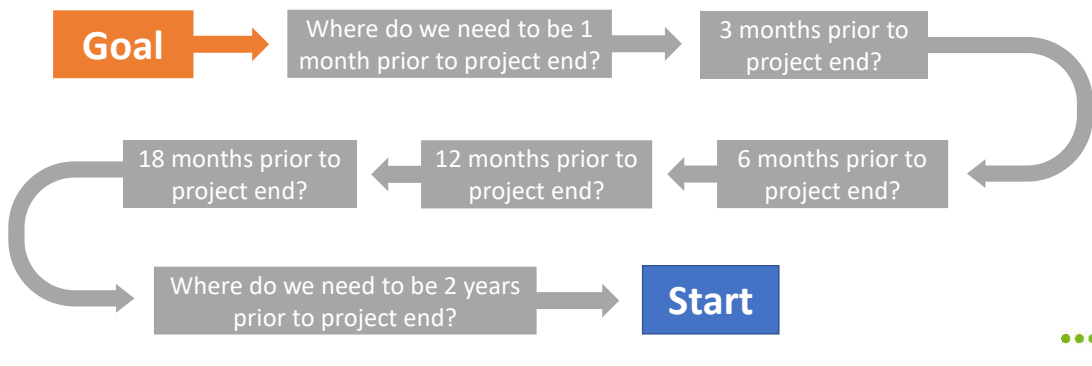
Start



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**Backcasting:** Define a goal, then work backwards to identify the stages and activities needed to reach that specified goal from the present



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- How can you get team members to stick to deadlines?

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- How can you get team members to stick to deadlines?
- **Deadlines must be realistic**
- It's important to build a culture of meeting deadlines within your team



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- Lead by example:
  - Arrive to meetings on time
  - Deliver work to team on time
  - Avoid changing deadlines wherever possible
- Give immediate feedback when a deadline is missed
  - Outline the consequences of being late – politely and professionally
  - Tell them that they need to inform you in advance if circumstances change and a deadline seems unachievable



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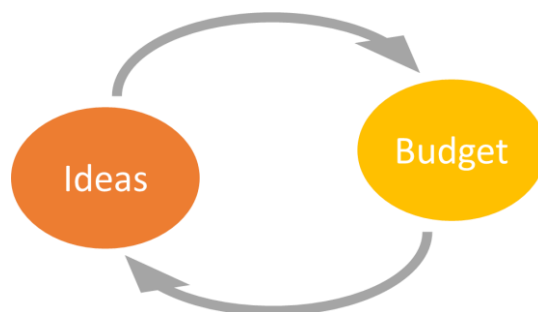
## Creating a budget

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## Budget

- Consider your budget early on in the project development process
- Revise the project and budget in an iterative way to ensure that the \$\$\$ matches the ideas



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Budget

- Start with the budget template from the funder
- Templates are usually organised hierarchically from Objectives down to Activities using the same numbering as in the proposal
- There is an area for “cross-cutting” costs as well
  - E.g. Data management, project accountants



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Budget

- Funders may provide a set list of line items for activities...

BUDGET CATEGORY	GRANT CYCLE AGREED BUDGET				
	Unit (month, person etc.)	Unit Quantity	Unit Price	Subtotal	Percent (%) of total budget
<b>OPERATIONAL COSTS</b>					
<b>OBJECTIVE 1: [ADD COMPLETE NAME OF OBJECTIVE AS IN GRANT PROPOSAL]</b>					
<b>Activity 1.1: [ADD COMPLETE NAME OF ACTIVITY AS IN GRANT PROPOSAL]</b>					
Air/Ground Travel		\$ -	\$ -	\$ -	
Local Travel		\$ -	\$ -	\$ -	
Lodging		\$ -	\$ -	\$ -	
Meals and Refreshments		\$ -	\$ -	\$ -	
Per Diem for Participants		\$ -	\$ -	\$ -	
Consulting Services		\$ -	\$ -	\$ -	
Meeting Room Rental		\$ -	\$ -	\$ -	
Equipment Rental		\$ -	\$ -	\$ -	
Materials (printing/copying/distribution)		\$ -	\$ -	\$ -	
Translation/Video/Photography		\$ -	\$ -	\$ -	
Webpage Development & Maintenance		\$ -	\$ -	\$ -	
Printing and Photocopying		\$ -	\$ -	\$ -	
Translation/Interpretation		\$ -	\$ -	\$ -	
Transportation		\$ -	\$ -	\$ -	
Other - (Please specify)		\$ -	\$ -	\$ -	
<b>Subtotal</b>				<b>\$ -</b>	<b>#DIV/0!</b>



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... or leave the breakdown up to you

