



Holiday Activity and Food (HAF) programme

2024 Guidance notes for Applicants

(Updated January 2024)

haf@southampton.gov.uk



Department
for Education



Contents

1. Grant Background.....	2
2. HAF Framework of standards.....	2
2.1 Food	2
2.2 Enriching activities.....	3
2.3 Physical activities	3
2.4 Nutritional education.....	3
2.5 Signposting and referrals	4
3. Policies and procedures	4
3.1 Safeguarding:	4
3.2 Suitability of staff and volunteers.....	5
3.3 Health and Safety:	5
3.4 Insurance:.....	5
3.5 Accessibility and inclusiveness.....	6
3.6 Ofsted Registration.....	6
3.7 Equality and Diversity – What is equality and diversity for a Southampton project?	6
4. Application Timetable.....	7
5. HAF Delivery Models	7
6. Frequently Asked Questions.....	8
7. Support for Projects	13
8. Evaluation/Quality Assurance	13
9. Promotional material	13



Holiday Activities and Food Programme

2024

Guidance Notes for Applicants

Welcome to Southampton's Holiday Activity and Food (HAF) application guidance for holiday clubs and projects.

1. Grant Background

Southampton City Council has been awarded in 2024, £1,205,050 of HAF schemes to be delivered over the school holidays funded by the Department for Education's Holiday Activities and Food Programme. The programme funds schemes to deliver healthy food and enriching activities to low-income families and children/young people during the Spring, Summer and Winter Holidays.

All children in Southampton who receive benefits-eligible Free School Meals will be eligible to attend a holiday programme in 2024. Southampton City Council is looking to engage with a wide network of community-based organisations, including existing holiday care providers, schools, childminders, sports coaching, and creative and performing arts providers to provide a diverse and exciting offer for our children/young people. We also want to ensure that we spend public money effectively and ensure our families get the highest quality provision possible.

The statutory requirements are for programmes to offer activities that should last for a minimum of 4 hours per day and at least 4 days per week. We are keen to increase provision for secondary-aged pupils as well as expand our offer for pupils with Special Educational Needs. All attendees must receive a hot meal as part of their offer and we will work with providers to support this delivery and meet the standard food requirements.

We are inviting childcare providers including childminders, wraparound care providers, activity providers schools and community/voluntary sector organisations to apply for funding to deliver these holiday activities and food schemes across the city.

The vision is that the Programme will provide high-quality, consistent opportunities for children, young people, and carers/parents that enable all who attend to have positive experiences that offer enriched, social engagement, with food through a city-wide, collaborative approach. In addition to delivering these experiences, providers are expected to ensure that families can receive advice, guidance, and support over the holiday period.

We want to commission a rich and diverse programme of activities delivered by organisations to form the private, voluntary and public sectors that respond to local need, draws in the wider community and is delivered in a variety of ways.

2. HAF Framework of standards

The standards we expect organisations to deliver against for the HAF programme are:

2.1 Food

Organisations must provide at least one HOT meal a day (breakfast, lunch, or dinner) and all food provided at the holiday club (including snacks) must comply with the School Food Standards and [Natasha's Law](#).



Department
for Education



We encourage collaborative approaches to supply food, working with some of our recommended providers, which we will be more than happy to share with you. Priority will be given to organisations that evidence innovative solutions and partnerships to provide hot meals.

All food provided as part of the programme must:

- comply with regulations on food preparation.
- consider allergies and dietary requirements.
- consider any religious or cultural requirements for food.

Additional Links:

- [School food standards - School Food Plan](#)
- [Homepage | Food Standards Agency](#)
- [Allergen guidance for food businesses | Food Standards Agency](#)

2.2 Enriching activities

Holiday clubs and other projects must provide children with:

- fun and enriching activities that are age appropriate.
- opportunities to develop new skills or knowledge.
- opportunities to consolidate existing skills and knowledge.
- opportunities to try out new experiences.
- opportunities to support fine motor skills.

This could include:

- physical activities, for example, football, table tennis or cricket.
- creative activities, for example, putting on a play, junk modelling or drumming workshops.
- experiences, for example, a nature walk or visiting a city farm.

2.3 Physical activities

All projects must provide activities that meet the NHS [physical activity guidelines](#) for children and young people on a daily basis. The Council requires that all projects incorporate 60 minutes of moderate to vigorous physical activity for all children attending.

