



Civil Society Organisation Consolidation Fund Grant Manual

**Education Sector Support Programme in Nigeria,
Funded by Department of International Development
(DFID)**



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Acronyms

CSO:	Civil Society Organisation
DFM:	Deputy Finance Manager
ESSPIN:	Education Sector Support Programme in Nigeria
FM:	Finance Manager
GO:	Grant Officer
LS:	Lead Specialist
SFO:	State Finance Officer
SIP:	School Improvement Programme
SMD:	Social Mobilisation Department
SMO:	Social Mobilisation Officer
SS:	State Specialist
STL:	State Team Leader
SUBEB:	State Universal Basic Education Board

1. Introduction

This manual contains policies and guidelines for ESSPIN partners in receipt of the CSO Consolidation Grant. It is expected that this manual be used as a reference tool for all participating CSOs to ensure that they have the necessary information and guidance to produce the required standard of technical and financial reporting on a timely basis.

Details of the rationale for the SBMC consolidation work in the ESSPIN extension, as well as the application and selection process for participating CSOs are detailed in sections 1-7. Each participating CSO was provided with Finance training by ESSPIN to ensure readiness to comply with the financial reporting procedures, details of which are provided in Section 8. The remaining sections 9-12 provide guidance on how the fund should be used and on how to prepare all necessary supporting documentation for compliance with both the financial and technical monitoring procedures. Standard templates for fund requests and reports are included in for this purpose and appear at the end of the manual.

1.2 Background

ESSPIN's work on Community Engagement, Voice and Accountability has involved supporting state governments to partner with Civil Society to activate, train and mentor School Based Management Committees (SBMCs) as the vehicle for community demand and accountability in basic education service delivery. The community engagement work-stream is one strand of ESSPIN's integrated approach to school improvement which also provides capacity to head teachers to improve overall school governance, and to teachers to improve teaching and learning. The system strengthening and organisational development aspect of ESSPIN's work aims to institutionalise best practice from school and community level into basic education service delivery.

Until July 2014 ESSPIN partnered with 43 Civil Society Organisations, supporting them to work with the SUBEB Department of Social Mobilisation to activate, train, mentor and monitor SBMCs, initially in 1,151 pilot schools, and then as states began to engage the same and additional CSOs to roll SBMC development out to new schools and communities utilising their own

resources, ESSPIN continued to provide technical support. By the end of 2014 SBMC capacity development had been rolled out to varying extents to an additional 9,201 schools across 6 states. UBEC at Federal level have also adopted the SBM capacity development model and are now taking the lead in rolling SBMC development out in all states in partnership with civil society.

When DFID granted ESSPIN a 2-year extension to the programme (2014-16) it was agreed that the extension be used to consolidate, deepen and strengthen gains made between 2008 and 2014, supporting states to further institutionalise and sustain all that had been achieved. ESSPIN then supported CSO and state partners to conduct a 'gap analysis' identifying key areas for consolidation, and developing a way forward and 'exit strategy' for the 2 years period.

The consolidation work has involved further partnership with civil society, both the original 43 plus the additional organisations which government had selected for SBMC rollout, making a total of 57. The CSOs have been contracted by ESSPIN and provided with relevant capacity development to continue to work with Social Mobilisation Departments over the 2 years to strengthen areas where gaps were identified and work towards sustainability of SBMC development.

With the increase in the number of organisations contracted by ESSPIN for the extension period it was necessary to also increase ESSPIN's capacity to manage the high number of contracts and it was an opportunity to ensure compliance with recent changes to Mott MacDonald and DFID procedures for working with

and providing grants to external partners, including DFID's due diligence check. As a result of this, the following has been put in place:

- Recruitment of a Grant's Officer
- Development of an operational grant's manual
- Centralisation of finance management (disbursement, monitoring and retirement) in Abuja including dedicated finance officer
- Development of key formats for fund requests, tracking and retirement
- Capacity development for all CSO finance officers on finance templates and procedures
- Due diligence check conducted by external validator on all participating organisations

This grants manual clearly sets out all procedures and templates as guidance for participating CSOs. ESSPIN will also encourage and support states to adapt and adopt the manual for their own use and for sustainability as ESSPIN comes to a close.

