



Section two Developing a project

This section is the biggest and most demanding in the toolkit. This is because a well-run project tends to need 70% of the effort spent on planning it and just 30% on delivering it!

This section explains what kind of questions you will need to ask and work on in order to decide what project to develop, and then how to develop that project. INTRAC (International NGO Training and Research Centre), the Management Centre of the Mediterranean and NGO Support Centre (abbreviated to INTRAC/MC-MED/NGO-SC for the rest of the toolkit) have developed some very practical tools and exercises which can help you with your project planning – whether it is just a few people planning together or if you want to involve your community as a whole. Please see the further resources in Section 8 for the links.

2.1 Stakeholders

The term 'stakeholder' refers to people who are likely to be affected by (or have a 'stake') in your work. This can include people in the wider community who might be affected, as well as those you are planning to help directly. Typically, stakeholders include service users (or beneficiaries), partner agencies, local authority contacts, as well as community members.

You will therefore first need to decide who to involve in planning your project. This depends on your preferred approach and individual capacity as well as on 'best practice' recommendations. For example, you could consult a partner agency on completed ideas or involve service users in identifying the needs of the community and developing solutions. Key to this is working both within your 'comfort zone' of expertise as well as working with your own style (to make sure you are going to get what you need from the situation). Some people prefer to develop ideas with only a few people; others prefer to ask a wider range of people and service providers for their input. But effectively managing input from a range of people does tend to make projects stronger.

If you are going to need the support of others to deliver the project or to help you 'network' in the community (either the whole community, or individuals within it) then getting them to input and help shape your project may foster more support for the project in the future. The people you involve in the planning can also become informal advocates of the project in the wider community, helping with referrals or informing others of the importance of your project. If you cannot deliver your project

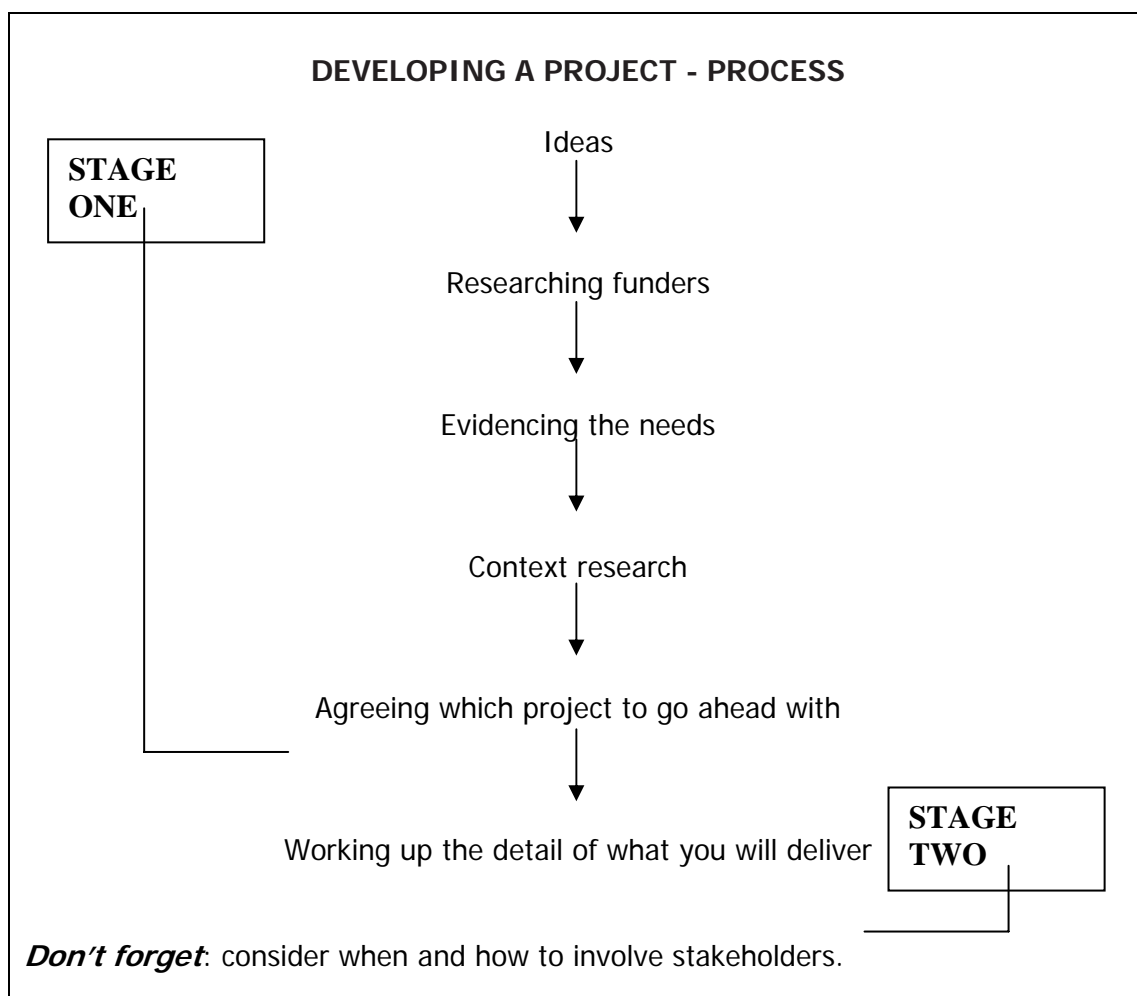
without the support of others (and they are not being paid to help you), then you will need to consult them to ensure they can support you.