Projects that are focussed on children and/or young people must also consider how physical activity can be promoted to engage carers/parents as well as children and young people. This could be either on-site or at home.

Additional links:

- [Physical activity guidelines: UK Chief Medical Officers' report - GOV.UK \(www.gov.uk\)](#)
- [UK Chief Medical Officers' Physical Activity Guidelines \(publishing.service.gov.uk\)](#)
- [Physical activity for children and young people \(nice.org.uk\)](#) Public health guideline [PH 17] Published date 28 January 2009 (PDF)

2.4 Nutritional education

- a) **Knowledge and awareness:** Organisations must include an element of nutritional education each day aimed at improving the knowledge and awareness of healthy eating for children. These do not need to be formal learning activities and could for example include activities such as getting children involved in food preparation and cooking, growing fruit and vegetables, and/or taste tests, as well as food experiments e.g. [The skittle rainbow test](#).



Department
for Education



- b) **Food education for families and carers:** Organisations must include at least weekly training and advice sessions for parents, carers or other family members. These should provide advice on how to source, prepare and cook nutritious and low-cost food. These don't have to be "formal" sessions, but they do need to be targeted at parents/carers or other family members.

Additional Links:

The following sources of information may be useful to Organisations in developing their nutritional education programme.

- [Healthier Families - Home - NHS \(www.nhs.uk\)](http://www.nhs.uk) has a variety of information and useful resources to support a healthy lifestyle with recipes/ activities etc
- [Homepage - School Food Plan](#) The School Plan aims to support schools to make a cultural change about food.
- [Eat well - NHS \(www.nhs.uk\)](http://www.nhs.uk) - Information on how to support healthy eating. Provides healthy-eating advice for the general population.

2.5 Signposting and referrals

Holiday clubs must be able to provide information, signposting or referrals to other services and support that would benefit the children who attend their provision and their families. This could include sessions provided by:

- Citizen's Advice
- school nurses, dentists or other healthcare practitioners
- family support services or children's services
- housing support officers
- Jobcentre Plus
- organisations providing financial education

The provider should build relationships within grassroot institutions through which eligible families can engage and improve new skills away from the HAF setting.

Additional Links:

- [Citizens Advice Southampton - Help and advice for everyone](#)
- [Overview - Southampton City Council - NHS \(www.nhs.uk\)](#)
- [Southampton JobCentre Plus and Jobs in Southampton \(jobcentreguide.co.uk\)](http://jobcentreguide.co.uk)
- [Housing \(southampton.gov.uk\)](http://southampton.gov.uk)

3. Policies and procedures

It is paramount that all delivery is supported by policies and procedures that are known by the team that is delivering HAF activities. We will require projects to induct their staff and volunteers in all policies and procedures.

We will also expect projects to provide or arrange any necessary training to make sure that all staff have suitable skills and experience to look after children and that all staff are made aware and operate according to your policies and procedures, especially on joining your organisation and at other times throughout delivery as appropriate.

3.1 Safeguarding:

The Council expects the highest delivery standards in keeping children/young people and vulnerable adults safe.



Department
for Education



Organisations must be able to demonstrate and explain their safeguarding arrangements concerning the projects they are seeking to deliver. They must have relevant and appropriate policies and procedures in place. Specifically, HAF-approved projects must have:

- a safeguarding and child protection policy in place, including procedures for dealing with safeguarding incidents which are communicated to and understood by all staff members
- A requirement for provider staff to undertake a Council Safeguarding Audit and to implement any required actions
- awareness of and training on the specific safeguarding issues that can put children at risk of harm (for example, abuse and neglect, peer-on-peer abuse, extremism, and radicalisation)
- clear procedures on what to do if they have concerns about a staff member, volunteer or other adults who may pose a risk of harm to children
- an appointed designated safeguarding lead (DSL), who has undertaken safeguarding and child protection training
- named individual (such as the DSL) whose details are shared with parents so they can raise safeguarding concerns, or if you are a lone organisation the contact details of your local authority's children's services or the NSPCC helpline number
- contact details for the DSL and the local authority designated officer (LADO) and know the local referral route into children's social care.
- Organisations must have a Safe Recruitment Policy
- Relevant First Aid training for all including at least one paediatric 1st aid trained personnel.

