

# Grant Management Manual

Complete manual available online





# Grant Management Manual



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\*Appendixes and grant terms and conditions are available on [www.rotary.org/grants](http://www.rotary.org/grants). Note that all appendixes may not be immediately available.

As Rotarians, we contribute our skills, expertise, and financial support to help our communities meet critical needs: clean water, economic security, health and protection against deadly diseases, education, and peace and safety. Global grants support these efforts. This manual explains how to plan a sustainable and measurable project, apply for a global grant to support it, and manage the grant funds responsibly. It also includes resources to help your club implement the club memorandum of understanding (MOU). This manual is intended primarily for club representatives attending the district-led grant management seminar, but can also be used by districts applying for a global grant.

**This is the 2012 edition of the *Grant Management Manual*. It contains information based on the club memorandum of understanding, the Terms and Conditions for Rotary Foundation District Grants and Global Grants, and The Rotary Foundation Code of Policies. Please refer to those resources for exact guidelines. Changes to these documents by the Foundation Trustees override policy as stated in this publication.**

## Questions?

For questions about...

Grant management, qualification

District grants, global grants

This manual, training

Email...

[qualification@rotary.org](mailto:qualification@rotary.org)

[contact.center@rotary.org](mailto:contact.center@rotary.org)

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# Rotary Foundation Grants Overview

The Rotary Foundation offers Rotarians three grant types: district, global, and packaged. Although this manual focuses on global grants, all types are briefly explained here.

## District Grants

District grants fund short-term projects and activities, either local or international, that support the Foundation's mission. Clubs submit their funding requests to the district, which administers and distributes the funds.

Each district sets its own procedures and policies for how and when clubs submit requests, as well as any additional requirements. Contact your district Rotary Foundation committee for details on this process.

Go to [learn.rotary.org](https://learn.rotary.org), and view the course titled Introduction to Future Vision for help evaluating projects and determining the appropriate grant.

## Global Grants

Global grants fund large-scale projects and activities that

- Align with an area of focus
- Respond to a need the benefiting community has identified
- Include the active participation of the benefiting community
- Are designed to enable the community to help itself after the Rotary club or district has concluded its work
- Have measurable results

## AREAS OF FOCUS

Projects that receive Global Grant funds from The Rotary Foundation should fall under at least one of the following:



Peace and conflict prevention/resolution



Disease prevention and treatment



Water and sanitation



Maternal and child health



Basic education and literacy



Economic and community development

Activities funded by global grants include:

**Humanitarian projects** address community needs by providing sustainable, measurable outcomes in the benefiting community.

**Vocational training** builds skills within a community by offering local training or by supporting groups of professionals traveling abroad for rigorous study on their profession or to teach local professionals about a particular field. This type of training may be most effective in conjunction with a humanitarian project.

**Scholarships** fund study by graduate students whose career goals support an area of focus.

# Packaged Grants

Packaged grants provide opportunities for Rotary clubs to work with The Rotary Foundation’s strategic partners on predesigned activities. Each project is fully funded by the World Fund and the strategic partner.

## Differences Between District and Global Grants

In the electronic version of this manual, orange text indicates hyperlinks to resources on [learn.rotary.org](https://learn.rotary.org).

In general, projects funded by global grants are larger and give clubs and districts more responsibility for managing the grant funds, reporting on how they are used, and monitoring and evaluating project outcomes.

District Grant	Global Grant
Supports the mission of The Rotary Foundation	Supports an area of focus
No minimum budget	Minimum budget of US\$30,000
Short-term impact	Long-term, sustainable impact
Can support scholars pursuing any level of study, locally or internationally	Can support scholars pursuing graduate-level study internationally
Active Rotarian involvement	Active Rotarian involvement
Adheres to the grant terms and conditions	Adheres to the grant terms and conditions
	Measurable outcomes

## Club Qualification

Qualification assures The Rotary Foundation that your club has the proper financial and stewardship controls in place to successfully manage grant funds. Grant management encompasses everything from selecting projects and activities to applying for a grant to ensuring proper stewardship of funds to evaluating and reporting grant outcomes.

