

# Appendices

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Civil Society Empowerment

## Appendix 1

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### Elements of a Project Definition Document (PDD)

#### Introduction

- Brief statement of the project and what is included in the PDD

#### Project Objective Statement, Priority and Scope

#### Major Deliverables & Target Dates

- 1) Deliverable 1
- 2) Deliverable 2
- 3) Deliverable 3

#### Project Team Roster

#### Major Risks

#### Key Framework Processes

- Project File  
(maintained by location, frequency of update, back-up, archived location)
- Issues / Action Item / Change Tracking  
(Type of log used, maintained by, location, frequency of review & update)
- Meetings  
(frequency, date, time attendance guidelines)

#### Authorizing Signatures of Key Management / Stakeholders

## Appendix 2

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### Elements of a Typical Final Audit Format Report

- 1.) Executive Summary
- 2.) Introduction (Purpose of Audit)
- 3.) Project Review
  - a) Project objectives
  - b) Method or approach
- 4.) Effectiveness of Planning
- 5.) Effectiveness of Project Management
- 6.) Effectiveness of Technical Solution
- 7.) Project Deliverables
  - a) Description
  - b) Assessment against requirements (in original plan)
- 8.) Quality
  - a) Standards / guidelines used
  - b) Measurement of quality
  - c) Assessment against requirements (in original plan)

## Appendix 3

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### Selected Internet Resources

#### GENERAL SOURCES ON (NGO) MANAGEMENT

<http://www.clearinghouse.net/>

*(Links to guides on Fundraising, Grants, Non-Profit Organizations, Public Services; click sub-category Business & Employment)*

<http://www.cybervpm.com/resource.htm>

*(Volunteer Program Management Resources)*

<http://www.fundsnetservices.com/main.htm>

*(Lots of resources on Funding, Grant Writing, Non-Profit, Research and Educational Resources)*

<http://www.not-for-profit.org/>

*(Nonprofit Resource Center with a comprehensive directory of links and information on issues such as Fundraising & Philanthropy; Volunteers & Human Resources; Advocacy & Public Relations; Board & Organizational Support; Management Consultants; Publications; Research & Policy Studies)*

<http://comnet.org/net/>

*(Gateway to sites for the nonprofit community, organized by resource topics such as Education, Government, Grants & Funding, Health Care Services, Human Services, and Political Activism)*

<http://www.casnet.org/nuts/index.htm>

*(Articles, survey results, program management tips and information on Volunteering; topics include Board, Program and Resource Development; Personnel and Financial Management; Evaluation)*

<http://www.charityvillage.com/cvhome.html>

*(Canadian site for the nonprofit sector with many pages and links to News, Jobs, Information and Resources for Executives, Staffers, Donors, and Volunteers)*

<http://www.ncnb.org/>

*(Dedicated to building stronger NGO boards and NGOs; focus on NGO Governance)*

<http://www.escape.ca/~rbacal/articles.htm>

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*(Online articles on Nonprofit Management Problems, Solutions & Issues; Training, Development, Learning & Human Resources; Defusing Hostility & Cooperative Communication; Change Management: Teams & Team Development, etc.)*

<http://www.mapnp.org/>

*(The Nonprofit Managers' Library: information, materials and links on topics such as Administrative Skills; Boards; Chief Executive; Communication Skills; Ethics for Managers; Finances; Fundraising/ Grant Writing; Marketing/Public Relations; Management & Leadership; Training & Development; Personnel & Policies; Program Evaluation; Strategic Planning; Quality Management; Volunteer Management)*

<http://www-personal.si.umich.edu/~nesbeitt/nonprofits/nonprofits.html>

*(Information and resources about Nonprofit Organizations, including Funding, Management, Technology, Philanthropy, Volunteer Activity, Programs and Activities)*

<http://www.fundraising.co.uk/>

*(Everything on Fundraising: information, links, strategies, agencies)*

<http://www.idealists.org/>

*(Huge database on NGOs worldwide, including publications, materials, programs and links. See <http://www.idealists.org/tools/tools.htm> for a list of useful resources for starting and managing a nonprofit organization. Categories include Financial Management; Foundations; Fundraising; Government Relations; Lobbying; Management; Personnel Management; and Public Relations).*

<http://www.tmcenter.org/library/links.html>

*(Extensive list of links and resources for Nonprofit Organizations)*

<http://fdncenter.org/>

*(Includes an online library— see <http://fdncenter.org/onlib/onlib.html> - with links to nonprofit resources; Material on Grant Seeking; a Guide to Funding Research and Resources; a Proposal Writing Course; Literature on the Nonprofit Sector; and Common Grant Application Forms)*

<http://www.jsi.com/idr/idrmast.htm>

*(Links, information and reports from the Institute of Development Research, an independent nonprofit research and education center)*

<http://www.oneworld.org/euforic/cap.htm>

*(Resources on Capacity Building and Institutional Development)*

<http://www.worldlearning.org/>

*(Educational services NGO working in International Development, Training and Capacity Building, NGO Management, and Democratic Participation)*

<http://www.innonet.org/>

*(Free resources for Nonprofit and Public Agencies)*

## HUMAN RESOURCES

<http://www.nwlink.com/~donclark/hrd.html>

*(Website for Human Development Resources, including articles, online Training Guides, links to Training, Human Resource Development, and Learning Information)*

<http://www.nbs.ntu.ac.uk/staff/lyerj/list/hrpub.htm>

*(Internet publications on Human Resource Management)*

<http://www.tcm.com/trdev/>

*(Training & Development Resource Center for Human Resources)*

<http://www.astd.org/>

*(Website of the American Society for Training and Development with information, tools, articles and links to training, performance, evaluation etc.)*

## PROJECT MANAGEMENT

<http://www.pmi.org/>

*(Website of the leading nonprofit professional association in the area of Project Management. Contains articles, seminar announcements and all kinds of assistance for project managers. See also:*

<http://www.pmi.org/publictn/pmboktoc.htm> *for a downloadable version of the PMI book 'A Guide to the Project Management Body of Knowledge')*

<http://www.4pm.com/>

*(Articles, free library, links and tips on project management, tools & techniques, discussion forum, newsletter)*

<http://www.allpm.com/>

*(Lots of project management resources)*

<http://www.michaelgreer.com/>

*(Lots of free and valuable articles, handouts and other project management resources)*

<http://europa.eu.int/comm/scr/evaluation/methods/pcm.htm>

*(Project Cycle Management - The complete official EU training handbook as pdf-file)*

<http://www.projectmanagement.com/main.htm>

*(Project Management links, tools and resources, incl. information on related software)*

<http://www.welcom.com/library/whitepapers/mpmsem.html>

*(Useful article/handout providing practical guidance on how to implement modern project management in an organization)*

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<http://www.infogoal.com/pmc/pmchome.htm>

*(Extensive information on project management software, links & news, seminars and training, services, standards, experts, articles, white papers)*

<http://members.aol.com/AllenWeb/index.htm>

*(Compilation of useful links related to project management, development and finance, as well as project risk analysis)*

<http://www.cpm.ul.ie/main.html>

*(page of the Center for Project Management with educational, research and training resources)*

<http://www.geocities.com/athens/delphi/8390/>

*(Project Management Help Desk with lots of links and articles)*

[http://ctb.lsi.ukans.edu/tools/EN/part\\_1010.htm](http://ctb.lsi.ukans.edu/tools/EN/part_1010.htm)

*(Website with tools and tips related to project evaluation)*

<http://www.startwright.com/project.htm>

*(A leading reference site for the information needs of IT project managers and support staff working on remote or dispersed projects; with an extensive list of project management related links).*