When asking others for their input it is vital that you listen. Wherever it makes sense to the overall aim of the project, you should integrate others' feedback in your planning so they can see their input was valued. When someone makes a suggestion that you do not agree with, and you think the point might be important to the person – tactfully explain why you aren't going to change your approach. This will let your stakeholders know you've listened, which may encourage them to value and support the project as it gets under way. And by demonstrating a participatory approach, people are more likely to engage with you the next time you want their opinions. Whatever you do, please don't ask for others' input if you aren't prepared to change your plans or approach as a result!

In terms of practicalities, have you considered a wide range of stakeholders? Both women and men for example? Children and older people?

2.2 Developing a project

There are a number of ways to develop a project. Below we've outlined an easy-to-follow method which should give you the results you need to deliver your project. The process has been broken down into two major stages: Stage One focuses on the 'overall' project; Stage Two is more focused on what, how and who will be involved.



STAGE ONE

2.2.1 Ideas

Most projects emerge to address a need that has been identified. And a lot of organisations start off with a number of good ideas for projects that they think would help address the need.

In order to generate ideas, sit down together and write down all your different – and wildest – ideas to get them onto paper. There is no need to ‘censor’ yourself or others at this stage – this is the time to be really creative with your ideas. Once you have done this, pick four or five key ideas to explore further. They should be the ones that are likely to have widespread support in the community, and are also innovative in some way. (Funders often prefer innovative projects, and don’t tend to fund ‘business as usual’.)

The most critical thing is to make sure you capture why you are particularly interested in these ideas – what problem are you trying to address? How will this idea solve the problem, and what outcomes and benefits do you envisage coming from each of them?

You should also check that the ideas fit with your organisation’s overall direction. And if they don’t, is it important enough to go back a step and change your organisation’s overall direction? Funders will want to see how the project you decide on in the end builds on what you are already doing as an organisation, or, if your organisation is new, how it meets the needs you want to address.

If you want further support for carrying out some strategic planning as an organisation, the National Council for Voluntary Organisations (NCVO) have produced useful strategic planning guidance. Please see the ‘strategic planning’ link in the further resources section.

2.2.2 Researching funders

(You can skip this stage if you don’t need to fundraise.)

Once you have come up with some initial ideas, you can start to research whether there are funders who might be interested in funding projects you develop. [Funderfinder](#) or [Grants Online](#) (either of which you may be able to access through your local second-tier support organisation) and [Funding Central](#) are useful sources of information.

To help narrow down potential funders, you will need to think about what category your work falls into and estimate what the project will cost overall. This is preliminary research to help you identify the likelihood for funding before investing a lot of time and energy in planning a project. If you’ve not delivered a project before, it is a good idea to start small as funders tend to want to see a track record of delivery before handing over lots of money, and the project is more likely to succeed.