Consider having more than one club member attend the grant management seminar.

Clubs must be qualified by their district each Rotary year in order to apply for global or packaged grants. Districts decide whether their clubs must be qualified in order to receive district grant funds. To complete the qualification process, a club must

1. Have the president-elect or a designated club representative attend a grant management seminar
2. Read and agree to the club memorandum of understanding and submit a copy signed by the club president and president-elect to the district.
3. Agree to any additional district qualification guidelines.

To maintain qualified status, a club must abide by the terms of the club MOU (appendix B), and the grant terms and conditions. The MOU is an agreement between a club and its district explaining the minimum Foundation requirements for managing grants. Your club’s policies and local laws may exceed these requirements.

Questions? Contact your district Rotary Foundation committee.



# 1 Planning a Global Grant Project

Before applying for a Rotary Foundation global grant, clubs should create a project that is supported by a strong partnership, based on community needs, and designed to ensure achievable, measurable, and sustainable results.

## Partners

Global grants require both a host partner and an international partner. The host partner, because of its local expertise and proximity to the project location, usually conducts the community assessment and manages project implementation and expenses.

Sponsors may wish to partner with a cooperating organization (i.e., nongovernmental organization, community group, government entity) as a third partner. A cooperating organization can provide technical expertise, infrastructure, advocacy, training, education, or other support for a grant. Conduct a thorough review of any potential partner organization to ensure that it's reputable. Sponsors should also complete a Cooperating Organization Memorandum of Understanding (MOU) with any partnering organization before beginning a project. See appendix D for a sample MOU.

Frequent communication among project partners is essential to ensuring joint decision making, better oversight of the project and funds, and strong partnerships for future projects. Plan the method and frequency with which you'll communicate on the grant's activities and progress.

### Where to Find Partners

- ProjectLINK
- Rotarian Action Group related to an area of focus
- RI Convention
- [Matchinggrants.org/global](http://Matchinggrants.org/global)
- LinkedIn
- Project fair
- Personal travel
- District leaders (who can promote your project at international meetings)

**Connect** with partners around the world to implement an effective international service project by using RI's new online project tools that enable you to share project information and seek funding, volunteers, or donated goods.

All projects that receive Foundation grants must be initiated and managed by Rotarians.

# Community Assessment

Before any planning is done for a grant, conduct a needs assessment of the community. Through the assessment, you'll collect information about resources as well as needs, whether and how issues are being addressed, and what actions will most likely improve the community.

Keep these general assessment principles in mind:

- **Talk to everyone.** Gather perspectives from a broad cross-section of the community, involving those who will plan, participate in, and benefit from the project.
- **Trust local knowledge.** Identify needs that community members are passionate about tackling.
- **Use available human assets.** Financial resources available for any project will be limited. Ask all those involved how they can contribute to improving their community. All participants can and should provide valuable contributions to the effort.
- **Think long term.** Involve community members in identifying long-term goals for maintaining the project outcomes on their own after the grant funds are spent.

If the assessment identifies multiple needs, consider which issue or need community members are most passionate about and how your club can help them address it. Determine which need your club is best able to meet through a Foundation grant and available club resources. Consider factors such as Rotarian technical expertise, location of the project site, required time commitment, and financial resources.

Refer to [Community Assessment Tools \(605C\)](#) for ideas on gathering information.

When an international partner approaches a host club with a planned project, the host club might accept the project because it doesn't want to offend the international Rotarians, even though it lacks the knowledge or desire to implement the project. Projects that are developed based on the host community's needs are more likely to be completed and maintained by the local Rotarians and community members after the grant is closed.

## Project Plan

Develop a detailed plan to address how each aspect of the project will be carried out and how Rotary Foundation and RI policies will be followed. The plan should document all tasks necessary to complete the activity, who is responsible, and how funds will be spent, and should include a timeline.

### Appoint a Project Committee

A project committee ensures that more than one person knows the project details, makes decisions, and shares oversight of the project. Each sponsoring club/district will form a project committee of at least three Rotarians and designate one primary contact to be responsible for all grant-related correspondence with the Foundation.

