Agents of Change Manual

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1. Program description

1.1 Purpose

The purpose of the Agents of Change grants is to encourage Unbound small groups to find ways to positively impact their local communities, embodying the Unbound program characteristic Worldview , which says "Sponsored families are agents of positive change in their local communities."

Unbound Agents of Change grants are intended to be used by Unbound small groups to address the problems that exist in the local community. These funds are NOT intended for livelihood initiatives or other programs to benefit individuals or the members of the group. Rather, the grants create opportunities for small group members to work together to identify and solve the most urgent problems that exist in their communities. These grants are a tangible example of Unbound as a worldwide movement of love.

1.2 Recipients

Established small groups (under 35 members) that have been recognized by an Unbound project are eligible to apply for grant funding. Small groups should typically have at least six months of experience of regular meetings before applying for funding. Applying for Agents of Change funding is optional and participation in work related to Agents of Change initiatives by group members and community members is voluntary. Each group may receive a maximum of one grant per calendar year in order to allow as many groups as possible to receive funding. Unbound project teams are not eligible to apply for Agents of Change grants.

1.3 Financing

1.3.1 Amount per project

Agents of Change funds allocated to projects will be determined on an annual basis and communicated to each project by the regional team. The annual amount will be allocated on a monthly basis to each project. All submitted initiatives will be funded within two months of receiving the proposals. Projects will stay within the allocated budget amount for each month. Portal will only allow proposals that add up to the total amount allocated per project to be submitted to Kansas. Monthly allocated amounts will not be allowed to be carried over to future months, unless the project notifies the regional team regarding disaster or other contextual challenges and the project receives approval for such a change.

Projects should transfer funds to groups and begin implementation of Agents of Change initiatives only **after** receiving funding from Kansas as indicated on the monthly Financial Detail. Please do not utilize other funds (such as reserves) to implement Agents of Change initiatives. Please take this into consideration when planning on the timeline to submit proposals.

1.3.2 Amount per group

A maximum of $500 USD can be requested by each group.

In some cases, multiple groups might choose to pool their resources to work on a single Agents of Change initiative. In those cases, grants can be applied for larger amounts in increments of USD 100 with a minimum of $500 to a maximum of $2000.

In some cases, groups may choose to complement their Agents of Change grant with local funding from partners or community members to increase the budget for the initiative or to promote local buy-in. In these cases, groups must have a realistic plan for fundraising and document these sources (for review by the selection committee and entered in Portal) to ensure the initiative is not delayed or abandoned if the additional resources cannot be obtained.

1.4 Administrative Funds

Up to 10% of the total grant amount allocated to the Project may be used for administrative costs to support and submit reporting (example: Project B receives 10,000 USD and may use up to 1,000 USD for admin). All other funds should be transferred to the group according to the Financial Detail and executed by the group according to the proposed implementation.

1.4.1 Program Reserve

If a funded Agents of Change initiative is unable to be implemented or no longer requires the AC grant received from Unbound, the project must notify the Regional project director immediately for instructions. If advised to retain the fund, the project may accumulate a program reserve designated for Agents of Change. This should be accounted for and tracked on the Cash Reserve Report. These funds may be utilized as needed to supplement funds of other Agents of Change initiatives that due to inflation, cost of materials/labor changes, or failed local fundraising, are facing financial barriers to completing an already approved initiative. These funds are not to be used for other programs. Finally, Agents of Change Program reserve shall not be used to pre-fund initiatives submitted to KS, or to fund additional initiatives without authorization of the selection committee and Regional project director.

1.5 Selection

The Agents of Change grants are intended to be competitive grants. Grant funds should be provided to the groups with the best proposals and implementation plans. Proposals for initiatives such as bridges, infrastructure, buildings, water etc. should be consulted with a technical expert for quality assurance and safety. Proposing groups must seek approvals and permits from local authorities in advance to ensure the viability of an initiative. A selection committee of elected parent (group member) representatives should review the proposals and select the grantee groups. Project teams may assist and facilitate the committee, but final decisions should be left to the selection committee. Groups that do not receive Agents of Change funding are encouraged to consider other methods of securing funding for their proposals. Each group should receive funding only once per calendar year to allow different groups the opportunity to participate in Agents of Change.

