



A review of the  
**directgrants** programme  
2001 - 2004



## Contents

The evolution of the directgrants programme .....	4
The Finance .....	6
The processes .....	7
Performance indicators .....	8
Progression & Sustainability .....	9
Case Study - Arbuthnott Community Computer Training .....	10
Case Study - Dumfries and Galloway Canine Rescue Centre .....	11
Key elements of the directgrants programme .....	12
The directgrants team .....	13
Development Activity .....	14
Partners .....	15

### Direct Grants Programme – Time line

July 2001:	SCVO Direct Grants Business Plan submitted to Scottish ESF Objective 3 Management Committee
October 2001:	Ministerial approval to European Social Fund grant
December 2001:	Match funding committed by Communities Scotland and Scottish Enterprise Network
February 2002:	Formal approval to ESF funding package by Scottish executive
April 2002:	Programme launched by Andy Kerr, MSP, Minister for Finance and Public Services
May 2002:	1st application received
August 2002:	100th application received
September 2002:	1st grant awarded
January 2003:	250th application received
June 2003:	£1,000,000 awarded in grants
August 2003:	500th application received
November 2003:	250th Grant award
December 2003:	£2,000,000 awarded in grants
March 2004:	£3,000,000 paid in grants
December 2004:	885th and final application received
January 2005:	Final grant award paid
March 2005:	Final Programme Committee and Evaluation Report

Note: This report was written in early March 2005. By this time, 320 supported projects had sent us their reports on expenditure and supported activities. Funding for the **directgrants** programme stopped on 31 March 2005.

## Direct Grants Programme Review

It may seem only yesterday that we were engaged in preliminary discussions with the Scottish Executive and the Objective 3 Programme Executive about the potential for SCVO to manage a grants programme through ESF global grants. However in reality, that was over four years ago, and we now have the opportunity to review the effect that the programme has had on communities in lowland Scotland.

From a personal point of view, I think that we have demonstrated that local groups and voluntary organisations can make a significant contribution to the development of their communities when given resources and appropriate support. We have supported a broad range of activities over the lifetime of the directgrants programme and we have been inspired by the enthusiasm, innovation and sheer hard work that people invest in identifying and delivering solutions to problems in their communities. Our projects have shown that with a good idea and the correct approach a little does go a long way and can make an impact.

Much has been written about the benefits and challenges of partnership working over the last few decades. In the directgrants programme, I believe we have clearly shown the value of working together across sectors for the benefit of our communities. I would like to thank partners from the voluntary and public sectors for their commitment to the programme.

**Keith Wimbles**  
Programme Manager

Looking back to our original Direct Grants business plan, I am pleased to say the programme has exceeded all our expectations, having achieved everything we anticipated and more besides.  
Truly.....a different way of doing things better.

## The evolution of the directgrants programme

### The Local Social Capital Pilot

In 1999, the European Commission announced a new pilot: Local Social Capital (LSC). This grants programme was aimed at "regenerating communities and supporting collaborative actions at grassroots level".

The European Commission selected the Scottish Council for Voluntary Organisations (SCVO) as one of only three UK agencies to deliver a pilot programme. Scottish Homes and Scottish Enterprise co-funded the pilot.

LSC allowed us to explore what would happen if the voluntary sector took responsibility for managing and delivering small-scale initiatives.

The lessons of the pilot were developed during a further short programme: Building Brighter Futures. This was delivered by SCVO with the Coalfields Regeneration Trust.

### From Local Social Capital to Direct Grants

The successful LSC pilot programme highlighted the latent demand and the benefits of focussed intervention. SCVO was invited to submit a business plan for operating mainstream Global Grants in Scotland. We then brought the lessons and principles of the LSC pilot to our directgrants programme.

Concentrating on the priorities of the European Social Fund in Scotland, we have targeted groups defined by the Scottish Executive as disadvantaged.

