

BFSS

BRITISH & FOREIGN SCHOOL SOCIETY
Educational Opportunity for All

BFSS Grant Giving Policy & Management

December 2016

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1 Introduction

This document is a summary of the BFSS Grant Giving Policy and Management process for the period from 2017 – 2019.

This document is reviewed annually by Trustees.

2 Our Vision, Values & Mission

The BFSS vision, values and mission are stated below:

Vision

Educational opportunity for all.

Values

We believe in education as a driver for personal development and social improvement. Building on our heritage, we value effective teaching, commitment to learning and sharing of good practice. We are committed to inclusivity, integrity, tolerance and respect for others in everything we do.

Mission

We seek to achieve our vision by providing funding and support to UK-based charities for educational projects in the UK and throughout the world reflecting our history and heritage.

3 Our Funding Priorities:

We will support activities that clearly improve the educational attainment and improve the life chances of young people in the UK and throughout the world.

Our over-arching funding priorities remain:

- The education of poor and disadvantaged children and young people up to the age of 25
- Skills training for poor or disadvantaged young adults that will directly increase their ability to earn a living.

In addition, for the plan period, we are also prioritizing grant applications for projects in two thematic areas as follows:

- Overseas projects that address the need for re-establishing and renewing education in countries where the provision of education (including facilities, resources and teacher training) has suffered from conflict, natural disaster or neglect.
- UK projects that deliver improved educational outcomes for looked after children and young carers.

4 Geographic Focus

We fund projects based on the funding priorities outlined above and the needs expressed in the grant application form irrespective of the location of the beneficiaries.

Examples of countries where we have funded projects in the recent past are: Afghanistan, Burma, the DRC, Ethiopia, the Gambia, Ghana, India, Kenya, Kyrgyzstan, Morocco, Nepal, Peru, Sierra Leone, Sri Lanka, Tanzania, Uganda, the UK and Zambia.

In 2016 the value of grants made for UK projects was 14% of the total. In keeping with BFSS's heritage the Trustees have decided to fund more UK-based projects during the plan period.

5 Our Funding Criteria

5.1 Eligible Organisations and Institutions

We consider applications from eligible organisations and institutions provided that the activity for which financial support is sought is designed to promote the advancement of educational opportunity in line with our funding priorities and the institution or organisation's constitution allows it to carry out the work proposed.

Organisations applying for funding should have UK charitable status. They should have continuous UK accounts for at least three years and their filing with the Charities Commission should be up to date.

With regard to larger applicants:

- We recognise that the capacity of larger applicants to deliver successfully against their proposed outcomes is, in general, greater than smaller ones
- In general we will reject applications from big charities who have ready access to much larger funding sources than BFSS. Our reasons for this are a) the scale of projects we typically support is fairly modest compared to the resources available to large charities and b) we want to have a key influence on the projects that we support and to do this we want our funding to comprise a significant proportion of the total being awarded
- We will not have a defined upper limit on income but retain the flexibility to work with organisations based on their individual circumstances and the specifics of the project they want to fund.

We will thus retain the flexibility that enables us to use our judgement on a case-by-case basis and welcome applications from organisations:

- Who submit applications that conform to our grant giving criteria
- For projects where BFSS is able to be a major funder.

Applications will be considered from educational or training institutions which have UK charitable status or, in the case of schools, colleges, universities and churches, "exempt charity" status.

The Trustees will consider proposals for collaborative projects involving international partners and agencies.

Organisations whose sole purpose is to raise funds and who are not themselves involved in the provision of charitable services will not normally be considered for funding.

5.2 Eligible Activities

Grants will be made for education or training for children and young people up to the age of 25. Priority will be given to projects which widen educational access and opportunity and reduce the barriers to achievement, in keeping with the Society's vision to secure educational opportunity for all.

Applications are expected to address needs for which resources from the state-sponsored education system (including the Pupil Premium in the case of UK projects) are not available or adequate.

Priority will be given to projects in areas of deprivation or educational disadvantage. This may include areas that have suffered some form of natural disaster.