2 Proposals

Agents of Change Initiatives must be entered in Portal after receiving approval from the selection committee. Please refer to Portal User Guide on instructions to access the screens to enter initiatives and ensure they progress through the workflow to receive funding.

Information to include in AC Initiatives

Project – will be pre-populated

Zone, Subproject – will be available on dropdown

Community group:

Enter the name of the community group requesting funds. If more than one group has combined to request funds, please enter the names of all groups involved.

2.1 Categories:

Below are the categories that will be used to indicate the type of initiative:

- Roads & Bridges - Includes sidewalks
- Education - Anything to do with schools
- Water - Clean water access (plumbing, wells, water tanks)
- Hygiene - Toilets/latrines (outside of schools and churches), handwashing stations, sewage
- Health - Medical supplies, construction or repairs to a clinic/hospital, including installation of electricity or solar lighting
- Church - Any improvements/construction or supplies for a place of worship
- Community progress - Community buildings, bus stops, community supplies, community gardens/trainings (catchall for misc.)
- Electricity - Installation or repair of electricity or solar lighting in any community and to any building other than schools, churches or healthcare facilities

2.2 Grant amount requested:

Please enter the grant amount requested in **USD based on prevailing exchange rate**. Please enter the figure with numbers only – no letters, commas, or periods (full stops). Grant amounts requested should be based on real estimates and careful planning. However, please encourage groups to consider budgeting for rising costs of supplies or labor.

2.3 Estimated time needed to complete:

This should be entered in days. For example, 90 days, 180 days and so forth. The maximum time allowed for Agents of Change Initiatives to be completed is 300. Be sure your estimate includes all necessary activities to complete the initiative. For example:

- Time needed for the project to distribute funds to groups
- Time needed for groups to meet and mobilize plans
- Time needed to obtain permits
- Time needed to raise additional funds

- Other activities necessary to complete the initiative

2.4 Summary:

This is a description of the initiative, and should answer the question "What is the group going to do?" Describe the solution the group proposes to solve the problem. Provide as much detail as possible to explain the group's plan of action.

2.5 What needs or challenges does the community face that this initiative will solve?

In this field, answer the question "What needs to change?" The purpose of this question is to describe the problem the Agents of Change initiative is intended to address. Briefly describe the problem in a way that accurately communicates the importance or urgency of the problem to someone who isn't familiar with the community. The better the problem is explained, the more likely a donor will choose to fund it.

2.6 Funding obtained from other sources:

Use this field to report any additional funding the group plans to raise from other sources – whether it is through local fundraising efforts, local government grants, or otherwise. Include the amount and describe each of the sources of income (local government, community fundraising etc.) Remember to submit this information in **USD, at the prevailing exchange rate.** Please enter the figure with numbers only – no letters, commas, or periods (full stops).

This field is not required.

3 Photo Requirements

Photos of Agents of Change initiatives and participants are critical for donors to understand the impact that Agents of Change groups are making in their communities.

At least one before photo is required, but up to 3 are allowed.

One photo of the mothers' group is required. If more than one group applies for a grant, photos of more than one group are required.

The before photos of the initiative and group help a donor select which initiative to fund, while the after photos demonstrate the difference the donor helped make possible with his or her contribution and the Agents of Change group made possible with their work.

Each Agents of Change record submitted through Portal is required to submit at least one (1) and up to three (3) photos before the initiative is funded. Likewise, each Agents of Change record must provide outcome reporting which must include at least one (1) and up to three (3) photos to show the results of the Agents of Change initiative.

3.1 Consent

It is important to ensure that participants in Agents of Change initiatives have given consent for Unbound to share their images on Unbound's website and with donors who choose to fund their Agents of Change initiatives.

If Agents of Change participants have given consent at the time they joined Unbound's sponsorship program, no additional consent is required. We will be able to include their photographs and information about their Agents of Change initiative(s) on Unbound's website and with the donor who funded their initiative.

However, **please do not submit any Agents of Change photographs that include any individuals who have not given consent through Unbound's sponsorship program or who are not participants in Unbound's sponsorship program.**

When taking photographs for Agents of Change initiatives, ensure there is no one who has not already granted Unbound consent to use their image visible and identifiable anywhere in the photograph, including in the background.

3.2 Photo Guidelines

Please do not include any signs or wording in the background of photos that can indicate the exact location of the photo.