3.2 Suitability of staff and volunteers

HAF organisations must:

- ensure staff and volunteers have had relevant pre-employment checks (for example, DBS check, verification of identity) or, if you are a volunteer or self-employed, check if the organisation contracting your services, can apply for a DBS check on your behalf.
- have regular performance reviews in place to check the suitability and training requirements of staff and volunteers after their appointment.

Additional links:

- [Child protection and children in need \(southampton.gov.uk\)](https://www.southampton.gov.uk/child-protection-and-children-in-need)
- [Keeping children safe in out-of-school settings: code of practice - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/keeping-children-safe-in-out-of-school-settings-code-of-practice)
- [Southampton Safeguarding Children Partnership](https://www.southampton.gov.uk/child-protection-and-children-in-need)

3.3 Health and Safety:

All projects must be compliant with all appropriate health and safety regulations for the type of service/project being delivered. The policies must be in place and all staff and volunteers inducted and can deliver in accordance with risk assessments.

Additional links:

- [Health and Safety Executive - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/organisations/health-and-safety-executive)

3.4 Insurance:

Funded projects must provide evidence of appropriate insurance in place for the activities to be delivered. This will include Public and Employers' Liability as a minimum, and may also



Department
for Education



include Professional Indemnity, and/or Motor insurance cover, depending on the service being provided. If your application is successful, copies of insurance policies and the level of cover in place may be requested as evidence.

3.5 Accessibility and inclusiveness

Southampton aspires to have a HAF programme that has a diversity of different types of accessible projects and schemes operating across the city offering different locations, times, and types of schemes.

Southampton requires HAF projects and schemes that consider people, place, and price. We acknowledge that there will be a wider range of community projects and services that already connect with the target families and young people. We want to partner with these schemes and look at how they can offer over the holiday periods the broader HAF standards outlined in Section 2 above.

SEN provision

If a child declares that they have additional needs on the platform, the provider should review the uploaded EHCP (Education, Health and Care Plan) or IPB (Individual Behaviour Plan) or any other relevant plan on the individuals profile. On occasions, if these have not been uploaded, the provider should request to look at any related EHCP or IBP to assess whether they are able to meet the child's needs.

The provider must then review plan to assess whether they can put in place any necessary requirements to cater for the child. If a child is unable to be catered for at the site/ provision or if resources are inappropriate, then please contact the HAF SEN Officer (HAF@southampton.gov.uk) directly to find an alternative.

3.6 Ofsted Registration

We encourage all our HAF providers/partners to seek an Ofsted registration at any relevant site if they do not already hold one in place. This is to support the quality of standards as each provision must deliver within the Ofsted standards. This also supports our sustainability model by allowing childcare vouchers etc. All providers/partners who have Ofsted registrations will be eligible for professional support in childcare. Applicants with Ofsted registrations will be favoured.

3.7 Equality and Diversity – What is equality and diversity for a Southampton project?

Our approach to Equalities and how we meet legal requirements under the [Equality Act 2010](#) are explained here.

We recognise there are many effects of discrimination and inequality. These are experienced in various ways by different groups of people. We also recognise that some people may experience more than one type of inequality at the same time.

The council has adopted the statement below as an example of discrimination, although it is not intended to be definitive:

“Unfair or unequal treatment of people based on race, colour, national and ethnic origin, culture or faith, gender, sex, sexual orientation, gender reassignment or gender identity, marital or civil partnership status, pregnancy and maternity, disability, physical, sensory or learning impairments, mental health problems, HIV status, income or age.

Our commitment

Southampton is a vibrant and diverse city. The council is committed to working towards the removal of discrimination and to achieving equality for residents and communities in the city. This is reflected in the [Council Strategy](#). We aim to put residents and customers at the heart of everything we do while reflecting the city's diversity.

Equality Policy

Our [Equality Policy](#) confirms the council's long-standing commitment to working towards the elimination of discrimination. Equality means recognising and responding fairly to the individual needs and identities of all others. It provides everyone with an opportunity to reach their full potential and have an equal chance to live their life as they choose.

All projects are to have high regard for equality of access and demonstrate excellent practice in inclusive provision. The Councils expect organisations to train staff and volunteers to deliver an environment that enables children/young people to feel respected and valued.

You will need to think about how you will get to know the needs of a HAF-funded place child and family before and during their attendance. Please consider how you will use this information to support a child's experience at your provision.