Consolidation in the ESSPIN extension:

In the extension of ESSPIN (2014-16) the programme will continue to provide technical support to the capacity of the Departments of Social Mobilisation at LGEA and State level, and to a more limited extent national level, to lead, support and monitor SBMC development, roll-out and replication. Simultaneously ESSPIN will continue to work in partnership with Civil Society into the extension and to the end of the programme, supporting civil society to build on their partnership with government for better school governance and education for all children, but with additional emphasis on advocacy, voice and accountability. The consolidation work will also take account of the changing context in Nigeria in relation to insecurity, building on what has already been done around child protection and safety in schools and communities and the recommendations (yet to come) of the conflict and education study (August-September 2014).

Civil Society: For sustainability and an exit strategy to working with civil society the main change in approach will be that the CSOs go through an application process, applying for funds to fill gaps identified in relation to meeting overall objectives by CSOs and SMD at the CSO Self-Assessment in June 2014. Instead of assessing the CSOs to be part of a major mentoring contract (as in years 3-6) over the 2 years, a Terms of Reference has been developed for further CSO engagement. ESSPIN has provided technical support to the CSOs around the application process prior to application and put CONSOLIDATION Funds aside for which the CSOs will apply based on the terms of reference. The work associated consolidation will focus on ESSPIN pilot schools and

State Phase 2 roll-out schools in new LGEAs where they have completed up the 5th mentoring visit.

2. Size and Disbursement of the CSO Consolidation Grant

Size and disbursements of the CSO Consolidation Grant will be as follows:

- ESSPIN will provide CSO Consolidation Grants for a period of 14 months to a maximum value of NGN 293, 487,425 (equivalent to Sterling Pounds 1,048,000). ESSPIN will disburse the funds to CSOs across the six ESSPIN states on a tranche basis.
- CSOs will receive grant funds from ESSPIN periodically in tranches based on plans and budgets for the period; disbursements are scheduled for June 2015, September 2015, January 2016 and May 2016.
- Expenditure/Retirements during the previous tranche and remaining grant balances held by the CSOs, shall be remitted to ESSPIN's coffers as soon as retirements are made with the use of **Underspend Remittance Form (See Form 3)**
- First tranche payments will be made to the CSOs on application of the Grant, signed contract and MOU and upon being approved by ESSPIN's Management.
- Subsequent tranche payments to CSOs will be made subject to proper use and reporting (Financials and Narratives) of the

previous quarter disbursement and remittance of any underspent funds.

3. Eligibility for the CSO Consolidation Grant.

Due diligence has been conducted on 58 CSOs within the 6 ESSPIN-supported states of Enugu, Jigawa, Kaduna, Kano, Kwara, and Lagos. In line with DFID’s due diligence framework requirements, CSOs were assessed for risk in five key areas: Governance and Control, Ability to Deliver, Financial Stability, Monitoring & Evaluation and External Relations. They were asked to complete a questionnaire and provide supporting documentation. Risks were measured against a standard benchmark for the CSOs. ESSPIN made it a requirement that CSOs achieve an overall risk rating of low or medium in order to be eligible to receive grant funding. Below is a list of the 57 CSOs that met the due diligence requirements and on this basis have been selected to receive the grant:

S/N	States	CSO
1	Enugu	Youth Education on Human Right & Civic Responsibilities (YEHRCR) Raise a Child Today Initiative (RACTI) Economic Empowerment & Development Initiative (EEDI) Agents of Communication and Development (ACODE) Society for the Improvement of Rural People (SIRP) Youth Resource Development Education & Leadership (YORDEL) Poverty in Africa Alternative (POVINAA)

		Mediating for the Less Privileged & Women Development (MEWOOD)
2	Jigawa	<p>Gadawur Youth Forum (GYF)</p> <p>Rural Education Foundation (REF)</p> <p>Hadejia Development Circle (HDC)</p> <p>Kamala Health and Education Development Initiative (KAHDEV)</p> <p>Gumel Youth Movement (GYM)</p> <p>Society for Community Health Awareness and Mobilisation (SOCHAM)</p> <p>Federation of Muslim Women Association of Nigeria (FOMWAN)</p> <p>Miyetti Allah Cattle Breeders Association of Nigeria (MACBAN)</p> <p>Nigeria Union of Teachers (NUT)</p> <p>Maranda Development Association (MDA)</p>
3	Kaduna	<p>Hope for the Village Child Foundation</p> <p>Millennium Hope Programme</p> <p>ABANTU for Development</p> <p>Grant AID for Widows, Orphans and Needy Foundation (GAWON Foundation)</p> <p>Lifeline Education Development Resources Center</p> <p>Gender Awareness Trust (GAT)</p> <p>JEBI Educational Services Ltd</p> <p>Youth Team in Action Supporting Community Initiated Development (YOTASCID)</p> <p>Fantsuam Foundation</p> <p>Women of Vision Development Initiative (WVDI)</p> <p>Support Health and Education (SHED)</p>
4	Kano	<p>Neighbourhood Education Committee (NEC)</p> <p>Basic Education Association (BEA)</p>