The programme is:

- equitable - across the operational area and between communities of interest
- accessible - to people traditionally excluded from mainstream funding
- responsive - to local needs and the capacity of the targeted organisations
- informed - by the sector, its representatives and partners



### What is directgrants?

directgrants was funded through the Global Grants part of the European Social Fund (ESF).

Global Grants are used to reduce exclusion and support people to enter the labour market. Individual funded projects need to demonstrate that they will:

- develop employability skills and confidences
- encourage cooperation and collective action
- reduce barriers to employment
- promote social enterprise

In Scotland, Global Grants have been branded as directgrants.

European Union member states must make at least 1 per cent of their European Social Funds available to designated intermediary bodies. This funding is distributed to voluntary organisations and community groups (or in some instances, to disadvantaged individuals) that have not previously directly benefited from European funding.

The directgrants budget was £4m, and the European Social Fund (ESF) contributed 45 per cent. SCVO secured match funding from Communities Scotland and the Scottish Enterprise Network – as well as managing the programme and administering the funding.

**"Thank you and your team for your assistance and tolerance while working with our group. It has been a steep learning curve, but we are now a stronger organisation than we were previously."**

**Jim Ferguson, Perth & Kinross Pensioners Forum**

## What were our goals?

The aim of the directgrants programme was:

***"To increase employment opportunities and social cohesion within disadvantaged communities, by promoting collective action of groups and individuals, working together towards economic and social regeneration."***

Once the programme was approved, we put in place a comprehensive monitoring and evaluation framework. With the agreement of our Programme Committee, we reduced the business plan down to the following values and objectives:

### Values

- Work in partnership
- Ensure the programme is participative
- Develop voluntary and community organisations throughout the programme area
- Transparent selection, monitoring and evaluation
- Open and accessible
- Efficient service

### Objectives

- Increase partnership between all players at local, regional and national level
- Increase local social cohesion/networking and social regeneration
- Develop organisations and build capacity within community groups and local voluntary organisations
- Achieve local economic regeneration
- Ensure the grant fund is distributed to organisations supporting targeted individuals, communities and geographical areas
- Manage the Programme effectively to:
  - a) promote and monitor the Programme, and provide development support
  - b) establish and implement processes and systems.

Our aim was to distribute 100 per cent grants, up to £15,000 each. These would go to small voluntary organisations and community groups to support 380 projects which contribute to our objectives.

## The key eligibility requirements

- Projects developed and managed by voluntary organisations or community groups
- Groups and organisations should not previously have benefited from substantial funding
- Groups and organisations should be locally based
- Funded activities should be "new" and short term
- Revenue only



**"Without the help of directgrants the project could not have made the progress that it has. ... The success of the project is due in no small way to your sponsorship and the trust you placed in us. All those associated with this project have asked me to pass on my thanks to you at directgrants for making this very worthwhile project such a success."**

Nicholas Ridley, Trinity Community Centre Melrose

## The finance

District /Region	Awards	Value (£)
Aberdeen	20	117,000
Ayr, Kilmarnock and East Ayrshire	12	117,000
Banff and Buchan	19	161,000
Clydesdale and West Lothian	15	106,000
Cumbernauld and Kilsyth	12	80,000
Deeside and the Mearns	11	95,000
Dumfriesshire	13	93,000
Dundee and Angus	22	186,000
Dunbartonshire and Argyll	13	89,000
East and Midlothian	12	102,000
Ettrick, Lauder and Tweeddale	15	100,000
Edinburgh	14	124,000
Falkirk	8	63,000
Fife	11	89,000
Formartine and Gordon	16	146,000
Glasgow	44	406,000
Inverclyde and Renfrewshire	13	118,000
Monklands, Motherwell and Wishaw	13	76,000
Moray	20	187,000
North Ayrshire	12	89,000
Perthshire	11	89,000
Roxburgh and Berwickshire	17	121,000
Stirling	10	84,000
Stirlingshire and Clackmannan	10	108,000
Stewartry	14	112,000
Urban South Lanarkshire	7	64,000
Wigtownshire	18	162,000