Objectives and Expected result	Activity	Budget Item	units	cost/unit (in USD or EURO)	Total budget item cost	
<b>Cross-cutting activities / processes / project management</b>						
0.1.	0.1.1				0	
0.2.	0.2.1				0	
0.3.	0.3.1				0	
0.4.	0.4.1				0	
0.5.	0.5.1				0	
0.6.	0.6.1				0	
0.7.	0.7.1				0	
<b>Subtotal cross cutting</b>					-	
<b>Objective 1</b>						
1.1. Insert result heading	1.1.1 Insert activity heading				0	
	1.1.2				0	
	1.1.3				0	
	<i>Result 1.1 subtotal</i>					-
1.2 Insert result heading	1.2.1				0	
	1.2.4				0	
	<i>Result 1.2 subtotal</i>					-



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• Example “cross-cutting” budget items

Objectives and Expected result	Activity	Budget Item	units	cost/unit (in USD or EURO)	Total budget item cost
<b>Cross-cutting activities / processes / project management</b>					
0.1. M&E system established and functional	0.1.1 Establishment of monitoring tools	Monitoring kits (forms, supplies) per field coordinator (4) per month	4	192	768
	0.1.2 District monitoring visits	Transportation (car rental, fuel) per visit	24	100	2400
0.2 Project management ensured	0.2.1 Administrative project management	Project manager	24	1,000	24000
		Data collectors (per district/4, per month)	96	450	43200
		Project accountant	24	600	14400
0.3 Project evaluation	0.6.1 Project evaluation	Evaluation cost	1	7,000	7000
0.7.	0.7.1				0
<b>Subtotal 0</b>					<b>91768</b>



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- Example objective-specific budget items

Objectives and Expected result	Activity	Budget Item	units	cost/unit (in USD or EURO)	Total budget item cost
<b>Objective 1: By the end of the project 54 health care providers in the three districts (doctors, nurses and community health workers) have strengthened their capacity within basic diabetes care</b>					
1.1. 15 doctors trained in diabetes	1.1.1 Development of training curriculum	consultation fee	1	500	500
		Printing of manuals	15	5	75
	1.1.2 Identification of doctors	Coordination meeting (venue)			0
					0
	1.1.3 Roll out of trainings	Venue	2	500	1000
Trainer for 4 sessions		4	1000	4000	
<i>Result 1.1 subtotal</i>					5575
1.2 30 nurses trained in diabetes	1.2.1 Roll out of trainings	Trainer for 4 sessions	4	1,000	4000
		Accommodation (trainers + participants)	34	75	2550
		travel	34	15	510
		Meals (breakfast + lunch)	34	25	850
		Training material package	30	25	750
<i>Result 1.2 subtotal</i>					8660



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- **Note:** Be aware of the difference between direct and indirect costs
- **Direct costs** are those for activities or services that benefit and are easily traced to specific projects, so charged to projects on an item-by-item basis
  - E.g. Project staff, consultants, project supplies, publications, travel, etc
- This comprises most of the budget



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- **Indirect costs** are those for activities or services that benefit more than one project, and their precise benefits to a specific project are often difficult or impossible to trace
  - E.g. Utilities, audit and legal services, admin staff
  - E.g. The activities of the director of an organisation
- Think hard about trying to recover these indirect costs when planning your budgets – they are important for sustainability of organisations
- Note that these indirect costs are often limited e.g. 15% of the total budget



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- Funders may also ask for a more granular (e.g. 6-monthly) breakdown of line item totals

Objectives and Expected result	Activity	Budget item	units	cost/unit (in USD or EURO)	Total budget item cost	6 monthly budget plan							
						6 months	12 months	18 months	24 months	30 months	36 months	TOTAL	
<b>Objective 1: By the end of the project 54 health care providers in the three districts (doctors, nurses and community health workers) have strengthened their capacity within basic diabetes care</b>													
1.1. 15 doctors trained in diabetes	1.1.1 Development of training curriculum	consultation fee	1	500	500	500						500	
		Printing of manuals	15	5	75	75							75
	1.1.2 Identification of doctors	Coordination meeting (venue)			0	0							0
					0	0							0
	1.1.3 Roll out of trainings	Venue		2	500	1000		500		500			1000
Trainer for 4 sessions					4000		2000		2000			4000	
<b>Result 1.1 subtotal</b>			4	1000	5575	575	2500	0	2500	0	0	5575	
1.2 30 nurses trained in diabetes	1.2.1 Roll out of trainings	Trainer for 4 sessions	4	1,000	4000	1000	1000	1000	1000	1000		4000	
		Accommodation (trainers + participants)	34	75	2550	638	638	638	638			2550	
		Travel	34	15	510	128	128	128	128			510	
		Meals (breakfast + lunch)	34	25	850	213	213	213	213			850	
		Training material package	30	25	750	188	188	188	188			750	
		<b>Result 1.2 subtotal</b>			8660	2165	2165	2165	2165	2165	0	0	8660

See [this link](#) for an example budget from WDF



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## Important!

- Break down budgets into itemized costs with details

**Example:** Graphic design consultant fees: \$5,000



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## Important!