Citizens Council for Public Education (CCPE)
 Federation of Muslim Women Association (FOMWAN)
 Global Youth and Women Support Initiative (GLOYWSI)
 Support for Women and Teenage Children (SWATCH)
 Turaki Educational Consultancy Services Ltd.
 Inuwar Ja'maar Kano (KANO FORUM)
 Aminu Kano Centre for Democratic Research and Training (Mambayya House)
 Community Development Initiative (CDI)
 Magajin Malam Educational Services

5 Kwara
 Olive Community Development Initiative (OCDI)
 Centre for Appropriate Technology for Rural Women (CAPTEC)
 Hilltop Foundation
 Federation of Muslim Women Association of Nigeria (FOMWAN)
 Living Care Community Development Foundation (LCCDF)
 Royal Health Heritage Foundation (RHHF)
 Womankind Family Enhancement Initiative (WOKFEI)
 Integrity Mission

6
 Lagos
 Quality of Life Initiative
 Health and Sustainable development Association of Nigeria (HESDAN)
 Linking the Youth Together of Nigeria Exchange (LYNX)
 Organization for Non-Formal Education Foundation (ONEF)
 Women Protection Organisation (WOPO)
 Talent Plus Resources International (TRI)
 Defence for Children International (DCI)
 Development Support Institute (DSI)
 Centre for Health Development & Communication (CHEDCOM)

4. Activities Supported by the CSO Consolidation Grant

Through working in partnership with government to deliver on functional SBMCs, the participation of women and children, and community support for inclusive education (2010-14), and through their strong links to communities, civil society organisations are well placed to continue to complement and influence government efforts, consolidating on achievements to date and addressing remaining and emerging challenges.

Key Activities Expected of CSOs for each objective:

Objective 1:

a)	CSOs network and collaborate to identify key advocacy issues emerging from communities (evidenced by school development plans, CSO and SMO reports, LGEA SBMC forums, etc.)
b)	Carry out 1 simple but focused participatory research related to selected advocacy issues carried out by each CSO in collaboration with SBMCs in no more than 6 school communities
c)	CSOs work together to collate, analyse and present findings of research

d)	2 state level advocacy events in year 7 and 2 follow-up in year 8 implemented based on research findings
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Objective 2:

a)	Facilitate training/orientations for SBMCs at cluster level on advocacy to support capacity to articulate community demand at local, LGEA and state level	1 prior to SBMC LGEA forum (no more than 4 in total)
b)	Bring traditional and religious leaders together with key education stakeholders for dialogue on community participation in education	1 per year

Objective 3:

	Mentoring visits to SBMCs in partnership with SMOs	2 per year, no more than 4 in total in pilot schools. For phase 2 rollout schools already in mentoring stage (Jigawa 303, Enugu 405, Kano 264, Kwara 625) these additional mentoring visits would be

		implemented after states have completed those currently underway.
b)	Workshops with SBMC Children's Committees – participation and voice	One at school level through mentoring visits, one at cluster level bringing children together.
c)	Follow-up mentoring of Women's SBMC Committees	Follow-up to women's trainings and support. One at school level bringing women's committee together with SBMC Chair and Secretary; one at cluster level focused on advocacy.

Objective 4:

a)	Attend meetings as relevant with Social Mobilisation Departments
b)	Attend an annual review meeting of SBMC progress, one in year 7, one in year 8

Objective 5:

a)	Use one mentoring visit in partnership with SMOs to strengthen safety and protection and equity/inclusion in schools. This could bring together school and community for example to focus on the development of a simple school safety charter or school level code of conduct, with a preparedness plan in place to respond when issues/dangers occur
b)	Support dialogue at LGEA level, perhaps through SBMC forum or other, on LGEA/state level role in making schools safe for all children. Involve other agencies/CBOs/networks and ministries to map out how issues are reported and resolved and how to strengthen.

c)	Include child protection and school/community safety in workshops with women and children's SBMC Committees – develop roles women and children can play.
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5. Activities Not Supported by the CSO Consolidation Grant

The CSO Consolidation grant should not be used to pay for activities outside CSOs Contract, Budget, roles and responsibilities. Examples of such costs include:

- General administrative costs such as bank charges, utilities (water, electricity, telephone);
- Running costs of motorcycle, vehicle for private use;
- Cost of subsidizing CSOs staff salaries;
- Payments to government officials, fines and any other unbudgeted expenses.