### What did projects spend their grants on?

Salary costs	45%
Training fees	7%
Premises costs	6%
Hire/lease of equipment	1%
Print/design/copying	5%
Advertising/publicity/recruitment	2%
Consumables/stationery	3%
Publications/training materials	2%
Telephone/fax/internet	1%
Postage	1%
Equipment/furniture	3%
Professional fees	17%
Travel	3%
Catering/venues/accommodation	4%
Child/dependant care	1%

## The processes

To help with administration, we broke the operational area<sup>1</sup> into six regions:

- Glasgow and the West
- Fife and Tayside
- Lothians and Forth Valley
- Grampian
- Dumfries and Galloway
- Scottish Borders

In each region we worked with a selection panel. This included representatives from Councils for Voluntary Service, local authorities, Enterprise Companies and other voluntary sector organisations.

In their roles as project assessors, the representatives drew upon their knowledge, networks and experience. By devolving the decision making process to these panels, the programme was able to respond to local needs.

In three regions, SCVO awarded contracts to organisations to carry out development and promotions:

- Glasgow City: Glasgow Council for the Voluntary Sector (GCVS);
- South of Scotland: Borders Forum of Councils for Voluntary Service (BFCVS);
- Grampian: Aberdeen Council for Voluntary Organisations (ACVO).

We built our systems and processes on those developed for the pilot programme. The idea was to streamline the way we worked still further, keeping the administration straightforward and efficient.

A single, comprehensive database allowed us to monitor every point of contact - from initial enquiry, through the application process to the identification of performance indicators when the project was completed.

“Due to our grant we have increased membership and also those in official capacity.”

Kenny Loan, Broadwood Amateur Boxing Club Cumbernauld

### Application Process:

- > All applications come to the central directgrants team
- > We send an acknowledgement to each applicant
- > Initial eligibility check
  - If ineligible, the applicant is informed straight away
- > Eligible applications are published on our website
- > Members of the selection panel are identified, based on their knowledge and experience
- > Selection panel members appraise the applications and report to the **directgrants** team
- > The Development Officer collects all recommendations and circulates them to the Programme Network for endorsement
- > We inform the applicant of our decision

Initially we aimed to get from acknowledgement to final decision in just eight weeks. In hindsight this was unrealistic. In particular, the first year saw teething problems with the electronic appraisal system. However, in the last year of the programme we achieved a turnaround time of 8-11 weeks.

The appraisal system was based entirely on the web. We published application forms onto a secure webpage which was accessible only to members of the selection panel. The assessment was carried out using an online appraisal that could be emailed back to SCVO.

Successful applicants were invited to a Managing Your Grant seminar (MYG) before we released any funds. The topics we covered included financial and activity reporting, publicity and record keeping. This seminar was compulsory – and prudent. After all, the grants were to be paid in advance of need.

The seminars were very successful and encouraged projects to review their initial budgets and have a clear set of objectives and outputs to work towards.

Unsuccessful applicants were referred to their local Council for Voluntary Service or other relevant support agency.

“The information provided was both well put and clearly delivered. It helped us not to feel too lost in the wilderness. We will do our best to record and report.”

Charlie Clark, Leadhills Village Association

<sup>1</sup> The directgrants programme was delivered across the Scottish ESF Objective 3 programme area, covering all of Scotland except Highlands and Islands.

## Performance indicators

The programme has developed an extensive monitoring framework. Key Performance\* indicators include:

- 8961 people trained (target 1700)
- 63,378 beneficiaries receiving support (target 10,000)
- 284 employment opportunities were created
- 5573 individuals were provided with a new opportunity to influence development or delivery of services (target 1250)
- 859 People gaining a qualification; or part qualification (target 650)
- 561 people taking up new volunteering opportunities (target 1,000)
- 7971 people securing increased access and skills in ICT (target 5,000)
- 32 projects delivering extended services in rural areas or peripheral estates (target 30)

\*based on a total of 395 operational projects of which 320 are completed projects (Mar/05)

### Target populations

The Business Plan, as approved, committed the programme to targeting excluded individuals (2001 Scottish Executive definition). All approved projects are required to report on their reach to these groups. From reports returned, the directgrants programme has targeted all 10 groups identified as experiencing or susceptible to disadvantage.