2.2.3 Evidencing the needs

You will then need to demonstrate to others **why** your project needs to happen. It's easy to underestimate the competition for funding – funders receive many more applications than they can support. Sometimes only a small number of applications are successful, and even the most perfect, exciting and relevant proposals can be rejected as there just isn't enough money to fund everything.

Typically, funders will reject projects that don't fit into their criteria or do not fall into their priority areas. Funders want projects that are going to help and bring long-term benefits to the people or whose causes they have identified as their priority. So you will need to convince a funder that your project addresses the needs they see as a priority.

The [Basis Project Fundraising toolkit](#) on the Basis Project website lists some ways of evidencing the needs (see section five on identifying and demonstrating need).

At this stage you can collect baseline data (in other words, evidence of what the situation is now) that will enable you to demonstrate the benefits your project is bringing once it is up and running (by collecting data in the same areas once your project is running, and comparing this to the original data). This might be, for example, the percentage of people suffering from depression, a drop in unemployment in a community, or the number of teenage pregnancies and so on. It is important to choose areas to monitor that you will be able to influence through your project, and won't be too influenced by events which are outside your control.

2.2.4 Context research

Next you'll need to explore who else (if anyone) is delivering the kind of project that you want to deliver, or might be better placed to deliver it. You can find this out by networking in your area and talking to your contacts. If you want to find out if something similar is happening in the wider local voluntary sector, you could talk to someone at your local second-tier support organisation.

Funders don't tend to fund agencies that work in isolation or are duplicating work. If you know you need to deliver a new service in a community, then you will need to demonstrate knowledge of other services being provided in a community and explain how you would complement these – a key strength, that Refugee Community Organisations (RCOs) often have, is links into communities which the mainstream voluntary sector doesn't. Funders will also want assurances that the organisation that is planning to deliver the service has the skills and experience to do so.

Funders will often be impressed if you want to work in partnership with others to deliver the service. With the changing economic climate, this is becoming more and more important for the voluntary sector. If you work in partnership with another organisation, it can also take your work to a new audience and so build your reputation. It can also give you the opportunity to learn from other organisations. The boundaries around your partnership will need to be worked out in advance. NCVO have produced comprehensive guidance around working in partnership (see further resources section towards the end of this toolkit).

2.2.5 Agreeing which project to go ahead with

Once you have explored potential funding and investigated which organisations are carrying out similar work, you will need to agree which project idea (or ideas) to fully develop.

Someone will need to prepare the evidence you have gathered and present this, so that you can discuss and agree. Be clear about what each of your options would lead to and the benefits that each of them would bring to the community. It is important that the person facilitating is open to ideas and preferences coming from the group, and does not already have strong views on what project they want the group to do.

In their 'Project Management 2' toolkit INTRAC/MC-MED/NGO-SC provide some very good tips on how to run 'focus groups' that you could adapt to fit with what you need from this session (see the further resources in Section eight for further information).

Some things to consider...

Your RCO should:

- assess the contribution of each project to it's organisational strategy (however, flexibility may be considered)
- decide which projects will be taken on that the organisation can realistically do and do well
- make sure that the project will be delivered to time, within budget, and to the quality required.

It is preferable for projects to be 'owned' by organisations otherwise they are often dependent on one individual. What would your RCO do if the person delivering it wanted to leave? Make sure that your plan addresses this!

At the meeting, someone should minute the key points discussed so that you have a record of why the project chosen was thought to be the most important and realistic. Participants should understand and agree how the chosen project addresses the identified needs and what outcomes and benefits you envisage you will deliver through it. Be critical of yourselves – make sure you know you can deliver these plans.

The following table might be useful for capturing your decision-making.

Problem or needs assessment	What are the reasons for the problem	Possible solution (what you want to do)	Possible outputs / activities	Possible outcomes / expected changes	How will you know your project is working? (Qualitative / quantitative indicators)	How will you monitor this?
------------------------------------	---	--	--------------------------------------	---	---	-----------------------------------

You may have some ideas for the last two columns, if not yet you may want to fill these in once you have read the rest of Section two of this toolkit.

EXERCISE

Before moving on to the next stage, we recommend you write up your work so far into a project summary, which you can also use for fundraising applications.