The Trustees will want to see evidence that the activity or service proposed will give value for money, will increase the effectiveness of education or training and will achieve positive and long lasting change.

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Grants will normally be provided for a limited period and, where relevant, the Trustees will expect to see evidence as to how the service will become sustainable once the Society's grant comes to an end.

Grants are not normally made to support special events such as conferences or seminars or for expeditions and overseas travel.

Grants are not normally made for endowments or scholarships.

Grants are not normally made for projects for which the main requirement is funding for transport.

Research projects may be considered for funding where it is clear that they will have a direct impact on educational service development, for example through the active involvement of participating schools or other institutions ideally as partners in the research.

Innovation through pilot projects may also be supported, provided that effective arrangements for evaluation are put in place from the outset.

5.3 Values Alignment

Applicants should be able to demonstrate commitment to the Society's values which are restated here for clarity:

"We believe in education as a driver for personal development and social improvement. Building on our heritage, we value effective teaching, commitment to learning and sharing of good practice. We are committed to inclusivity, integrity, tolerance and respect for others in everything we do".

In the case of applications by or on behalf of institutions, evidence will be sought that policies on student admission and teacher employment are non-discriminatory.

If the project involves working with children or vulnerable young adults, we will wish to be assured that proper procedures are in place to protect the individuals concerned.

Where an application involves a co-funder, we will wish to be satisfied that the co-funding organisation shares BFSS's values.

Organisations whose sole purpose is to promote a particular religion or faith will not be supported. This is not intended to rule out applications from faith-based organisations and institutions, but evidence will be sought that there is no faith restriction in the relevant organisation's/institution's admission and employment policies.

5.4 Financial Contribution

Applications will be particularly welcome from organisations and institutions that can demonstrate matched funding (not necessarily on a £ for £ basis) or a contribution in kind. The matched funding or contribution in kind might be provided by the community itself or by a co-funder.

5.5 Risks and Liabilities

In awarding a grant we will require the recipient organisation or institution to accept all risks and liabilities associated with the activity being supported. This will be a condition of grant.

5.6 Monitoring and Evaluation

In considering applications, Trustees will wish to see information about how any grant will be monitored and its impact evaluated, ensuring project sustainability.

All recipients will be required to report regularly on how the Society's grant has been spent and on the impact which the Society's grant has made.

Arrangements for monitoring and evaluation will be agreed in advance. Grant recipients will be required to submit reports that cover the following:

1. Outputs (e.g. number of teachers trained)
2. Outcomes (e.g. improvements in standards of attainment, community engagement)
3. Lessons learned both positive and negative
4. Future activities
5. Financial report
6. Sustainability.

The Society reserves the right to terminate a grant where the requirement for regular reporting is not met and/or there is evidence that grant is not being used for the purposes for which it was given or is not being used effectively. This will be a condition of grant.

5.7 Acknowledgement

Grant recipients will be asked to maximize opportunity to acknowledge and publicise BFSS's support for the particular project and to provide a link to the BFSS website on the charity's own website where appropriate.

6 Funds Available

The annual budget for grant giving is agreed as part of the overall BFSS budget setting process which normally takes place in December of each year.

Our year-to-date grant giving commitments are regularly reviewed at Grants Committee meetings and in Council meetings.

We aim to award about £600-700k p.a. in grants but this sum is dependent upon the investment performance of BFSS assets which are managed by a specialist third party organisation and may be adjusted from time to time to reflect prevailing circumstances.

In addition to the unrestricted funds managed by BFSS we are also responsible for administering a series of smaller restricted funds. These funds are clearly described on the BFSS website together with a description of who can apply and the process involved.