- Break down budgets into itemized costs with details

~~**Example:** Graphic design consultant fees: \$5,000~~

**Better:** Graphic design consultant fees (logo; 10 summary infographics; PowerPoint template; policy brief template; three 5-minute animated videos): \$5,160



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### Top tips:

- Ask colleagues for previous example – and actual! – budgets
- Ensure that you haven't forgotten anything
- Meet with financial experts
- Think about value for money (VfM)
  - What can you offer that doesn't cost much extra but would be attractive to funders?



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### How much should you ask for?

- Enough to make sure your costs will be covered, plus a bit more as a buffer
- Ask for too little → risk that the project can't be completed
- Ask for too much → risk of poor value for money (VfM)



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## What about inflation and currency fluctuations?

- Prices for supplies, equipment, or personnel (cost of living) can increase from proposal submission through the delivery period
- Plan ahead – you won't be able to get additional funding mid-project
- Check with the funder: will they accept budgeting an extra percentage to account for inflation trends and/or for a weakening currency?



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## What might not be eligible for funding?

- Lots of things!
  - E.g. Conference travel, equipment, medication, salaries...
  - E.g. Core running costs
- Some components might also be limited
  - E.g. Administration costs limited to X% of the total
- **Tip:** You can still include activities that are not eligible for funding and indicate that their budget is supplied by other funds



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- Once your project actually starts, revisit the budget
- Check that the costings haven't changed



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- Note that most funders will not allow you to change the budget once the money has been allocated
- Others will let you change some parts but not others
  - E.g. the total amount for travel is fixed but you can spend it on different types of travel than initially planned



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## Building a team

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Sustainable Development Communications

## Building a team

- People are one of the best resources that can have
- The same project might be successful or unsuccessful depending on the team you put together



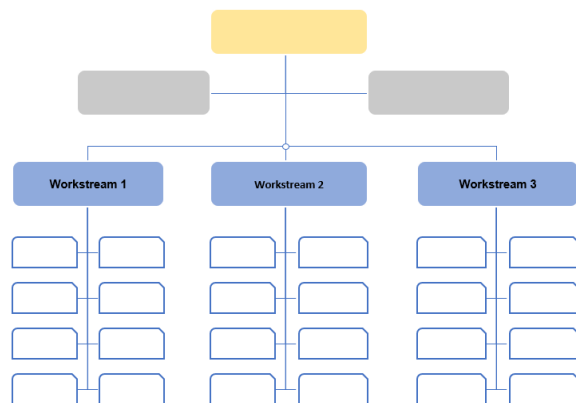
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- You already built part of the team when writing the proposal – key experts, projects leads and partners
- Now you need to fill the rest of the staff roles



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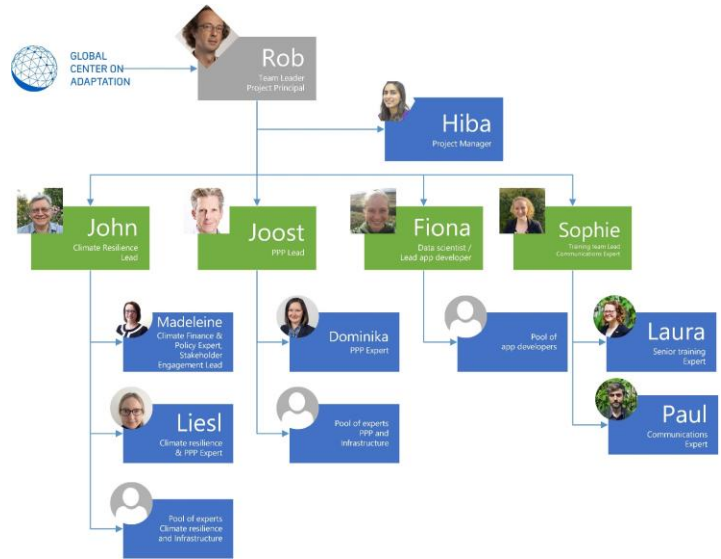
- An organogram can be a useful way to visualize the team and how it all fits together
- It can also highlight areas where 'silos' could form between groups or where there will be management bottlenecks



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## Building a team

- The organogram is also useful for the staff on-boarding process
- It's important for the team (not just management) to see how everyone fits together



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## Building a team

- **Tip:** Large projects don't just need double or triple the staff of small projects, they may need additional job roles entirely
- Consider roles that will cover the following:
  - Admin e.g. finance, procurement
  - Comms e.g. press releases, social media
  - Engagement e.g. fundraising, public outreach, advocacy



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- You will now be sent to a Breakout Room
- Please refer to the file “**ScriptoriaExercises**”

### Exercise 6: Building a team



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- Please answer the following poll questions based on our first two sessions!



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## Session 3: Project Delivery and Closure

- Breaking up the work
- Communicating with your team
- Monitoring & evaluating work progress and finances
- Reporting to funders
- Writing and editing document text
- Closing a project and ensuring sustainability