Photos should not have borders. Digitally modified photos will not be accepted. If it is necessary to crop a photo, be sure to maintain the original dimensions or the photo may appear altered.

All photos must be taken in a landscape (horizontal) orientation, not portrait (vertical) orientation.

3.2.1 "Before" photo guidelines

Photos taken and submitted to Unbound-Kansas before an Agents of Change initiative is funded help donors to understand the challenge that the group is trying to solve. These photos should clearly illustrate the need where possible. For example, in proposals to repair a road, bridge or building, photos of the road, bridge or building may show cracks or holes to be repaired.

In this example, the current poor state of the bridge is clearly shown.

For proposals to purchase items for a community or build something that doesn't yet exist, get creative to show the effects of the problem in the community. For example, a group proposing to install solar lighting may include a photograph of a dark alley to demonstrate the need for lights, or a group proposing to install a water filter may submit a close-up photo of someone's hand holding a glass of murky water.

In some cases, a photo showing the location of the proposed initiative may be the best way to indicate the current state of the community, such as in this "before" example showing where a pit latrine will be constructed.

3.2.1.1 Group photo guidelines

All Agents of Change records must include a photo of the group of participants associated with that initiative. When possible, try to include all participants in the photo, but if all participants are not available when the photo is taken, simply include as many group participants as possible. Backgrounds that show the area where the Agents of Change initiative will take place are preferred.

Group photographs may include the Agents of Change participants' entire body OR can be from the waist-up (head, shoulders and torso): whichever is more natural and shows the individuals' personality.

Encourage Agents of Change participants to smile whenever possible. In the United States, it is common to smile in photos. Agents of Change participants should be modestly dressed without offensive words, pictures, signs or gestures in the photo.

Participants' faces should be clearly visible. When taking photos, please be sure their faces are not covered by shadows. Try to arrange the group so the sun is not directly behind the group because this will cause shadows.

The individuals in the photos should have their eyes open and should not wear sunglasses (except for individuals who are blind).

Participants should not hold certificates/diplomas or wear clothing/nametags that include identifying information such as an individual's full name, the name of their hometown or the name of their school.

Below are examples of good group photos:

3.2.2 "After" photo guidelines

Photos taken and submitted to Unbound-Kansas after an Agents of Change initiative is completed help donors to understand the solution the group provided to the community and the impact it will have. Seeing a dramatic difference between the "before" and "after" photos can encourage donors to give again.

When taking photos after an initiative is completed, think about the previous photos that were submitted in the proposal. If a "before" photo of a dilapidated bridge was submitted, try to take a photo from the same spot showing the bridge repaired. Here is an example of an "after" photo of the same bridge from above:

Where possible, show examples of the completed initiative in use. For example, you may photograph Agents of Change participants walking on a repaired road or pumping water out of a newly constructed well, such as in these examples:

Alternatively, showing the completed initiative working, such as water flowing from a well or electriclights on, such as in this example:

Agents of Change participants may be included in the "after" photos, either individually or as a group, but it is not required. Here are examples of Agents of Change participants included in the "after" photos:

3.3 Photo Submission

All Agents of Change initiative photos must be submitted according to the following parameters so the photos can be uploaded successfully to Portal. Only photos submitted through Portal will be accepted.

Required Parameters

File Format:	.jpg
Image size/dimensions:	1200 X 800 (width of 1200 pixels; height of 800 pixels)
File size:	The maximum photo file is 12 MB
Orientation:	Photos must be taken using a landscape (horizontal) orientation, not portrait (vertical)
File name:	For photos uploaded directly to Portal, the file name must not include last names of participants, specific location of the initiative or special characters
Number of photos	At least one (1) and up to three (3) photos must be submitted before the initiative is funded, and at least one (1) and up to three (3) photos must be submitted after each initiative is completed.

PLEASE NOTE:

If using a camera, please pre-set the image size/dimension of the camera to 1200 x 800 pixels before taking photos (some cameras may refer to the image size as dimensions or resolution). Presetting the camera's image size before taking photos prevents the need to resize and/or crop photos manually using computer software Each camera is different, so please refer to the camera's user manual or contact your Unbound headquarters regional team if you have questions.

Test the settings by taking 10-20 test photos per camera. After downloading these test photos to your computer, review the image size/dimensions and file size of these test photos in Windows Explorer. Adjust the settings on the digital camera(s) to ensure they meet the required parameters above.