Of the 395 projects that were undertaken:

- 112 targeted women,
- 25 supported black and ethnic minorities,
- 20 responded to the needs of lone parents,
- 124 focussed on young people,
- 18 addressed issues of drug and alcohol abuse,
- 7 delivered services to ex-offenders,
- 81 were led by groups positively including people with disabilities,
- 9 aimed to meet the needs of homeless people,
- 11 addressed the needs of people with learning difficulties and
- 48 delivered support to unemployed people.



i) "The organisation has appreciated the financial support which came on stream at the right time to help us move forward decisively."

ii) "There is no doubt that the Direct Grant has materially enhanced SSF's ability to deliver projects to vulnerable young people in the most deprived areas of Scotland."

Ian Reid, Scottish Sports Futures

## Progression & Sustainability

### Leverage/other funding sources

The programme has encouraged successful applicant organisations to draw down additional funding.

We estimate that every £1 of directgrant has brought in another £7. Recorded responses from our post completion survey (99 replies) have identified specific additional funding in excess of £2,000,000.

This is largely because organisations develop practical pilot activity, commission credible business models or simply gain confidence and skills.

### Engagement with others

Many groups say they have made a range of new contacts thanks to their funded projects. These range from finding out about groups delivering similar services - to new forums and improved links with statutory agencies.

### Economic benefit

284 Jobs created  
67 Community enterprises developed  
1196 Employability skills acquired by individuals  
1561 New volunteering opportunities

### Sustainability

directgrants gave groups the opportunity to pilot activity and carry out research. Sometimes this didn't lead to further or sustainable activity – but it's not necessarily a failure of an individual project or the programme.

Other times, activity has been piloted with limited uptake or has not got far beyond the starting point, as groups are still researching sources of long-term funding.

In fact, the chance to test innovative ideas has helped to strengthen local communities, or highlight the need for alternative services. directgrants has been one of the few funds providing this opportunity.

We still cannot say for sure if we have developed the sector's capacity to manage funding packages. Many organisations which receive grants rely on outside help to report on expenditure, activity, programming and budgetary controls.

The biggest challenge for small organisations is project management.

It is vital we recognise the significant resources needed to respond to the lack of capacity in new and embryonic organisations - the financial award is only one piece of the jigsaw. Capacity, confidence and opportunity may be far more important as catalysts to change.

### Impact

As this review shows, the directgrants programme succeeded in achieving the overall aim as defined and monitored against six programme objectives.

Although some people were concerned that we had been over-ambitious in setting our business plan targets, the figures on page 8 shows how we met and beat many of the individual targets.

The ultimate impact of this programme (and indeed of the pilots) can only be explored and analysed through future evaluation. It's important to emphasise the need for such a piece of evaluation work to be built into any future Global Grants programme.

Impact is a long term issue. SCVO will continue to review with funders and other parties how this might be researched, reviewed and analysed.



**"This funding will benefit these young parents and their children immensely. It will provide them with new skills, also build their confidence and enable them to be less isolated in their communities."**

**Joan Outram, East Ayrshire Council**  
on behalf of Rankinston Parents Group

## Case study

### Arbuthnott Community Computer Training

The Arbuthnott Community Association runs a Visitor Centre based on the life of author Lewis Grassie Gibbon. The visitor centre operates as a social enterprise and includes a café and craft shop.

The revenue it generates supports other initiatives run by the association. It also sells crafts to provide extra income to local people.



#### The project

The association came to us for funding to establish an IT training facility within the visitor centre. At the time, there was no IT training available in the local area.

Initial funding from Scottish Enterprise Grampian allowed the community association to purchase new computers.

The association submitted their application to the Direct Grants Programme in September 2002 - to cover the costs of providing free, needs-based, flexible, basic computer training. The training would be delivered at Arbuthnott Hall/Grassie Gibbon Centre, or in people's own homes. It would be provided by volunteers.