6. Application and Selection Process for the CSO Consolidation Grant

Each applying CSO was asked to produce the following against the Terms of Reference:

- I. A concept paper with headline budget only by **19th September 2014**
- II. A full narrative proposal and detailed budget by **3rd October 2014**
(see templates provided)
- III. For both concept paper and full proposal the advocacy and consolidation sections will be disbursed and submitted separately
- IV. Budgets based on the numbers of schools to be covered, not to exceed Naira 5 million per CSO.

Selection Criteria and Pro-Civil Society Organisations have been selected based on the following:

- The quality of the concept papers and proposal documents with budget
- Competencies to deliver against the TOR based on evidence of quality delivery 2010-2014 including quality of CSO reports and timeliness/regularity of submission
- A review of any initial CSO assessment documents plus self-assessment documents (2012-14) as appropriate
- CSO capacity to provide consistency in staffing for the 2 years of consolidation work

7. How to Obtain the CSO Consolidation Grant

The CSOs must comply with the below steps in order to obtain the CSO Consolidation Grant Fund:

- i. CSOs will complete **Advance Funding Request Form (See Form 1) in line with the approved budget** to cover planned activities for the coming period/quarter. The form will include a schedule of the planned activities and costs;
- ii. It is expected that successful applicants will be able to provide reports for all activities and presented in a format/template agreed and attached to this Manual – **Retirement of Advance Form (See Form 2)** of the required quality in a timely manner according to deadlines.
- iii. PART A CSO-Led Advocacy for both concept and proposal will be submitted as one state level document to which all applying CSOs will have contributed to.
- iv. Funding for the research and advocacy work of PART A will be held in one joint account with monies released on timely retirement of funds and submission of reports
- v. PART B Consolidation Activities will be submitted on an individual CSO basis with monies drawn down to individual organisations on timely retirement of funds and submission of quality activity reports.
- vii. The CSOs will make the payments to suppliers or service providers by preparing Payment Vouchers based on the approved activity budget and obtain receipts/ and invoices
- viii. The CSOs will then file and keep the payments' supporting documents, including the funds requests, payment vouchers, petty cash vouchers and receipts/ tax invoices in a chronological order.

8. Record Keeping for the CSO Consolidation Grant

The CSOs will maintain a record of Activity Budget and Disbursements on each Activity in a separate **Retirement of Advance Form** for recording of both Budget/Income and Disbursement/Expenditure.

Sample of the **Retirement of Advance Form** is attached in **Form 2**.

8.2 Reporting Procedure for the CSO Consolidation Grant

Financial Reporting Procedure:

- i. At the end of each tranche each CSO is required to submit a **Retirement of Advance Form (See Form 2) for each activity**. This will include information on funds received, actual expenditure during the period and any variance.
- ii. The quarterly/Tranche Financial Report for the end of a tranche period should be submitted together with **Advance Funding Request Form** for the forthcoming tranche.
- iii. Each **Retirement of Advance Form (See Form 2)** which will be prepared by a CSO is to include details of the organisation, details of the Activity and Objective, numbers and participation, supporting documents as attached and other relevant details.
- iv. Each CSO is expected to summarise the content of the Retirement of Advance Form on an **Underspend Remittance Form (See Form 3)** detailing each Activity with the Budget/Amount Received, Total Spent and Variance.
- v. The total unspent fund for each Tranche/Objective will be shown on the **Underspend Remittance Form (See Form 3)**. Any underspent

during the period must be remitted into ESSPIN's dedicated Account at the point of retirement of advanced fund.

- vi. The **Activity Financial Reports (i.e. Retirement of Advance Form and Underspend Remittance Form)** together with the **Advance Funding Request Form (See Form 3)** for the next tranche will be forwarded to the respective State Specialist for review in the first instance, then SS forwards to State Finance Officer who then review and approve retirement before forwarding to State Team Leader for Final Approval.
- vii. The copy of the **Activity Financial Reports (i.e. Retirement of Advance Form and Underspend Remittance Form)** together with the original **Advance Funding Request Form (See Form 3)** for the next tranche will be forwarded to the Finance Manager and Lead Specialist in an approved email confirming that the activities for which fund was requested has been completed satisfactorily by the respective State Team Leader.