Make sure the "Date and/or time stamp" feature is turned OFF before taking photos.

3.4 Attachments:

This is not a required field. However, the group can choose to use this field to upload any relevant attachments. An example of an attachment could be a proposal that was received in a local language that can be attached to the initiative if the project chooses to do so.

3.5 Comments:

This field can be used to add any comments in case the project or Kansas declines an initiative or notable changes in the initiative need to be documented along the way.

3.6 Submit:

Submit the initiative created by the subproject to the project. Project staff can then approve the initiative and then submit to Kansas. Photos can and should be added at the subproject level. A project level user could also add photos if necessary. Initiatives cannot be reviewed or approved by Kansas until they have been submitted by the project by clicking the submit button.

3.7 Possible reasons for rejection of AC Initiatives

- Proposal over $2000
- Photo doesn't seem to match proposal (e.g. proposal is for a bridge. Photo is of a water tank)
- If more than one group is submitting a proposal, one or more group photos are missing.
- Description doesn't match proposal

4 Outcome Reporting

Reporting on outcomes will be done on the Outcome Reporting page on Portal.

4.1 Timeline

Outcome reporting will **only** be requested on initiatives that were funded directly by individual or group donors. Portal will indicate which initiatives will require outcome reporting. When an initiative is marked as funded, an estimated end date for reporting is calculated based on the estimated time needed to complete it provided in the Basic Info section.

For example, if an initiative is funded on 1 April and the estimated time needed to complete in days is 60, the estimated end date is 1 June, or 60 days after 1 April. On the estimated end date, if the initiative is in Funded or Initiative in Progress status and the initiative was funded by an individual grantor (not from the general Agents of Change Fund in Kansas, which is funded from smaller AC donations), it will automatically change to Final Outcomes Requested to indicate that the final outcomes are due. Outcomes Report Estimated Due Date should be used as a guide that allows 60 days after estimated completion of the initiative. Prompt reporting will help to make sure that group accomplishments are captured and donors receive timely feedback. Final outcomes are not required for initiatives funded from the general AC fund, but they can be managed locally if the project would like to complete them for their own records or project level reporting.

4.2 Information to include

Estimated Start Date: this is automatically set by the system as the date on which the initiative is funded.

Estimated End Date: this is calculated by the system by adding the estimated time to complete in days to the estimated start date. If an initiative is funded on 1 April and is estimated to take 60 days to complete, the Estimated End Date is 1 June.

Estimated time Frame: this is the number of days entered in the Basic Info section in the Estimated time needed to complete in days field.

Actual Start Date: the date on which work actually began on the initiative, which could be different from the estimated start date.

Actual End Date: the date on which the initiative was completed, which could be different from the estimated end date.

Actual Time Frame: the difference in days between the Actual Start Date and Actual End Date. This is calculated by the system.

<u>Approximately how many families benefited when the initiative was completed?</u>: Please enter the number of families that benefited from the initiative.

If the number of families is different than the original proposal, please explain why: If the number of families benefited is different than the estimated number of families impacted in the Basic Info section, please explain the difference. If the number is the same, there is no need to complete this field. If there was a difference between the number of families expected to benefit and

who actually benefited, any explanation provided will help to tell the story of the initiative to the donor and future donors.

Briefly describe the needs or challenges that the initiative solved. The information in this response should be consistent with the response to the similar question in the proposal but may include both the original goal and adjustments to the goal. Please explain any differences between the information in this response and the proposal to resolve potential confusions.

What challenges did you encounter while working on the initiative? How did you solve these challenges? Please provide as much information as possible. These two questions are a perfect opportunity to tell the story of the abilities, resiliency, and persistence of the group to overcome challenges to reach their goal.

What lessons were learned from implementing this initiative? Please describe whether you would do anything differently if you implemented this initiative again in the future.

This section also provides you the opportunity to tell the story about the group's culture of learning. Some information you might choose to include in this section are:

What did the group learn about the problem they were trying to solve?

What did they learn about working together?

What did they learn about the community?

What did they learn about themselves as individuals?

Outcome Photos: it is required to upload at least 1 photo of the completed initiative, and it is possible to upload up to 3. The photo(s) must follow the guidelines outlined in the Photo Requirements section above and in the Portal User Guide.