Direct Grants awarded Arbuthnott Community Association £14,500 in March 2003.

#### The results

The training activity included basic computer training in Word, Excel, Access, PowerPoint, internet, email and digital imaging.

The training was attended by people from a range of backgrounds, male and female. Many people who attended a training course didn't have access to a computer and some have been encouraged to purchase a new computer for their home.

From the period July 2003 to February 2004 the following results have been achieved:

- 75 training sessions
- 245 training hours
- 66 trainees

Feedback from the project indicates that the project helped a number of people access further training and employment

The project helped local people to meet - breaking down social isolation. The funding also proved the need for computer training, and the association will use this evidence to help secure further funding.

"I would like to on behalf of Stranraer Events Committee thank you and the directgrants team for all the help and support given to us in relation to the funding application and continued guidance throughout the campaign."

Linsey Cox, Stranraer Events

## Case Study

### Dumfries and Galloway Canine Rescue Centre

Dumfries and Galloway Canine Rescue Centre was established in 2003 – after a Canine Defence League facility closed. The organisation has over 700 members and is managed by a volunteer committee.

#### The project

Dumfries and Galloway Canine Rescue Centre came to Direct Grants for funding which would:

- Develop a training facility within the centre
- Cover some staff costs associated with developing the training facility
- Cover initial training fees and accreditation costs
- Develop environmental improvement areas that were designed to improve public access

The project was awarded £15,000 in December 2003.

#### The results

The new training facility has been established – to deliver personal development training for volunteers and local people. The training centre is also used for community events which increase awareness on dog handling and animal welfare.

Improved environmental areas allow better public access to the facility.

The funding through Direct Grants has enabled the organisation to expand its services and deliver clear community economic and social benefit within the area. This includes:

- Employment opportunities in animal welfare, with now four staff going on to work in other organisations
- Improved confidence, self esteem, motivation, and increased skills – especially for people with social problems but who benefit from working with animals

“I would like to stress just how marvellous the financial support has been as we simply could not have carried out the work or created the job opportunities from our own resources. I would also like to thank you and your colleagues for your support during this time.”

Angela Sinyard, Dumfries & Galloway Canine Rescue Centre



## Key elements of the directgrants programme

### Why the programme worked

- Simple, transparent and responsive decision making
- Partnership working
- Continuing support to applicants
- A people focus

#### Simplicity

The programme was considered a success by stakeholders, mainly due to its straightforward and flexible approach. This helped the funded organisations to achieve impressive outcomes.

It was vital that the application process was easy. After all, many of the organisations in our target group had never applied for major funding.

This simple approach was extended to the whole process. Local Selection Group members used their own judgement and experience to determine the outcome of applications - rather than a complex scoring system.

#### Partnership Working

With close to 100 partners on the LSGs, we brought together a wide range of people with a wealth of knowledge, so applicants could have confidence in the decisions.

Although the appraisals were carried out electronically, panel members were encouraged to consult each other to make fully informed decisions. This was supplemented by meetings in each operational area, to ensure consistency across the regions, address local issues and discuss contentious applications.

#### Continuing Support

Grant recipients valued the level of support provided by the directgrants team throughout the life of each project.

We worked to make reporting requirements as simple as possible, and solve potential problems at the Managing Your Grant session. (Other funders have now adopted similar procedures)

At the sessions we assured groups that we would be available at all stages of their project – to answer questions and guide them through the reporting forms and project delivery. As many groups do not have any financial background or experience, and limited capacity, it is essential to provide as much help as they require.



#### People Focus

*"The directgrants team knows where we come from – [they] understand our limitations and our needs. Anyone can pick up the phone and get immediate help."*

Liz Douglas, Go Country

*"For smaller groups the support was helpful, not pressurising – we were never made to feel like bampots"*

Nancy McEwan, CVAC

*"The DG team helped us learn throughout the process – the support allowed us to concentrate on what we wanted to do"*

Dorothy MacLauchlan, Cranhill Relaxation Project

## The directgrants team

### **Diane Wilson**

(directgrants Development Officer, post Approval)

My role was a new one and at the outset I wondered just where the majority of my time would end up being spent. The answer is that I have at times been deskbound far more than I would have liked or expected, dealing with the endless paperwork that our commitment to electronic process seemed to produce.