7 Types of Grant

The following list is not exhaustive but is indicative of the nature of the grants that are awarded:

- Direct costs of the project including a reasonable proportion of the organisation's overheads (normally < 10%) that relate to carrying out the project
- Reasonable monitoring and evaluation costs
- We will fund both capital costs and revenue expenditure provided it is clearly explained
- We will agree to part-fund a project provided it is clear how the remainder of the project will be funded
- We will not fund any part of a project retrospectively
- We award grants up to a maximum of three years and sometimes as a one-off payment. Where a multi-year grant is made a payment schedule is agreed linking future payments to satisfactory project progress and reporting
- Grants are normally in the range of £5,000 to £20,000 p.a. Any grant that exceeds £20000 is referred from the Grants Committee to the BFSS Council for review and approval.

8 Promotion and Publicity

The BFSS website is the principal vehicle through which we promote the work of the Society.

To ensure that we receive appropriate, complete and high quality applications we make details of our grant awarding processes freely available on the website and provide advice and guidance to applicants by email and by telephone.

A condition of our grants is that we reserve the right to publish monitoring and evaluation information provided by funded organisations. We use some of this information to provide an annual summary report of the grants awarded and examples of the outcomes achieved by certain projects. This information is in part promotional but is also helpful in sharing good practice amongst applicants.

We hold an annual grants applicants' workshop where participants can share experience as well as benefit from discussing lessons learned.

9 Application and Grant Award Process

Grant applications are reviewed three times a year - in February, June and October. The dates for Grants Committee meetings are clearly publicised on the BFSS website and we impose a cut-off date for the receipt of applications 6 weeks before the meetings.

In general, BFSS receives about 200 completed applications per annum.

Applicants are required to register online on the Grants Management System (GMS) prior to commencing a grant application. This is done by clicking a link on the Grants page of the BFSS website.

The applicant then goes through an eligibility filter by answering ten questions about the proposed project. The purpose of the filter is to avoid the applicant wasting their time pursuing an application that will not have any chance of being funded. It also helps to reduce the administrative burden on BFSS staff.

The online eligibility filter asks each applicant to answer the following questions prior to being able to start an application (see Appendix 1 for more details).

The online Grant Management System requires the applicant to provide information about their organization, its finances and policies as well as the project to be funded. This information is collected under the following headings:

- Organisation details
- Prior funding
- Governance
- Partners
- Grant requirements
- Sustainability
- Human resources
- Finances
- Monitoring
- Construction
- Terms and conditions

Opportunities are provided for organisations to upload files in support of their application. Applicants are able to seek advice by email or phone.

Further information about the grant application template is provided in Appendix 2.

In outline, the application review process is as follows:

1. Submitted applications are acknowledged by email

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2. Applications are then reviewed by the Director to check alignment with the grant giving criteria and to assess the overall nature and quality of the application
3. If a decision is made to reject an application then the applicant is contacted by email using a standard rejection template. Because of the large number of applications we receive we are unable to enter into discussion or correspondence about why an application was unsuccessful. A rejection notification may be tailored in circumstances where the organization is known to BFSS or where sensitivities demand it
4. A short list of applications is derived from the remaining applications
5. The Finance Manager carries out an assessment of the project budget and the applicant organisation's finances including their reserves, their submissions to Companies House and the Charity Commission. This assessment may lead to a rejection
6. For each short-listed application a two page summary is developed by Director and Grants Consultant highlighting issues for consideration and making an overall recommendation
7. The Director may feel that a particular application is of a sufficiently high quality that it does not require further detailed review. In this case it is highlighted as a 'starred item' but this does not mean that will automatically be approved since a Grants Committee member may wish to question an aspect of the application
8. For other applications a Lead Trustee is assigned who is responsible for further detailed evaluation of the project and then representing the application at the Grants Committee. The following points are considered by Lead Trustees in their review of grants applications.
 - a. The Project:
 - Are the objectives of the project clear, realistic and achievable?
 - Will the project have impact? e.g. number of beneficiaries, the quality of the outcomes etc.
 - Is it clear how the project will be delivered?
 - Are the timescales realistic?
 - b. The Outcomes:
 - Are the project outcomes clear and impact quantified where possible?
 - Do the project outcomes align with the project objectives?
 - c. Sustainability:
 - Is it clear how sustainability is being achieved?
 - What will happen at the end of the project?
 - d. The Budget:
 - Is the budget clear?
 - Does the project represent good value for money?
 - Does it include any contingency against risks, currency, hold-ups etc.?
 - Are the overheads reasonable (<10%)?
 - Has funding been allocated to M&E?
 - Does the budget include support and maintenance?
 - Is the grant request >£20K – does any delay getting approval from Council cause risk to the project?
 - e. Stakeholders:
 - Are credible local delivery partners involved?
 - Is the community being consulted and involved?
 - Are District/National authorities supportive and engaged?
 - Are independent reviewers involved for M&E?
 - f. Monitoring & Evaluation:
 - Has the M&E work been carried out by an individual who is independent of the applicant or delivery partner?
 - Is there any baseline data?
 - Are quantifiable outcome measures being monitored?
 - Are measures of student impact/attainment/progress being measured?