1. Summary
2. Background
3. Case for support
 - 3.1 Fit with overall organisation's plans
 - 3.2 Needs analysis
 - 3.3 Approach and justification for this approach
 - 3.4 Measurable outcomes / benefits
 - 3.5 Non-measurable outcomes / benefits

Appendix 1 has been developed as a template to help you do this, and has further guidance notes on each of these areas

STAGE TWO

Working up the detail of what you will deliver...

Now that you have decided what you want to do, and have some strong evidence as to why this work is really important, you can start to think through some of the details of your project proposal, and capture and present this on paper.

It is likely that some parts of this stage can be delegated to a smaller group, for one or two people to take forward, as it is more about the 'nitty gritty' of how things will be done. It is important, however, that those who will be responsible (the organisation's Board of Trustees / Directors / Management Committee (MC)), do check and agree with the detailed plans. It is also really important that the plans you develop are realistic and achievable. If you aren't sure about costs, for example, don't guess – ask someone who will know or find a way to find out.

This stage has eight key areas to work up – a checklist and further guidance on each of these can be found in Appendix 2. In this section, we list key considerations, and ways to get started in these areas.

2.2.6 People: project management and governance; expertise, stakeholders and beneficiaries

Project Management and Project Governance

You will need to decide who is going to be responsible for leading on the delivery of the project, and who is going to oversee the project's delivery and make sure it stays on track. These different roles are normally sub-divided into 'project manager' – the person who is going to report on the project being delivered – and 'project board' or

another governance role – the group of people responsible for making sure it happens and accountable to the funders if the project fails. It is important that the 'project board' takes its role very seriously, and is satisfied that the project is being delivered in line with the RCO's commitments to the funder and/or community. A board will normally bring more than this to the project, including, for example, a community perspective or an outside strategic view, which can be extremely helpful at times when the delivery team are too close to delivery to analyse the wider environment.

It is standard practice in the UK for one person act as the Coordinator / Project Manager and to lead on the delivery of the overall project, no matter how big the delivery team. This means there is one person whom the Board can hold accountable if something doesn't get done (although please remember that the Coordinator or Project Manager needs to get the support and authority to make the project happen!) If two people are responsible, then you can get a lack of clarity and different expectations from each, which could lead to tensions and therefore unnecessary difficulties.

It is quite common to have a number of project managers reporting and working to an overall Coordinator or Chief Executive, who then reports on all the projects to the Management Committee / Board of Trustees / Directors. A key consideration, however, is to ensure that roles and responsibilities are clear to everyone.

Expertise, stakeholders and beneficiaries

To secure funding, you may need to demonstrate that those who will deliver and oversee the project have the skills to do so. You can explain to the funder what skills your management committee has that will enable your RCO to oversee the project and help guide its development. You can also explain what skills and experience those who will be delivering bring with them – provided you already know who they are. Most importantly, you as an RCO will also need to be convinced, in order to ensure you aren't setting yourself up for future difficulties.

How you intend to involve your stakeholders and beneficiaries should be something you can build on from the work you did earlier in the process. How do you need or want them to be involved as you move into delivering your project?

2.2.7 Deliverables and activities

Activities are the things you are going to do to realise your outcomes (and, therefore, the benefits to the community). There needs to be a logical link between your activities and outcomes – it should be clear that your actions will lead to the outcomes you desire.

Developing activities is an important stage and it is worth checking your plans with a few people – as assumptions are often made about how one thing can lead on to another. The important thing about this stage is to keep focused on the bigger picture. When developing activities it's also a good idea to build in some flexibility to allow for changes that might be needed in the future.

Deliverables are anything that is a 'tangible' result of your work such as producing four newsletters a year, or running five training events.

Make sure your targets are 'SMART', meaning:

- Specific
- Measurable
- Achievable
- Realistic and
- Time-bound

Example

In the Basis Project we work to outcomes and milestones, which is similar to the relationship between outcomes and deliverables.

One of our outcomes reads like this:

500 individuals are given opportunities to develop their skills and improve their understanding of key infrastructure issues.

And we are committed to realising this outcome by means of the following 'milestones':

Milestone 1: 450 RCO members engage with Basis Project process, either attending training on infrastructure areas or engaging with Organisational Development Officers on a 1:1 level around infrastructure development support.

Milestone 2: 50 individuals from RCOs are engaged with the peer-to-peer programme: 25 in 2009/10 and 25 in 2010/11.