We also acknowledge that there may be some children who require specialist support. We seek and invite projects from organisations that specialise in providing activities for children and young people with the most challenging needs.

Additional Link:

- [UN Convention on the Rights of the Child - UNICEF UK](#)
- [Equalities \(southampton.gov.uk\)](#)

4. Important timelines

We have modified the application process to allow each provider to apply for the entire year. Whilst the 2024 HAF grant applications will remain open all year round, there are stipulated closing dates to indicate the latest threshold for each term delivery.

All applications open: Wednesday 17th January 2024

	Applications close	Activities uploaded to platform	Tokens released to users	Deadline for all data
Spring	2 nd February 2024	19 th February 2024	23 rd February 2024	26 th April 2024
Summer	17 th May 2024	7 th June 2024	12 th June 2024	13 th September 2024
Winter	4 th October 2024	25 th October 2024	6 th November 2024	17 th January 2025

Please take note of the respective deadlines to ensure a smooth delivery and allow sufficient support from the HAF team.

5. HAF Delivery Models

Following 2021 to 2024 delivery, we would like our model to be flexible but also based on what has worked well in Southampton. These will be one of 5 models:



Department
for Education



- **Hub**
This is an organisation/provider/education setting offering activities in a childcare setting and who will oversee the operation and maintain the HAF standards of the site. They will also collaborate with additional services and external providers to deliver through specialist workshops.
- **Individual organisation with own site**
This provision will be for those organisations who run their delivery out of their own provision/site or commissioned provision/site.
- **External providers**
For those providers who can support hubs by offering their service through workshops at their sites. Or those who wish to deliver sessions but require assistance in establishing bases to run out of.
- **Community event**
This is a family-focussed event with a range of activities comprising workshops from different partners to engage targeted communities. It could be a one-off or a series of tailor-made events.
- **Special provision**
This provision can come in several different ways. This model is a flexible and bespoke approach for the families in the city. Forms of special provision could be open access delivery/ activities for children and families, SEND-specific activities, one-off engagement events and any food-specific provisions.
There are a range of needs that your provision could target and these are categorised broadly as;
 - Autism Spectrum Condition
 - Physical disabilities
 - Social and emotional mental health needs – this includes ADHD and behavioural needs/ challenges
 - Specific learning difficulties such as dyslexia
 - Speech, language and communication needs
 - Social and emotional mental health needs
 - Sensory needs such as visual and auditory impairments

Please note that all those provisions except external providers MUST use the designated Southampton City Council HAF platform unless stated otherwise in a formal agreement with the HAF team.

Please be aware, providers will still be given the option to apply for the years delivery periods (Easter, Summer and Winter). However, this will not guarantee confirmation for the year. The HAF team will review each application/site within an adequate timeframe for each delivery period.

6. Frequently Asked Questions

Q. How many applications should I complete if I plan to run across multiple sites?

Organisations will be able to use one grant application form to apply for multiple locations.

Q. What types of grants are available for the activity schemes?

There are 5 options, which are explained in section 5. These are

- Hub
- Individual organisation with own site
- External provider
- Community event
- Special provision

Q. What can the grant fund do?

Grants can fund:

- The cost of the child's place (covering staff, premises, resources, and business costs). This amount should not be any more than your usual fees expected from fee-paying parents.
- The cost of providing nutritious meals.
- Administration costs associated with marketing and booking places for eligible children, parental liaison, and engagement, at a value of no more than 10% of the project costs.

Grants **cannot** fund:

- Grants cannot fund holiday provisions outside of the 3 HAF holiday periods.

Q. Can we include the cost of transport?

Projects are asked to be innovative in approaches to accessibility. Subject to Covid safety rules, where possible project sites should be accessible by public transport, or active travel, such as walking and cycling. Where possible, projects should look at local community transport/networks or how they may partner with other project transport arrangements to support economies of scale.

Transport arrangements need to take regard of Covid-safety requirements and safeguarding practices and any other regulatory requirements. In exceptional circumstances contribution to transport costs may be considered by the HAF grant. This would be where there is demonstrated need and no alternative solutions for the child/young person/family.

Q. How will grant funding be paid to organisations?

Upon a successful application, providers will be sent an awarding letter and a grant agreement.