- Is data relating to gender being recorded?
9. The members of the Grants Committee receive copies of all of the shortlisted applications and the two page summaries
 10. Each application is presented at the Grants Committee by the assigned Lead Trustee and reviewed on its merits resulting in a decision to award a grant or not. In some cases a decision in principle may be made that is dependent on the applicant providing additional information and the responsibility for following this up is delegated to the Director.

All decisions made by the Grants Committee are minuted and a summary report is provided to the BFSS Council. The Council is required to review and approve any grant in excess of £20,000.

Once a grant application has been approved the following process is followed:

1. The Director contacts the Charity and agrees the payment and reporting schedule
2. An award letter is sent to the applicant confirming the grant, outlining the payment timing and defining the dates for reporting
3. The Charity confirms acceptance of terms and conditions, first payments are raised, and reporting and payment schedule entered onto GMS
4. All interim and final project reports are reviewed by the Director and added to the GMS and sent to the relevant Lead Trustee
5. All grant recipients are required to provide six monthly reports outlining the progress of their project
6. We normally divide each grant into two 50% tranches associated with the six monthly reporting cycle (this is changed as circumstances and project cash flows demand). However, for one year grants <£10k we will make a single payment and expect a final report at the end of the project
7. In the case of multi-year awards, a progress report is required for each year upon the anniversary of the commencement of the project. This is used to check the project is on track and to justify further stage payments. On advice from the Director, the Chair of the Grants Committee is authorised to approve the funding for each of the remaining years of the project one year at a time. These decisions are documented and reviewed at future Council meetings.
8. Upon completion of the project, applicants are required to produce a detailed project report using a pre-defined reporting template that covers the following sections:
 - a. Project outputs
 - b. Beneficiaries (direct and indirect)
 - c. Project outcomes/benefits
 - d. Lessons learned
 - e. Future activity
 - f. Sustainability
 - g. Financial report
 - h. Feedback for BFSS.

See Appendix 3 for more detail.

10 Measuring Impact

We want to understand the impact that our grants have on enhancing the educational outcomes of the young people targeted and the consequent improvement in their life chances.

We recognize that constructing classrooms, building dormitories, developing gender-sensitive latrines, providing teaching and learning resources etc. are inputs to the education process and, whilst they are critically important, they do not necessarily result in good quality education.

We therefore expect grant applicants to be able to show how the funding of the educational inputs requested link to the educational attainment of the young people being helped.

Examples of the outcomes achieved might include the following:

1. Measurable increase in literacy and numeracy
2. Increase in number of children achieving specific target grades
3. Increase in the number of girls progressing to secondary education
4. Number of young people gaining formal apprenticeships

In addition to quantifiable outcomes we should not ignore examples of outcomes that are more qualitative and 'enabling' without which learning may not be as effective such as:

1. Pupils having a desk and chair and a copy of core text books
2. Teachers providing additional classes after school or at weekends and during school holiday times
3. Significant increase in trained teachers because of new facilities
4. Teaching extended to higher grades increasing pupil retention, especially of girls
5. Availability of science laboratories enhancing the quality of education and the learning environment
6. The impact on parents and the wider community.