If, for any reason, we didn't realise our outcome through this activity, we would need to explain that to the funder.

Note about objectives and other key terms

Some funders might talk about objectives – these are commonly thought of as the ways in which you will reach your outcomes. Please see the glossary towards the end of this toolkit for a definition of objectives and other key terms such as outcomes and activities.

Please see the link for strategic planning guidance in the Section eight of the toolkit for further help in this area.

2.2.8 Outline plan

To deliver your project you will need to come up with a 'plan' for delivery. To do this you need to think through the key activities you will need to do in order to get it up and running, as well as what you will need to do to deliver the project.

At this stage it doesn't need to be very detailed – you only need an 'outline' plan. If you aren't sure how long things are going to take, talk to someone with experience so that they can help with this. And, as a general rule, build in a lot of extra time (also known as contingency). Things can go to plan, but more often than not, they don't.

You can choose a number of ways to present your plan. Either a simple 'month 1, month 2, month 3, etc' list where you detail what you are going to achieve in each month. Or you can develop another system. Two frequently used systems in project management are 'gates' and Gantt Charts.

Gates

Processes that use 'gates' are a good way of setting up a project when there are so many variables that you don't think it is sensible to commit to specific timescales for each development.

The idea is that you develop the project with a series of activities that the delivery team can manage independently. Then there are key stages which the project board signs off, in order for the delivery team to move on to the next stage (in other words, the team goes through the gate from one stage to another).

The advantage of this approach is that the roles of delivery team and the purpose of governance is clear; the project board has an opportunity to scrutinise the progress being made by the delivery team but does not get drawn into all the details of delivery 'accidentally'!

It is also a very useful system when volunteers are important to development or delivery of the project – as it isn't time-bound, it is more flexible.

Example

A number of community groups and public services wanted to find out what the local community's biggest concerns were, and to do something to address these. They formed a working group (WG) and appointed a worker to lead on the project. The WG were overseeing the project and wanted to get information, understand the issues and contribute to the solutions, but could only meet once a month.

The worker therefore developed a 'gated' system for the project to work to, and the WG appointed one person from the WG to guide and support the worker on a day-to-day basis. The plan looked like this:

Project outline, November 2006

Activity: - Develop project plan including clarity on roles at each stage;
 - Develop plan for engagement including scope, timescales,
 engagement techniques including for hard-to-reach communities.

Gate 1: Present and get agreement on the plan for engagement from the WG (planned review date: January 2007)

Activity: - Roll out plan, present progress reports to WG monthly explaining and getting sign off on any major changes to the agreed approach. Write up findings. Undertake background research to support possible recommendations.

Gate 2: Report on findings to WG, and provide any recommendations for action
(Planned review date: September 2007)

Activity: - WG to consider and discuss findings. Decide on next steps, whether this is action or further research.
- Worker to develop action plan.

Gate 3: WG agree action plan **(Planned review date: October 2007)**

Activity: - Project is closed.
- Action plan is implemented.

Be aware of restrictions you may be under from beneficiaries, a funder or other stakeholders to deliver the project within a specific timescale – good time-keeping is often thought of as an important part of professionalism in the UK. You may also decide to give yourself some time restrictions – it can take a lot of self-motivation to keep up the pace if you have no external pressure.

Gantt charts

Gantt charts are a way of mapping out delivery of specific parts of the project in time, to make sure the connection and interdependencies can be seen and understood. This is a good way to manage a project in which a few people are contributing to its delivery because they can see how their individual tasks feed into and are dependent on each others' progress. So if, for example, Hussein from the publications team knows that Mani, the writer of an article, hasn't been able to do the key interview, then he can see in advance that he is going to need to adjust when he is going to finish the newsletter. And hopefully can juggle his other tasks around this.

People tend to underestimate the amount of time it takes to do things. When you are passionate about something there can also be a strong will to 'committing high'. We recommend that you don't commit to something if you aren't sure that you can deliver. While you need to remain competitive, it is perhaps better to 'under promise and over deliver'.

Project learning

It is good practice to build in time for learning – this is often important to keep your volunteers / paid staff motivated and progressing well.