Those applications from external providers, community events and some bespoke special provisions will receive a one-off payment of 100% of the funding allocated.

For the remaining applications, payment will be made in two instalments as follows:

- 80% of payment will be paid within a reasonable timescale based on the agreed allocation of spaces per site, on the return of the signed grant agreement.
- The remaining 20% of the allocation will be funded individually based on the price per child set by the provider in the application after completion of the delivery.

*Please note: You can only be paid up to 100% of the agreed funded spaces per site.

Q. How do I apply?

Applications should be made using the application form published on the SCC website. The application form seeks information about the grant applicant's organisation and the total number of projects being applied for.

Section 1 – About your data and Privacy policy

Section 2 – About your Organisation including name, address, website, type of organisation, and registration numbers.

Section 3 – About the lead contact, Name, position, email addresses, numbers and summary of the purpose, experience and similar provisions.

Section 4 – About the grants, the grant funding being requested, the number of projects, and whether you have received similar funding.

Section 5 – About the project (s). Details about the project including targeted audience, delivery details, and costings for the project.

Section 6 – Declaration of the programme.

Q. What if I have families booked who do not attend?

We advise you to follow your intensive safeguarding policies and follow these up with families by calling them to find out why. If the family does not attend for no reason over more than 2 periods, we suggest removing the booking for another family to book.

If you have ongoing concerns about non-attendance, please [contact the HAF team](#).

Q. Does the project have to run for a minimum amount of time?

Southampton City Council is required to have a programme of HAF activities that offers a minimum of 4 hours per day and 4 days per week for eligible children/families. It will be for the organisation to ensure that the minimum offer is available to children and families who attend, most organisations will be able to exceed the minimum offer.

We acknowledge that there may be some projects that might deliver one-off or bespoke HAF activities that contribute to the overall HAF programme.

Q. Do the activities provided have to focus on anything in particular?

The planned activities should be designed to promote healthy eating and an active lifestyle. In particular, projects and clubs/schemes should aim to incorporate a minimum of 60 minutes of physical activity within every session.

Planned activities should be enriching for children; increasing their knowledge and understanding of healthy choices and the skills to make such choices.

Clubs/schemes and projects should show how they encourage children to be safe and not socially isolated.

Q. What plans do you have for the increase in the cost of living?

We are strengthening our relationships with local organisations/ institutions that can support families during the cost-of-living crisis. This includes local food banks and charities, energy and water companies. We have slightly modified our grant awarding processes to allow the funding to be used for additional spaces across more sites in the city.

Q. Do we have to apply for a Hub all year round?

No. You can apply for each holiday as they come if this suits you. However, for sustainability, we recommend that you apply for the whole year.

Q. What improvements are being made for translation to different languages on the platform?

Inclusivity is one of the key aims of the programme. This is something the city council is looking at and we will be working to establish how we can ensure that as many languages and communities are supported to access the programme.

Q. Can we use our own booking system?

Unfortunately, no. Due to the scale of the programme and the need for the data required to complete the DfE return, we have created our own and it is mandatory for all commissioned services to use the HAF programme platform. The data from the central system will be used to cross-reference any bookings and payments to be made to the provider.

Q. How do parents/families find out if they qualify for benefit-related FSM?

Each family should contact their child's schools initially to access further information. They can also go to [Free school meals \(southampton.gov.uk\)](https://www.southampton.gov.uk/free-school-meals) to find out more and access an eligibility tool.

Q. When will I find out if my application has been successful?

Applicants will be acknowledged of their application no longer than 5 working days after their submission. The application decision will be communicated within an appropriate time after the grant round deadline closes.

The evaluation process will focus on:

- The need within a particular area as evidenced by Southampton city statistics on childhood obesity, deprivation and eligible families.
- The ability of the organisation to deliver its proposed programme to a high standard
- The enrichment/accessibility/inclusion described to eligible children.
- The positive engagement of families.
- The provision of a nutritious and preferably hot meal each day.
- The inclusion of HAF standards, objectives and principles in the application.
- The number of places offered compared with the local need/local sufficiency of places.
- The cost-effectiveness and value for money of places offered.
- The organisation's commitment to collaborate with local stakeholders; policies and training that support the safe delivery of the proposed activity.
- The evaluation process may include a visit by a Council Officer to discuss outcomes, contact via telephone and/or email and the full completion of the data returns.
- For existing providers, the team will consider scores from any previous quality assurance visits.
- Provisions that aim to engage under-represented groups (teenagers, SEN...) are highly encouraged.