In the grant application we expect there to be 3 or 4 project outcomes that can be used to measure the success of the project. Upon completion of the project, where possible, we want to see quantifiable results comparing the 'before position' with the 'after position'.

We understand that expenditure on project monitoring and evaluation needs to be proportionate to the level of funding agreed but we expect to see provision in the project budget for this activity.

An evaluation carried out by a trusted individual or organisation that is not part of the organization delivering the project is an approach we welcome since this provides a more credible and independent review.

Once a year BFSS publishes a review of grant giving in which many of the projects completed are showcased and the educational outcomes highlighted.

11 Learning and Improving

We are always looking for ways to improve our grant giving and use the following approaches:

1. Through the grant monitoring form we seek feedback from every funded organization about how we might improve the service to them
2. We hold an annual Grants Workshop which is a full-day event allowing recipient organisations to meet and share best practice and also to provide feedback to BFSS on its work
3. Once a year the Grants Committee members are invited to reflect on their work and to share ideas about possible process improvements
4. We will continue to regularly meet with other grant giving organisations to share ideas and to compare approaches.

Appendix 1: Grant Application Eligibility Filter

In order to avoid unnecessary work for grant applicants and BFSS office staff a series of questions have to be answered at the start of the application process to check eligibility.

These questions are designed to act as a filter for organisations and types of application that do not meet the grant giving criteria.

The questions are as follows:

Q1 Do you represent one of the following?

- A UK registered charity
- A UK Charitable Incorporated Organisation (CIO)
- A UK school, college or university with charitable status or which is an "exempt charity".

Guidance: We only fund registered charities and organisations with officially recognised charitable status in the UK. We do not fund Community Interest Companies (CICs) or individuals.

Q2 Does your organisation have continuous UK accounts for three or more years?

Guidance: We require organisations to have been established with continuous UK accounts for three or more years.

Q3 Has your organisation's actual income over each of the last three years been higher than £5,000?

Guidance: We do not fund organisations with an average annual income below £5,000.

Q4 Does your organisation have a primarily fundraising role?

Guidance: We do not fund organisations whose main purpose is fundraising and who are not themselves involved in the provision of charitable services.

Q5 Does your project fall into one of the following categories: a new one, a pilot one, a distinct new phase of development?

Guidance: We do not fund ongoing programmes unless these are entering a distinct new phase of development.

Q6 Does your project fall into one of the following categories:

- School construction - with a clear link to quality of education provided
- Delivery of academic and vocational education
- Teacher training
- Learning resources and equipment including ICT
- Community and supplementary education
- Education for street children/vulnerable children
- Research related to educational service development
- Other activities/services that will widen educational access and opportunity and raise educational achievement.

Guidance: If an infrastructure project, there should be a clear link to quality of education provided. Research is not funded unless linked to direct impact on

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educational service development. If in doubt, please consult the BFSS website and/or the BFSS Office.

Q7 Are the main beneficiaries of your project under 25 years of age?

Guidance: We do not fund projects where the main beneficiaries are adults over the age of 25 years. In the case of teacher training projects, where trainees could be over 25, it must be clear that the main beneficiaries will be children and young people under 25.

Q8 Are the main beneficiaries disadvantaged and/or living in an area of deprivation?

Guidance: We fund projects which will benefit children and young people suffering from the impact of poverty, community disadvantage, social exclusion, special educational needs which are not adequately met and/or who are living in areas that have suffered from conflict or natural disaster.

Q9 Is your main funding requirement for any of the following:

- Health projects without a clear education link
- Sanitation projects without a clear education link
- Transport or other travel costs
- The arts without a clear education link
- Sport and sports facilities without a clear education link
- Special or one-off events eg conferences, seminars, expeditions, summer camps
- Bursaries, scholarships and endowments
- Expeditions and overseas travel
- Individual volunteering overseas
- Ongoing programmes
- Salaries and running costs
- Research other than on educational service development.

Guidance: We do not fund any of the above except:

- Health projects - where used as a means of achieving educational outcomes
- Water and sanitation projects - where there is a very clear link to education access/attainment
- Arts projects - where used as a means of achieving educational outcomes
- Sport and sports facilities projects - where used as a means of achieving educational outcomes.