Nonetheless, I have met with most supported groups in the central belt and some in Grampian and the south. Those that I have not met, I have usually had some other communication with. I am heartened that the Programme has been able to support such a range of essential activity and never stop being awed by the number of services being run on a purely voluntary basis.

Thanks to colleagues, partners and projects for sharing the energy, fun and frustration along the way.

The difference a relatively small amount of funding can make to peoples' lives and their communities should never be underestimated.

### **Ian Mathieson**

(directgrants Development Officer, pre Approval)

There has not been a day in the last three years when I have not been amazed and moved by the commitment and drive of individuals to effect change in their communities on behalf of causes in which they believe.

directgrants funding may have acted as a catalyst to secure added community confidence or buy that wee bit extra support to progress an idea or event. However, the true heroes are volunteers who have brought to bear their self belief, a commitment to core values, their energy, tenacity – and sometimes their anger – to deliver benefits far beyond the comparatively meagre sums of funding available.

### **Katie Drake**

(Senior Administrator)

Joining the directgrants team halfway through the programme, I feared I would never get to grips with the paperwork or get to know what seemed like a myriad of partners, projects and processes. Now, almost two years on, I have developed strong working relationships with a wide range of people across the voluntary sector, from small local groups to national agencies, all working towards the same goal. I have been astounded by just how much the directgrants programme has allowed ordinary people to achieve for themselves and the communities in which they live and work, and I hope that the lessons learned here can be put to good use in the future.

### **Ruraigh Purcell**

(Programme Administrator)

My experiences during my short tenure have been both refreshing and revealing. I would never have appreciated as fully as I now do, the enthusiasm, commitment and initiative that exists within the voluntary sector. To see the extent to which organisations attempt to meet the challenges facing their communities through ideas and projects of their own instigation is a good reminder of the selflessness that exists, but is all too often forgotten in today's hectic, and ever more globalised society.

We also wish to express our thanks to the other SCVO staff who have directly contributed to the programme: Nicola Wilson, Stephen McCormick, Marion Lacey, Melissa Eaton, Fiona Dickson, Lynne Connor and Lisa Boyd.

"I would like to take this opportunity to thank you and everyone else in the directgrants team for all the help and support we have received for this project. Since directgrants assisted us with the Willows Animal Assisted Therapy project we have made really great progress with the people that attend...[the clients] feel Willows has played an important role in their recovery. A lot of the people that remain on the project are probably going to be on it long term, due to the nature of their illness. This makes it all the more important for us to continue our work, and also develop it to suit people with physical and learning disabilities."

Jenny Gray, Willows Animal Sanctuary

## Development Activity

- directgrants team members promoted the programme by attending over 100 events
- 90 organisations were represented on the six local selection panels
- 2975 individual evaluations were carried out
- Over 10,000 emails were sent and received in the directgrants in-box
- 2910 funding enquiries were recorded on our database
- Over 500 people attended the mid-programme conference in August 2003

“This is a brief report [...] Its purpose is to emphasise the important achievements that the SCVO’s financial support has made possible, to offer our thanks for that support and to acknowledge the help and advice that we have received from SCVO staff throughout the period of the project. [...] The SCVO systems proved to be very user friendly.”

Kathleen Ritchie, Montrose Air Station Museum Trust



“Over the period of our Grant I hope we have been able to achieve the majority of our original stated Aims and Objectives. We have also been able to respond positively to opportunities that have arisen, and expand into new areas and activities. The end of our Grant period leaves us in a strong position to carry on with our work and develop on what we have achieved in the last year. We thank you for your help and support over this time and for our willingness to accommodate alterations and changes as they have proved necessary.”