**Roles and responsibilities.** Beyond assigning tasks to the host and international project committee members, consider specific tasks that will be performed by the primary contacts, cooperating organization (if applicable), and beneficiaries.



**Conflict of interest.** When selecting committee members and assigning tasks, be careful to avoid even the perception of a conflict of interest (see club MOU, section 1C). No Rotarian who has a vested interest in the project (e.g., an employee or board member of a cooperating organization, owner of a store where project goods will be purchased, trustee of a university that a scholar plans to attend) may serve on the project committee, and any potential conflict of interest must be disclosed when the grant application is made.

**Continuity.** Document the process for replacing a project committee member and select a primary contact who will stay directly involved with the project for the life of the grant. If a club wants to have the club president involved, consider having him or her be a member of the project committee.

## Develop Sustainable Solutions

Global grant funding is an investment in long-lasting change. Sustainable projects can take many forms, yet all display the following characteristics:

**COMMUNITY NEEDS AND STRENGTHS:** Sustainable projects are well-planned, involve the collaboration of multiple project participants, and complement the needs and values of beneficiaries. Grant sponsors should

- Demonstrate how feedback from beneficiaries has been collected
- Identify local organizations, community groups, or government agencies involved in coordinating project activities

**MATERIALS AND TECHNOLOGY:** Sustainable projects employ durable materials that are accessible, ready to use, and environmentally sound. Sponsors should

- Indicate whether project materials are purchased from local sources
- Confirm that spare parts (if applicable) are readily available

**FUNDING:** Sustainable projects ensure that a reliable source of funding exists to continue project outcomes after the grant is complete. Sponsors should do one of the following:

- Introduce or support practices that help communities generate income for ongoing project funding
- Demonstrate the presence of preexisting sources of consistent project funding

**KNOWLEDGE:** Sustainable projects increase capacity by helping communities acquire new skills, knowledge, and behaviors. Sponsors should

- Ensure that new initiatives are coordinated with training, education, or community outreach campaigns
- Demonstrate how new skills will be passed on to future beneficiaries

**MOTIVATION:** Sustainable projects provide tangible incentives for community ownership of project activities and outcomes. Sponsors should

- Confirm that beneficiaries have a well-defined role in carrying out project goals
- Identify individuals in leadership positions to monitor outcomes and ensure continuity of services

**MONITORING AND EVALUATION:** Sustainable projects are designed to ensure clear and measurable outcomes. Sponsors should

- Establish clear project goals and relevant baseline data
- Identify critical project measures and the method for collecting this information

Global grants should incorporate practices from each of the areas above. If not provided with grant funds, sponsors should demonstrate how these sustainability practices are being met through existing community services. Sponsors will be prompted to provide this information in their global grant application.

For examples of projects that demonstrate these sustainability practices, go to [learn.rotary.org](https://learn.rotary.org) and view the course titled Building a Global Grant or contact a staff member to discuss how to incorporate these practices into your project.

## Consult with Technical Experts

Project plans must be technically feasible and achievable. For assistance with planning the technical aspects of their project, the partner project committees should work with qualified Rotarians in their club or region (e.g., consulting a civil engineer for a water project) or with cooperating organizations that have expertise and resources to help plan and implement the project.

The Rotary Foundation Cadre of Technical Advisers is a group of Rotarians who have volunteered to provide technical expertise to the Foundation and to Rotarians developing and implementing global grants worldwide. The cadre assists Rotarians and assures the Foundation Trustees that grant funds are going to feasible and well-planned projects and are spent as intended. The cadre evaluates grant applications and schedules reviews, visits, and audits.

## Identify Measurable Outcomes

Project sponsors must determine during planning how the project's success will be measured. To start setting goals, review the Area of Focus Policy Documents in appendix E. Select and collect data on the Foundation standard measures (see appendix E) that align with your project activities, in addition to sponsor-identified, project-specific measures.