Q. What reporting and management information will you need from me if I am successful?

Organisations will be required to complete and submit monitoring, weekly, and evaluation forms on completion of each holiday period. Information will include (but is not limited to):

- Numbers of eligible children attending activities (weekly)

- Outcomes of activities
- Participants' feedback
- Parental feedback

Organisations will also be required to use the Southampton HAF platform to register parents, manage bookings and oversee registers daily with regular updates. This will allow us to collect all the necessary data needed by the DfE.

Data Reporting and deadlines

All providers should submit any HAF-related data **within seven working days** of completing any delivery period. This is to allow timely reporting to the DfE.

Q. Where do I go if I have questions or need some advice? Who do I ask?

Please email HAF@southampton.gov.uk for any HAF enquiries.

Please email support@wellbeingsouthampton.org for any platform enquiries.

Q. Do I need to provide hot food?

Yes – each provision will need to ensure they provide one, nutritious hot meal a day for all children in attendance. This can be in the form of breakfast, lunch, or dinner. If providers require additional support in providing this, please contact the HAF team.

Q. What if my provision changes from my original grant application?

You will need to contact Southampton City Council and their HAF representative immediately to discuss the changes and to ensure appropriate solutions are in place.

Please be advised, this may leave you liable to reduction or complete removal of funding.

Q. Can we apply for further funding to cater to children with additional SEND needs?

The new model allows providers to have access to a bank of ad hoc staff supplied by Southampton City Council to cater to children with any additional needs.

Q. How does a parent register for HAF?

Head to [Welcome to Southampton Health & Wellbeing – Registration Form \(succeedin.co.uk\)](https://www.succeedin.co.uk)
The main profile must be an adult, click on family members and add all members of your family.

All important information marked with a * must be completed for each child before you can book. Go to the timetable and find the activity you would like to book and follow the booking process.

Complete the first page of registration and set up as an adult. Check your inbox, spam, or junk folder for your activation email. Once activated, repeat the same steps to find your generated password. Once you have this, head to the login page and enter your email and your generate password.

Q. Can my provision accept paying customers?

If the paid provision is not impacting the HAF places you have been funded for, you will be able to cater for additional paid places directly to yourselves if you feel appropriate.

Q. Can we be flexible on our start hours?

Yes – as a provider you can dictate what hours your provision can be accessed based on the evidence you can provide around the needs of your target age groups. This must not, however, be at the detriment or disadvantage of the offer for our families.

Q. Does our provision need to be Ofsted registered?

Although not all provisions meet the Ofsted registration list and you may be exempt due to what is on offer, we encourage all providers to complete their Ofsted registrations for good practice, quality assurance and sustainability of the programme. We will favour applicants who are Ofsted registered.

Q. What is the age range of my provision?

The HAF funding can support school-aged children on Benefit Related Free School Meals from aged 4 years old – 16 years old. Although, you may wish to adapt your target age to become bespoke to your provision. E.G. KS1 provision or KS3 provision only.

7. Support for Projects

The Councils Holiday Activity and Food Programme team has established and continues to develop resources to help projects deliver the quality standards expected. These also include things such as HAF training conferences, HAF quality assurance visits as well as HAF evaluation forms. Our annual conference will provisionally take place on Friday 14th June 2024.

8. Evaluation/Quality Assurance

We use a comprehensive tool to support the monitoring and evaluation of the HAF programme outcomes, a copy of which is set out below. We also complete face-to-face, quality assurance visits in which a member of the HAF team will book one scheduled visit and one unexpected visit during the programme. The team will then also complete an evaluation/quality assurance form.

We believe this process is time efficient and effective to increase quality assurance.

[Blank Quality Assurance form 2023](#)

9. Promotional material

Social media handles and posts to be shared and communicated. Communications toolkit for promoting and sharing. Bookings. Stories. Campaign items. Programme outcomes. Annual hashtag #HAF2024 #SOHAF

If successful, providers ought to have a comprehensive marketing strategy detailing how they will promote the ongoing HAF activities to the eligible families in their localities. They should also share with the HAF team any official social media accounts.

.....Thank You and we look forward to your application.....