Catherine Elliot, Hawick Community Arts Initiative

### Horizontal Themes

directgrants has contributed to all 5 horizontal themes of the Scottish ESF Objectives 3 programme:

- 44 projects address equalities as a core of funded activity
- 71 projects have introduced procedures to recycle products or waste materials
- 50 projects have reported ICT as a core of their funded activity
- 146 projects have reported lifelong learning as a core of funded activity

All directgrants funded projects are embedded in their local community

## Partnerships

### Local Selection Panel Participants

Angus AVO, Aberdeen City Council, Aberdeenshire Council, Aberdeen CVO, ALVO(Clydesdale), Angus Council, Annandale and Eskdale CVS, Argyll CVS, Berwickshire, AVS, BRIDGE CVS, CAVOC (Motherwell and Wishaw), Central Borders AVS, CISWO, Clackmannanshire Council, Communities Scotland Area Offices, Cornerstone, CREATE Ltd, CVO East Ayrshire, CVOKC (South Ayrshire), CVS Clackmannanshire, CVS Falkirk & District, CVS Fife, CVS Inverclyde, CVS North Ayrshire, PKAVS (Perth & Kinross) CVS Stirling, Dumfries & Galloway Council, Dumfries and Galloway College, Dundee City Council, Dundee Voluntary Action, East Dunbartonshire Council, East Renfrewshire CVS, East Dunbartonshire CVS, Edinburgh City Council, ELVON (East Lothian), EVOG (Edinburgh), Fairpley, Fife Council, Glasgow CVS, Gordon Rural Action, Hamilton and East Kilbride CVS, Housing Wider Action Ltd, Kingdom Housing Association, Kintry Housing Partnership, MAVS (Coatbridge and Airdrie), Midlothian Council, Moray Council, Moray Youthstart, Moray, Badenoch and Strathspey Enterprise, Motherwell North SIP, Midlothian voluntary Action, Moray VSO, Nithsdale CVS, North Glasgow Community Forum, North Lanarkshire Council, North Lanarkshire North CVS, Perth & Kinross Council, Roxburgh AVS, Renfrewshire CVS, Royston Stress Centre, Scottish Borders Council, Scottish Borders Forum of CVS, Scottish Borders Rural Partnership, Scottish Enterprise Ayrshire, Scottish Enterprise Borders, Scottish Enterprise Dumfries and Galloway, Scottish Enterprise Dunbartonshire, Scottish Enterprise Edinburgh and Lothians, Scottish Enterprise Fife, Scottish Enterprise Forth Valley, Scottish Enterprise Glasgow, Scottish Enterprise Grampian, Scottish Enterprise Lanarkshire, Scottish Enterprise Renfrewshire, Scottish Enterprise Tayside, South Lanarkshire Council, Stewartry CVS, Stewartry Local Rural Partnership, Stirling Council, Tweeddale AVO, VAWL (West Lothian), Volunteer Action Dumfries & Galloway, VONEF (East Fife), West Dunbartonshire Council, West Dunbartonshire CVS, West Dunbartonshire Partnership, Wigtown CVS.

“We would like to take this opportunity to thank your organisation for its support; it has enabled us to develop the social firm, creating employment opportunities and providing quality, value for money services.”

Val Luke, Candies Cuisine

### Representatives on Programme Committee

- Angus Rural Partnership: representing the Rural Partnership Network
- CEiS: representing the voluntary sector interests on the West of Scotland European Partnership
- Communities Scotland
- COSLA
- CVS Network (latterly SCVO Networks Directorate)
- SCVO (Development and Programmes Directorate)
- Scottish Enterprise
- Scottish ESF Objective 3 Programme Management Executive
- Scottish Executive
- Stewartry CVS: representing the voluntary sector interests on the Objective 3 Programme
- Roxburgh AVS: representing the voluntary sector interests on the South of Scotland European Partnership
- West Fife Enterprise; representing the voluntary sector interests on the East of Scotland European Partnership



PROJECT PART-FINANCED  
BY THE EUROPEAN UNION  
Europe and Scotland  
Making it **work** together

