



FINANCE, FUNDRAISING & GOVERNANCE HANDBOOK

eduSOIL & Design for Change (DFC)

Applies to: Finance & Governance Manager, Fundraising and Grant writing Manager, Finance & Governance Assistant, Finance Officer

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1. Purpose of this Handbook

This handbook defines how **finance, fundraising and governance responsibilities** are structured, supervised and delivered across eduSOIL and Design for Change.

It exists to:

- Build internal financial capacity safely
- Protect volunteers and junior contributors from risk
- Maintain professional oversight at all times
- Reduce long-term reliance on external accountants
- Ensure ethical, safeguarding-aligned use of funds
- Support organisational sustainability and compliance across countries

This handbook should be read alongside:

- Programme Directors Handbook
 - Managers Handbook
 - Digital Innovation Handbook
 - Safeguarding & Wellbeing Policies
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2. Organisational Context

eduSOIL CIC is an award-winning international arts, wellbeing and education social enterprise founded in 2011. Programmes are delivered across Northern Ireland, South Africa, Sudan and India, and globally through long-standing partnerships.

Design for Change (DFC) is a UN-recognised global movement empowering children and young people to design and lead solutions to real-world challenges using the FIDS framework (Feel–Imagine–Do–Share).

Financial governance must support:

- delivery quality
- safeguarding integrity
- wellbeing-informed practice
- trust with funders, partners and communities

Key links

- eduSOIL: <https://www.edusoil.com>
- DFC Global: <https://www.dfcworld.org>
- DFC Northern Ireland: <https://designforchangenl.com>
- DFC South Africa: <https://dfcsouthafrica.com>
- DFC Sudan: <https://designforchangesudan.com>

3. Finance, Fundraising & Governance Operating Model

eduSOIL operates a **four-role integrated model**:

1. **Finance & Governance Assistant** – day-to-day finance operations and post-award grant stewardship
2. **Finance Officer (Contracted)** – technical accounting review, continuity and supervision
3. **Finance & Governance Manager** – governance, payroll and statutory filing
4. **Fundraising & Grant Writing Manager** – pre-award fundraising strategy and income generation

This model ensures:

- clear separation between **income generation** and **income stewardship**
- strong checks and balances
- realistic workloads for volunteers
- continuity during role transitions
- compliance across multiple entities and jurisdictions

4. Roles, Responsibilities & Boundaries

4.1 Finance & Governance Assistant

Role focus: Day-to-day finance operations and post-award grant management.

Key responsibilities

- Supporting invoicing for schools, funders, partners and programme participants
- Maintaining programme-level income and expenditure records
- Supporting post-award grant tracking and financial documentation
- Reconciling delivery activity against approved budgets
- Preparing financial records for review (not filing)
- Maintaining clear audit trails for funders and internal reporting
- Supporting financial documentation linked to safeguarding, wellbeing and compliance

Boundaries

- Operates under supervision of the Finance Officer and Finance & Governance Manager
- Does **not** hold statutory, fiduciary or signatory authority
- Does **not** file statutory returns or make governance decisions

4.2 Finance Officer (Contracted)

Role focus: Technical accounting oversight and continuity.

Key responsibilities

- Reviewing Assistant-prepared records
- Performing accounting categorisation and technical adjustments
- Ensuring professional accounting standards
- Supporting both Assistant and Manager
- Providing continuity during staff or volunteer transitions

Boundaries

- Does **not** hold governance authority
 - Does **not** file statutory returns
 - Acts in a supervisory and advisory capacity
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4.3 Finance & Governance Manager

Role focus: Governance, statutory compliance and organisational risk.

Key responsibilities

- Acting as Treasurer for eduSOIL CIC (UK)
- Running payroll and overseeing payroll compliance
- Filing statutory returns in the UK
- Overseeing governance, financial controls and risk management
- Supervising the Finance & Governance Assistant
- Reviewing records prepared by Assistant and Officer
- Overseeing international records prior to submission by licensed accountants

Boundaries

- Holds governance and filing authority
 - Does **not** replace licensed accountants in other jurisdictions
 - Escalates high-risk issues to Founder & CEO
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4.4 Fundraising & Grant Writing Manager

Role focus: Income generation (pre-award) and funding strategy.

Key responsibilities

- Developing and maintaining a strategic funding pipeline
- Researching trusts, foundations, CSR and partnership funding
- Writing and coordinating grant and funding applications
- Aligning funding narratives with programme delivery and evidence

- Working with Programme Directors to ensure fundability
- Handing over successful grants to finance roles for post-award stewardship

Boundaries

- Does **not** manage post-award finances
 - Does **not** file or steward funds once awarded
 - Works closely with finance roles to ensure clean handover
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5. Stage Model for Capacity Building

Stage 1 – Transition

Assistant begins operations under close review by Finance Officer and Manager.

Stage 2 – Stabilisation

Assistant fully operational; Officer reviews; Manager governs and files.

Stage 3 – Future

Potential consolidation into a paid in-house finance role as capacity grows.

6. Ways of Working & Cross-Team Collaboration

Finance and fundraising roles work closely with:

- Programme Directors (delivery reality, safeguarding alignment)
- Marketing & Sales (pricing clarity, income reconciliation)
- Digital & Product roles (costing, sustainability, feasibility)
- Founder & CEO (risk, escalation and final sign-off)

Clear handovers are required between:

- Fundraising (pre-award) → Finance (post-award)
 - Delivery evidence → Financial reporting
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7. Safeguarding, Ethics & Risk Management

All finance and fundraising roles:

- Follow eduSOIL safeguarding and data protection policies
- Operate with transparency and consent
- Handle sensitive financial and personal data responsibly
- Escalate concerns promptly

Wellbeing-informed practice applies equally to financial work.

8. Tools, Systems & Documentation

Tools are selected based on:

- safeguarding and data protection
- accessibility and usability
- interoperability with other systems
- cost and long-term sustainability

Documentation includes:

- invoices and contracts
 - grant agreements and reports
 - budgets and reconciliations
 - audit trails and decision records
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9. Decision-Making & Escalation

High-risk decisions (e.g. compliance, financial exposure, cross-border risk) require:

- consultation with relevant Managers
- clear documentation
- Founder & CEO sign-off where appropriate

No unilateral changes to core financial controls or reporting obligations.

10. RACI Matrix (Finance, Fundraising & Governance)

Function	Assistant	Finance Officer	Manager	Founder
Invoicing	R	C	A	I
Bookkeeping	R	C	A	I

Programme tracking	R	C	A	I
Grant tracking (post-award)	R	C	A	I
Record preparation	R	C	A	I
Accounting adjustments	C	R	C	I
Payroll preparation	R	C	A	I
Payroll filing	I	C	A	I
UK statutory filings	I	C	A	I
Treasurer responsibility	I	I	A	I
Fundraising strategy	I	I	R	A
Grant applications	I	I	R	C
Risk escalation	I	C	A	A

11. Progression, Learning & Capacity Building

This structure:

- builds internal financial and fundraising capacity
- reduces long-term external spend
- protects volunteers from inappropriate responsibility

- supports succession and continuity
- strengthens governance maturity

Contribution is assessed through:

- clarity created
- systems strengthened
- risks reduced
- compliance maintained
- sustainability improved