



Section eight Further resources and useful links

This is not a definitive list but contains details of some sources for further information and guidance on project management related issues.

8.1 Further resources

Charities Evaluation Service (CES)

A key organisation in the voluntary sector for the areas of monitoring and evaluation, outcomes, and quality management. CES developed and provide support on PQASSO.

Charities Evaluation Services
4 Coldbath Square
London EC1R 5HL
Tel: 020 7713 5722
Fax: 020 7713 5692
Email: enquiries@ces-vol.org.uk
Website: www.ces-vol.org.uk

National Association for Voluntary and Community Action (NAVCA)

Local charities can use the NAVCA website to find their nearest Council for Voluntary Service (CVS). CVSes provide support and training for local voluntary organisations on many practical issues, including management issues, IT and volunteering.

NAVCA also provides links to a range of useful free resources for VCOs on its website.

NAVCA
The Tower
2 Furnival Square
Sheffield S1 4QL
Tel: 0114 278 6636
Email: navca@navca.org.uk
Website: www.navca.org.uk

National Council for Voluntary Organisations (NCVO)

Produces a wide range of information and support services for those working in the voluntary sector, including materials around planning and managing projects, and strategic planning.

The Basis Project online toolkit
www.thebasisproject.org.uk

NCVO
Regent's Wharf
8 All Saints Street
London
N1 9RL
Tel: 020 7713 6161
Free Helpdesk
Tel: 0800 2 798 798
Email: ncvo@ncvo-vol.org.uk
Website: www.ncvo-vol.org.uk

The Resource Centre

Produces a range of downloadable easy to understand information sheets to help people run small voluntary and community groups.

The Resource Centre
Prior House
6 Tilbury Place
Brighton
BN2 0GY
Tel: 01273 606160
Email: info@resourcecentre.org.uk
www.resourcecentre.org.uk

8.2 Useful links

Full-cost recovery

<http://www.ncvo-vol.org.uk/advice-support/funding-finance/financial-management/full-cost-recovery>

Monitoring and evaluation

www.ces-vol.org.uk/index.cfm?pg=40

Partnership working

www.ncvo-vol.org.uk/advice-support/collaborative-working/publications#Should_you

Project Management

INTRAC/MC-MED/NGO-SC overview: www.ngo-sc.org/Coursetoolkits/tabid/86/Default.aspx

INTRAC/MC-MED/NGO-SC Project Management Toolkit 1: www.ngo-sc.org/Portals/0/toolkit%20INTRAC%20Training%20Project%20Cycle%20Management%20I.pdf

INTRAC/MC-MED/NGO-SC Project Management Toolkit 2: www.ngo-sc.org/Portals/0/toolkit%20INTRAC%20Training%20Project%20Cycle%20Management%20II.pdf

LASA project management guide:
www.ictknowledgebase.org.uk/whyprojectmanagement

Managing Successful Projects:
www.ogc.gov.uk/guidance_managing_successful_projects.asp

PRINCE2: www.ogc.gov.uk/methods_prince_2.asp

PQASSO
www.ces-vol.org.uk/index.cfm?pg=42

Strategic planning
www.ncvo-vol.org.uk/advice-support/funding-finance/planning

Appendix 1

Project title	
A- Summary <i>(no more than 200 words, avoid abbreviations and jargon)</i>	
Imagine you are explaining the project to a stranger in a lift and you only have a few minutes to catch their attention and get them to support this project...	
<i>(If you are fundraising from outside your community, think about what is going to be important about this project to someone from outside your community)</i>	

B - Background

Organisation's track record, (*history, previous projects, what led to the point of this new activity*)

C - Case for Support (Why we should do it / why the funder should fund it)

Why is your project important? What are its unique selling points? In what ways is your project new and **innovative**?

<p>1. Fit with your organisation's overall plans</p>	<p>How does it contribute to the purpose you have stated you have as an organisation?</p> <p>Which aim in your Business Plan does your project help deliver?</p> <p>Or is this a development that isn't yet in your Business Plan (has it, for example, come up as an urgent priority for the community)?</p>
<p>2. Needs analysis (market research, gap analysis, evidence of need)</p> <p><i>List any other drivers (political, social, economic, technological etc.) you have identified that are key drivers for this project.</i></p>	<p>What is the need you have identified that you want the project to address, and what evidence do you have that this need has to be met?</p> <p>Does this fill a gap(s) in existing services for refugees? <i>Please be aware, if the project duplicates a service already being delivered, you will need to be really clear and convincing as to why you should deliver this service as well if you want a funder to give you some money for it.</i></p> <p>Key question: What would happen if this project doesn't happen? <i>(x people would have no one else to turn to and will go hungry, become homeless etc)</i></p>