Technical Reporting Procedure:

In addition to submitting a financial report, each CSO must also submit two technical reports to the appropriate state specialist at the end of each tranche:

1. Accountability Report
2. Voice/Impact Report

The Accountability report is a brief outline of the activities carried out within a tranche. On completion it should list all activities along with details of any significant challenges or achievements. In conjunction with the Financial reporting documents this report should provide a comprehensive overview of activities, costs with an explanation of any budget variance.

The Voice/Impact report will document community voice and demand against each of the tranche activities, as evidence for advocacy. It is designed to capture contain qualitative information such as case studies, information on conflict, child protection issues, etc.

Templates and guidance for both appear as annexes to this manual. These reports in conjunction with the self-assessments and monitoring visits carried out by ESSPIN are intended to ensure that consolidation work is carried out as planned and that accurate records are kept to inform future work.

9. Request for the Next Quarterly Payment of CSO Consolidation grant

Subsequent quarterly CSO Consolidation grants to CSOs will be made subject to proper use and reporting of the previous quarter disbursement and the remittance of any underspend of the grant from previous quarter:

- i. The CSOs shall prepare and complete **Advance Funding Request Form (See Form 1)** to request the next quarterly release of the grant from ESSPIN.
- ii. The amount requested will be the next quarterly/tranche budget.
- iii. The CSO will submit the **Advance Funding Request Form (See Form 1)** together with a copy of their contract to the respective State specialists.

Upon approval of the **Advance Funding Request Form (See Form 1)** and financial reports (**i.e. Retirement of Advance Form and Underspend Remittance Form**) by the STL, the approved original **Advance Funding Request Form (See Form 1)** and copy of the **Activity Financial Reports (i.e. Retirement of Advance Form and Underspend Remittance Form)** for the previous period will be forwarded to Finance Manager and Lead Specialist copying the DFM and Grant Officer and relevant SMT member.

CSO Consolidation grant funds will be transferred to CSOs Bank Account directly on a quarterly/Tranche basis to carry out agreed activities in line with approved budgets.

- iv. Any CSO Consolidation Grant funds use deemed not in accordance with the CSO Consolidation Grant Manual and signed Contract will be deducted from the total maximum amount of grant, and funds will be replenished up to the new maximum total.

9.2 Overview of attached forms

Form	Name	Use
FORM 1	Advance Funding Request Form	<ul style="list-style-type: none"> • Initial application for the CSO consolidation grant • Subsequent Quarterly/Tranche Grant applications for top up and replenishment of grant. • Submitted to STL through the State Specialist. • Required to receive monthly grant payments from ESSPIN Office, Abuja
FORM 2	Retirement of Advance Form	<ul style="list-style-type: none"> • Detailed the use of funds during the month or quarter. • Required to report the receipt and disbursement of fund for an activity. • Required to receive monthly grant payments from ESSPIN Office, Abuja • Submitted to STL through the State Specialist.
FORM 3	Underspend Remittance Form	<ul style="list-style-type: none"> • Required to report the receipt and disbursement of fund as an objective consisting different activities. • Required to receive monthly grant payments from ESSPIN Office, Abuja • Summarizes Budget/Inflow vs Payment/Outflow • Submitted to STL through the State Specialist.

FORM 1: Advance Funding Request Form

The following form should be filled when requesting release of funds from ESSPIN. This form should be filled by CSO and returned to the State Team Leader to certify that the information therein is accurate.

- 1. This form should be filled in triplicate (1 retained by CSO, 1 retained by STL, 1 retained by SFO)*
- 2. Should be accompanied with CSO Consolidation Contract, Budget and if it's not the first tranche then should be accompanied by Retirement of Advance Form and Underspend remittance Form.*



FORM 2: Retirement of Advance Form

The following form should be filled when reporting the use of funds from ESSPIN. This form should be filled by CSO and returned to the State Team Leader through the SFO/SS to certify that the information therein is accurate.

- 1. This form should be filled in triplicate (1 retained by CSO, 1 retained by STL, 1 retained by SFO)*
- 2. Should be accompanied with CSO Consolidation Contract.*

FORM 3: Underspend Remittance Form

The following form should be filled when reporting the use of funds for each Objective/Tranche. The Form summarizes the activities and shows any underspent that will be remitted to ESSPIN. This form should be filled by CSO and returned to the State Team Leader through the SFO/SS to certify that the information therein is accurate.