In some projects, there can also be an organisational benefit, and a benefit to the sector and your funder, if you manage your learning well. Best practice is to focus on learning lessons from the work that is carried out to inform future developments. Unfortunately, however, there is still a strong tendency in the voluntary sector to demonstrate 'value for money' by doing a lot – and sometimes there isn't the capacity to look at lessons being learnt, and analyse and provide new intelligence to funders. If you want to focus on learning, you should demonstrate the value this would add to the project so that the extra cost (of staff time) can be built into the project, rather than it being something you expect your team to do as an 'extra'.

If you are interested in using and sharing your learning, then talk to your potential funders about it. Whether it is something they will be interested in, will depend on their interests.

2.2.9 Budget and financial case

To deliver your plan you will need to know how much it is going to cost. If you have no idea, find support in this area. Funders tend to spot wild cost estimates, and they might well reason that if your budget is unrealistic, your project plan might be too. You need to get it right for yourself too, because, if you don't, you are potentially setting yourself up to fail.

To develop your budget you need to think through every activity in detail. If, for example, you are organising an event, you should include everything in your budget such as paper, a print cartridge, postage costs for mail-outs, your travel costs for checking out different venues, and so on. If you work through everything that needs to happen either by yourself or with someone, then you should be able to remember most things.

Budgets can often include some contingency – either within each line of your budget, or as a line in itself (although check with your potential funder, as they do have different preferences).

Funders will often contribute to 'core costs' (also known as 'indirect costs'). This is money that is needed to support the project, but not spent on the project directly – management costs or office costs for example. It is important that you create these figures from 'real' costs so that you can demonstrate what you need all of the money for. It is also better if you can show that you are being prudent about what you need.

In terms of working out what to charge the project you are fundraising for, a lot of organisations simply divide all their overhead costs between all of their projects on a 'per worker' ratio. A good tip is that whatever costs you can charge 'directly' to a project should not go into indirect costs. If, for example, you only use a phone for a specific project that could be a direct cost rather than an indirect cost.

When working out core costs, every RCO and VCO needs to give themselves enough money to deliver without damaging or overstressing themselves, whilst being a realistic option for the funder. This can be a tricky area, and if you can you should check funders' expectations in advance of developing a full bid, so you are aware of their expectations and know you can fit with this. Some funders won't fund core costs over a certain percentage of the entire bid but most are open to hear what you

require. It is important that you know what you can deliver for what amount of money.

Funders themselves are often under extreme pressure to deliver to others' high expectations. (Local authorities, for example, often need to make savings each year and report results to central government.) So don't be too aggrieved with them personally! Be aware that for funders it is most helpful to them if you (or any RCO / VCO) can get good results for little money. This means that although they may be looking to reach out to your community, they are also looking for efficient and effective organisations. See the link to 'full-cost recovery' in the further resources section for more help in this area.

A budget for a project application could include the following:

	2010 – 11	2011 – 12	2012 – 13
Income			
XX funder			
Membership fees			
Donations			
Total income			
Expenditure			
Staff costs (include National Insurance, tax, pension contribution)			
Staff and volunteer training			
Staff and volunteer travel and subsistence			
Events			
Publications			
Core / indirect costs			
Contingency			
Total expenditure			

See section four of the Basis Project's Financial Management toolkit for more information on developing budgets.

2.2.10 Exit strategy

This is likely to be an area the whole team will need to discuss. Think about what, realistically, will happen to your project at the end of this funding period, as funders normally won't want to fund something that is just going to stop when the funding stops.

At this stage you only need to explain your ideas around options that will be open to you at the end of your project, and why. Often this means either that you plan your services so you won't be needed by the end of the project (perhaps by either

training others to deal with the issue or by tackling the problem effectively), or you know you will be able to get funding from another source..

You will need to demonstrate to the funder how what you are asking them to fund will make a difference while it's running, and how it will make a difference in the long term too.

2.2.11 Monitoring and evaluation, key performance indicators and quality control

You don't need to develop all three of these areas. You will need to develop some sensible and manageable systems which will provide evidence that the work has been completed, and to a good standard (for you and for your funder). Ideally they would also give you feedback on changes in the environment and lessons being learned in the project, so that you can gather ideas on where to go next.

Monitoring and evaluation

At its most basic level 'monitoring and evaluation' assesses and shows in a tangible way whether you have delivered what you said you were going to deliver.