Appendix 2: Grant Application Template

The grant application template comprises the following sections:

1. Organisation Details
 - a. Organisation Name, Address and Contact Details
 - b. UK Charity Registration Number.

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2. Prior Funding Details

- a. How did you find out about the British & Foreign School Society?
- b. If applicable details of any previous funding from the BFSS.

3. Governance

- a. Describe the activities of your organisation
- b. Year the organisation was established
- c. Year the organisation was registered with the Charity Commission
- d. Further details regarding when the organisation was established and its charitable status
- e. How is your Governing Body constituted?
- f. Names and contact details of Chair of Trustees / Governing Body and Chief Officer.

4. Partners

- a. Will you be working with or through a partner organisation or organisation?
- b. If applicable, details of the organisation(s) concerned.

5. Grant Requirements

- a. Brief title for your grant application
- b. Full details of purpose for which you seek a grant
- c. How much is the total budget for this project?
- d. How much are you applying for from BFSS?
- e. Information about other sources of funding for the project including any contribution from the local community (with figures).
- f. How many people are likely to benefit from this grant?
- g. Further relevant information about the people who will benefit from this grant.
- h. What do you expect to be the lasting impact of the project?
- i. What do you expect the four main outcomes of the project to be?
- j. Attach project budget and any further information about your proposal.

6. Sustainability

- a. How will you ensure sustainability of funding for the relevant activity once any grant provided by the BFSS has come to an end?
- b. How does the project match the Vision and Values of the BFSS?

7. Human Resources

- a. How many people are employed by your organisation?
- b. How many volunteers do you involve?
- c. If applicable details on child protection and student admission and teacher employment policies.

8. Finances

- a. Project finances
- b. Details from last audited accounts
- c. Largest funding sources
- d. Recent Accounts or financial statements (uploaded or posted in).

9. Monitoring

- a. Who will be responsible for monitoring expenditure on the project including use of any funding provided by the BFSS and how will expenditure be monitored?
- b. What are your plans for evaluating the impact of the project?
- c. How do you propose to disseminate information about the impact of the project?

10. Construction Projects

If applicable following questions about construction:

- a. List all other contributors to the building including the local community stating the form of the contribution and its value.
- b. Ability to upload, budget, designs plan and drawings and construction schedule
- c. Will there be an independent check on the quality of construction? If so who
- d. Will the building be open to the local community? And what use will be made of the building out of school hours?

Appendix 3: Grant Reporting Template

The grant report form assesses the impact of the project upon completion. Monitoring and evaluation is vital to BFSS and critical to applicant organisations. It helps both improve the ways in which we work and informs future development.

For BFSS project reports are a key way to:

- Help collect data in a consistent format so that we can assess our overall impact and compare the different types of intervention supported
- Make sure each project meets the outcomes that were specified when the grant was approved
- Learn from each project's achievements and challenges, add to the body of knowledge which helps us advise other charities and contribute to shared wider learning in the sector
- Inform our Trustees and Members of the Society about the work we are supporting
- Ensure that our funding is giving good value and demonstrate the benefits that flow from the grants programme
- Help BFSS determine future policy and strategic direction.

We use and rely on reports and the information they contain in a variety of ways, including on our website, in our Annual Review of Grant-Giving and at the Grants Workshops we hold to share good practice.

We welcome detailed information where appropriate (e.g. in the project outcomes/benefits section). Additional feedback including views of beneficiaries, photographs, video and audio material is also welcomed.

We are updating the template below to reflect our desire for grantees to report in greater detail on outcomes and impact. We are exploring the possibility of requiring this information to be submitted online into the Grants Management System making it easier for BFSS to track impact of grants made.

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GRANT REPORT

Organisation Name	
Address	
Your Name	
Position or Job Title	
Email	
Telephone	

1. YOUR GRANT

Project title	
Country/Location of project	
Date of this report	
Type of report (Interim/End of year/Final)	
Planned project start date	
Actual Project start date	
Amount of grant awarded	
For what period	
Purpose of grant awarded (as per your grant offer letter)	
Progress Do you consider your project to be fully Delivered, On Track, or substantially behind its objectives?	