- 1. This form should be filled in triplicate (1 retained by CSO, 1 retained by STL, 1 retained by SFO)*
- 2. Should be accompanied with CSO Consolidation Contract, Budget, Advance Funding Request Form and Retirement of Advance Form..*

CSO Report Template

ESSPIN

End of Tranche 1

Community Voice and Impact Report

Name of CSO:

State:

Information and Guidance for filling the voice/impact report

1. There is a separate but similar voice and impact report for each tranche of the consolidation fund.
2. This report focuses on the outcomes and impact of the consolidation work, particularly voice and accountability.
3. This report should be submitted along with the financial and accountability report at the end of each tranche to enable advance of funds for the next tranche.
4. Each voice and impact report should be submitted with 2 case-studies appended. A case-study template is included as section 5.
5. There is a separate more detailed template for writing the final advocacy report which will constitute the main evidence for CSO advocacy events.

CSO Report Template

ESSPIN

End of Tranche 1

Community Voice and Impact Report

Name of CSO:

State:

Information and Guidance for filling the voice/impact report

1. There is a separate but similar voice and impact report for each tranche of the consolidation fund.
2. This report focuses on the outcomes and impact of the consolidation work, particularly voice and accountability.
3. This report should be submitted along with the financial and accountability report at the end of each tranche to enable advance of funds for the next tranche.
4. Each voice and impact report should be submitted with 2 case-studies appended. A case-study template is included as section 5.
5. There is a separate more detailed template for writing the final advocacy report which will constitute the main evidence for CSO advocacy events.

Section 1: Quality of CSO Research and Advocacy

1. Advocacy issues selected:

-
-

2. Key findings of participatory research:

3. Key advocacy message based on research findings:

4. Next Steps:

Section 2: Mentoring Visit 1: Women's Participation

1. Brief description of content delivered to SBMC Women's Committees/SBMCs:
2. Outcomes of mentoring visit/planned action:
3. Women's voice on school improvement (provide quotes if available):
4. Changes observed in schools and communities as a result of SBMC action (provide a paragraph here where change is observed under the following headings):
 - Access/enrolment (particularly girls and other marginalised groups)
 - Attendance/transition
 - Community contribution
 - Support/action of traditional and religious leaders
 - School environment
 - Teaching and learning
 - Child protection/safety
 - Women's participation in SBMC meetings and action
 - Children's participation in SBMC meetings and action
 - Community voice/demand through SBMCs
 - Response from LGEA or State Government to community/SBMC demand
 - Improved accountability as a result of community voice

Section 3: Traditional and Religious Leader's Forum

1. Description of content and discussion at forum:

2. Key outcomes of forum:

3. Voice of traditional and religious leaders on school improvement:

4. Key action points and plan for follow-up

Section 4: SBMC Cluster Training (advocacy/refresher)

1. Brief description of training content and outcomes:
2. Key advocacy issues identified by SBMCs in clusters for LGEA Forum and other advocacy opportunities:
3. Key advocacy messages developed by SBMCs:
4. Targets of advocacy and those who can influence:

Section 5: Child Protection, Conflict and Security

In this section describe any child protection issues that are raised during the tranche activities (during research, mentoring or at workshops). Describe what happened and how the situation was resolved.

Also provide any reports of conflict or insecurity affecting education in around supported schools.

Section 6: Case Study Template, A guide to telling the story of change

(NB: Use the list in Section 2.4 to guide you in selecting case-studies. Provide 2 case studies per tranche).

Ideal **headline** is ten words or less

Introduction: Start with a named individual

The world is full of bad news, so **start with the positive** before people switch off! Talk about progress and successful outcomes for individual people, like Halima, who now goes to school because a toilet was provided through SBMC advocacy or resource mobilisation – don't start by describing why she couldn't go to school before.

Section 1: How your work is linked to helping people to lift themselves out of poverty

Explain how the skills or tools gained as a result of your support from are **helping people to help themselves**. The public responds best to knowing we are giving long-term help - not just handouts.

Section 2: Compare the person's life now to how it was before they received support

Use this section to briefly describe the individual's background. **Use direct quotes from beneficiaries** to illustrate what their life was like before, and how it has improved as a result of support. So **for example** how did the situation before when there were no toilets for girls negatively impact on Halima's access to education?

Section 3: Broaden the story to show how the family/community have benefited

Personal stories are great introductions, but we need to go further and illustrate the wider impact of our support. So, reinforce the story of this person's success by explaining how they have helped their family / community as a result of the tools/skills they have gained.

DON'T FORGET: A good picture is worth a thousand words! At the very least, one high resolution photo of the beneficiary is needed, with a caption and credit.

Total word count is ideally less than 500 words