<p>3. Approach and justification for this approach (How we'll go about it, for example in-house / outsource, do ourselves or subcontract / capacity build, face-to-face or telephone, online – this section is about the chosen way of doing it and why that way rather than the other ways it could be done)</p>	<p>Why is this project the best way to meet the need and bring about your proposed outcomes?</p>
<p>4. Measurable outcomes/benefits (benefits you can put figures on and measure later, i.e. we will measure these)</p>	<p>Your needs analysis may have given you some 'baseline data' which you will be able to re-measure at the end of your project to demonstrate the progress made.</p>
<p>5. Non-measurable outcomes/benefits (benefits you can't measure, or would be too difficult to measure (i.e. we won't measure but will provide anecdotal evidence of success such as testimonials and success stories)</p>	

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Appendix 2

Detailed project description (<i>What we will actually do and how will we do it</i>)	
1. People	
1.1 Governance and management: <i>Who will oversee the project and be responsible to the funder?</i>	
1.2 Expertise or experience (what, if any, expertise does your organisation have in carrying out this type of activity/project)	<i>How can you demonstrate that you are going to be able to manage and deliver the project? (for example, if you don't yet know who is going to manage the project as you are going to appoint someone new, what key skills will you look for?)</i> <i>Check that it is within your skills-sets. Funders will want this reassurance.</i>
1.3 Partnership, stakeholders and beneficiaries Will you work in partnership to deliver the project?	If choosing to work with a partner, ensure they share the same values as your organisation and that they have the same vision for the project. (Do they see it only as a pilot or as a full project? Are they prepared to commit to it for as long as you are?)

<p>How will asylum seekers and refugees be involved in the design, delivery, management and evaluation of the project?</p>	<p>Will it be led by asylum seekers and refugees? Will this help with any skills development?</p>
<p>Will you involve beneficiaries in the design, delivery, management and evaluation of the project, and if so how?</p>	<p>Will they lead it? Will this help with any skills development?</p>

Activities (List here what you will do - rather than achieve. No need to explain 'why' you want to do it here as you've already covered it)

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Main deliverables In other words, products or changes in the environment that the funder will be able to see at the end of the project (in other words, the main outputs or outcomes from the project). These should be a result of the activities quite naturally, for example "Publish a report" > "produce 500 copies of report")

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Outline plan (If not definite, timings can be in the format "month 1, month 2..." or similar)

<Gantt chart, timeline or table of phases and milestones>
 <Gates>

Project duration (1, 2 or 3 years?) and why have you chosen this duration. Earliest possible start date (month and year). It can take up to 15-18 months to secure project funding but it can also be much faster... so please specify how quickly the project could start (and to be realistic, this date should take into account what is required at the very beginning of a project such as finding new premises, advertising for posts, recruiting staff, which can take a while).

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Budget and financial case (how much it will cost - entire lifecycle including exit; how much it will make - if a commercial style activity, profit/loss, any uncertainties / confidence margin / contingency)

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Exit strategy. Funders will only commit to 3 to 5 years max on a specific project so you need to have a clear exit strategy. Will the government take over responsibility for the new service? Is the need limited in time and are we bridging a gap that is likely to exist only over the next 2 or 3 years? Will the project become self-financing due to income generation?

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Monitoring and evaluation/key performance or success indicators (how the project will be monitored and evaluated).

How do you propose to assess the effectiveness of your project? Tell us what methods you will use to measure and track whether the outcomes are being achieved. Indicators should be easily understood by anyone and measurable.

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F- Initial Risk analysis (Mainly risks to the project achieving its stated benefits. Some will relate to assumptions. May also include risks to the organisation from this new project / activity).		Every project has risks, and awareness of them in advance will be more impressive to a funder. What risks do you think you will have to manage (for example health and safety, reputational, economic, sociological, environmental)?	
Description	Impact	Likelihood	Countermeasures

Scope/Reach (regional, catchment area(s), beneficiary group(s), etc.)		Who will this project benefit?
a.	Exclusions (What is definitely not included in the project. You can't mention everything here, but it is worth listing things that otherwise people might assume are in there such as free copies of a publication for members: yes or no? Both scope and exclusions are good for clarifying any possible ambiguities).	
b.	Assumptions (Any underlying assumptions for the project. Particularly those that if not true or if they change will have an impact).	<p>Have you built in a rate for inflation? Any other assumptions that you have made to assess project costs?</p> <p>Any assumptions you have made that have affected your decisions in terms of needs identified and activities (such as a new government policy, a new world event creating a new refugee crisis)?</p>

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