2. PROJECT OUTPUTS

(The relevant activities, facilities, resources, services you delivered to help you achieve your outcomes)

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	Planned Project Output (eg number of teachers trained) as set out in your grant application	Project output as delivered	Progress (Delivered, On Track, Behind schedule)
1			
2			
3			
4			

If there were any significant changes, please outline and provide a brief explanation below

Summary of tangible contributions	
Please give total numbers where applicable of tangible provisions such as buildings, new classrooms, textbooks, items of classroom equipment, laboratories etc.	
Type of donation	Number

3. BENEFICIARIES

Direct beneficiaries of BFSS grant

Total number specifying over what time period and broken down by year where appropriate	
Description of direct beneficiaries, with breakdown where appropriate, eg school pupils, teachers etc	
Female/male split within the above figures	

Indirect beneficiaries of BFSS grant

Note: we appreciate that it may only be possible to give estimates, in which case please specify that the figures are estimates

Total number specifying over what time period and broken down by year where appropriate	
Description of indirect beneficiaries, with breakdown where appropriate, eg family members, local community members using facilities etc	
Female/male split within the above figures	

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4. PROJECT OUTCOMES/BENEFITS (ie the changes, benefits or effects resulting from the project)

	Planned Project Outcome as set out in your grant application <i>(You were asked to identify 4 on your application)</i>	Project Outcome as delivered – or on track to be delivered	Progress (Delivered, On Track, Below expectations)
1			
2			
3			
4			

Statistical Impact data

Please provide quantitative data on any of the following areas of impact that apply to your project

Student Enrolment	
Student Attainment	
Student Progress	
Retention of Students	
Retention of Staff	
Pupil Absence Rates	
Staff Absence Rates	
Other Quantifiable Impact	

Were there any unexpected or wider outcomes/benefits arising from the project?

Examples may include impact on the quality of the learning environment, impact on the wider community, impact on attitudes and impact on general quality of life and health. Please give details.

Partnerships, Networks and Further Opportunities
Has the grant enabled the development of local partnerships or networks that have provided 'added value'?
Has our grant enabled you to leverage any additional funding or develop other opportunities for your project or project beneficiaries? If so, please provide details.

5. LESSONS LEARNED

What were the main positive lessons learned from delivering this project?
--

What were the main negative lessons learned?	
Please tick any of the following that applied to you and give further details in the space that follows. Please be honest since learning from problems and challenges can be as important as learning from success.	
Fluctuating exchange rates	
Inflation	
Rising local costs	
Other unexpected budgeting issues	

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Delays due to seasonal impacts or adverse weather	
Strikes/terrorist threats	
Natural hazards	
Language barriers	
Cultural differences	
Other negative impact	
Dependence on other funding streams	
Details of any negative impacts identified	

6. FUTURE ACTIVITIES

What future activities are planned and are there any significant changes likely to affect the funded work?

7. SUSTAINABILITY

Please explain how what steps are in place to make the project sustainable.

Evaluation

Please give details of how you have evaluated the impact of the project and whether you have sought the views of non-stakeholders in the processes of monitoring and evaluation

8. FINANCIAL REPORT

Please attach a project budget expenditure report that shows total expenditure and includes how the BFSS grant was spent.

9. ADDITIONAL FEEDBACK ABOUT YOUR PROJECT

BFSS would welcome copies of any additional narrative reports, including beneficiary feedback, you may be preparing about the project. BFSS also welcomes photographs, video and audio material that illustrate the work we have supported. Please attach any such information to this report or provide links to other materials.

10. FEEDBACK ABOUT BFSS

We particularly welcome your comments about BFSS and your dealings with us. Please make any other comments that you feel are relevant, including any feedback to us on our grant processes, which will help us to improve our practice and the way we work with project applicants.

Signature	
Name	
Date completed	