Monitoring is the way in which you collect data about the services you have delivered, and feedback from service users on how successful they felt they were (an example is the feedback sheet you fill in after you've taken part in a training session).

Evaluation is the process by which you analyse what you have achieved — if done well it can help you decide what you might do next.

To decide how to monitor and evaluate you need to check what you have said you will do in this area with your funder. If you haven't committed to anything, check whether the funder has any particular requirements.

A good monitoring system should address how you can make good use of feedback to:

- improve your service delivery / project; and
- inform what you develop next (for example help identify emerging needs and priorities in your community).

It should also be easy to manage – giving clear and useful information.

When developing your system get a few different people to look at the questions you are asking and talk it through with them. People often interpret questions in unexpected ways, so the clearer and more exact you can be, the more useful the information you collect will be.

The [Charities Evaluation Service](#) (CES) has developed useful resources on monitoring and evaluation. Please see the 'monitoring and evaluation' link in the further resources section. Of particular interest may be the 'First steps in monitoring and evaluation' document.

Key performance indicators

Key performance indicators are a way of assessing performance by picking on a few key areas and coming up with indicators that tell you whether or not that area is being delivered well or not.

They can be developed at different levels: from individual performance to whole project performance.

Quality control

Quality control is a key issue in traditional project management. In the voluntary sector, however, it does not often have such a clear connection to specific projects where the 'framework for delivery' is often more focused on working to and being responsive to the beneficiaries and funder. In the voluntary sector, quality is usually dealt with at an organisational level.

Most funders will be impressed by any project that makes use of a quality system. A number of quality assurance systems are in widespread use in the voluntary sector including [PQASSO](#).

2.2.12 Risk analysis

At this stage, you will just need to discuss and agree what you feel the key risks you face are likely to be. These will develop over time, but it is important to start the project with an understanding of areas where you need to be careful.

These could be internal risks (example one: the project worker leaving) or external risks (example two: a change of administration in the local authority might mean withdrawal of funding). Risk analysis outlines the steps you will take to overcome the risk or minimise the impact of the risk (example one: the project worker is well supervised, and communicates regularly with the team to ensure everyone is aware of the key issues; example two: working with the local opposition party to help them understand the importance of our work, and influence their policies).

A table to help you identify and plan to manage risks can be found in Appendix 2 of this toolkit.

2.2.13 Exclusions and assumptions

For bigger projects, being clear about what you are not going to do, as well as what you are doing, will be really useful for you and your delivery team. This can stop ambiguities arising when delivery starts. It can be much harder to say 'no' to someone or something when it isn't clear in advance that it should be a 'no'. But this might be the only way to stay on track and keep delivering on your key priorities. Smaller projects might not need this level of detail.

EXERCISE

Before moving on to the next stage, we recommend you write up your progress into a summary to use for fundraising applications.

Detailed project description

1. People: governance and management, expertise / experience, stakeholders and beneficiaries
2. Objectives and activities
3. Main deliverables
4. Outline plan
5. Budget and financial case
6. Exit strategy
7. Monitoring and evaluation / key performance indicators and quality control
8. Risk analysis
9. Scope / reach: exclusions and assumptions

Appendix 2 has been developed as a template to help you do this, and has further guidance notes on each of these areas

The next stage is to fundraise for your project.

Please see the Basis Project's Fundraising toolkit, and in particular section six for tips on making a good application.

www.thebasisproject.org.uk/toolkit/fundraising/

© Refugee Council and Refugee Action 2009

British Refugee Council, (commonly called the Refugee Council) is a company limited by guarantee registered in England and Wales, [No 2727514] and a registered charity, [No 1014576]. Registered office: 240-250 Ferndale Road, London SW9 8BB, United Kingdom

Refugee Action, The Old Fire Station, 150 Waterloo Road, London SE1 8SB, UK
Refugee Action is a registered charity
Charity no. 283660

This information has been produced by the Basis Project, run in partnership by the Refugee Council and Refugee Action, supported by the Big Lottery Fund (BIG). It is not intended to be comprehensive or to provide legal advice. No legal responsibility is attached to the publisher. It can be reproduced free of charge for non-commercial use, but credit must be given to the Basis Project and Refugee Council and Refugee Action.