Develop a monitoring and evaluation plan to measure outcomes that incorporate a specific timeline:

- **Establish baseline data.** The proposed work, location, and target audience identified in the needs assessment should give you baseline data, which describes the situation before a project intervention. Progress is measured against this, and concrete project goals set.
- **Be specific.** Determine who exactly will benefit from the project and how you envision it happening.
- **Set benchmarks** to evaluate progress toward your project goals.
- **Identify measurement methods.**

Be sure to include monitoring and evaluation activities in the project budget. Realistically, you should budget 5 percent to 10 percent of project funds to cover expenses such as travel, services rendered by external persons/agencies, and supplies. Monitoring and evaluation expenses are eligible and expected in global grant budgets.

Sample Monitoring and Evaluation Plan		
Baseline Data	Concrete Project Measures	Data-collection Method
<p><b>In a refugee camp, 10,000 children have no access to organized activities that cross ethnic and religious boundaries.</b></p>	<p>Within the first year of the project, 1,000 children will have participated in at least one activity that includes participants from multiple ethnic and religious groups.</p>	<p>Count participants in activities, taking care to count each child only once; have registration include demographic information.</p>
	<p>Within the first year of the project, all religious and ethnic communities will be represented in the group of participants.</p>	<p>Include information on ethnic and religious affiliations in collected participant data.</p>
	<p>Within the first six months of the project, an oversight board with representatives from multiple ethnic and religious communities will be established and will meet monthly.</p>	<p>Document board composition and meeting minutes and number of attendees.</p>
	<p>By the end of the two-year project, 2,000 individual children will have participated in a minimum of one activity that includes participants from multiple ethnic and religious groups.</p>	<p>Count participants in activities, taking care to count each child only once; have registration include demographic information.</p>
<p><b>A government-run city hospital has an infant mortality rate of 15 percent and employs only two trained midwives.</b></p>	<p>Within the first two years of the project, 20 people will be trained and 10 of them will be working as midwives at the government-run hospital. Training curriculum will include preventive prenatal care.</p>	<p>Track successful completions of midwifery training; reference government-run hospital employment records.</p>
	<p>Within the first two years of the project, a sliding-fee system will be established in the government-run hospital for all prenatal and labor and delivery services.</p>	<p>Reference government-run billing system and financial records.</p>
	<p>Within the first three years of the project, the infant mortality rate at the government-run hospital will be reduced to 8 percent or less.</p>	<p>Reference the government-run hospital medical records.</p>

# Financial Management Plan

Clubs should have a financial management plan in place before receiving grant funds to ensure proper oversight and consistent administration of the funds, promote transparency, and reduce unintentional errors and the opportunity for misuse of funds.

The financial management plan should include measures to

- Disburse grant funds properly during project implementation
- Maintain complete and thorough financial records
- Manage a club-controlled bank account

Remember, if funds are misused, the club is responsible for rectifying the situation.

## Budget

When creating your budget, take into account the goals of the project and the fundraising resources of the clubs. Make a preliminary budget, discuss how much District Designated Fund (DDF) funding and cash are available, and adjust the budget as needed. A detailed, line-item budget needs to be submitted with the application.

When determining the cost of goods and services, gather at least three separate bids or quotes to ensure that you receive the highest-quality goods and services at the best prices. When selecting a vendor, document the reason for your selection and keep records in your grant files of all bids submitted. During the competitive bidding process, identify any Rotarians associated with a selected vendor, practice impartiality, and ensure that the Rotarian is not on the project committee.

## Financing

Clubs and districts have the following options for financing global grant projects and activities:

- District Designated Fund, matched 100 percent by The Rotary Foundation
- Rotarian cash contributions (outright gifts to The Rotary Foundation from Rotarians or funds from Rotarian-led fundraisers), matched 50 percent by World Fund (minimum award: US\$15,000)
- Non-Rotarian cash contributions (donations from other organizations or parties, provided they do not come from a cooperating organization or a beneficiary of the project)

Contributions submitted to The Rotary Foundation should never be collected from the benefiting community. Rotarians cannot collect funds from beneficiaries in exchange for receiving the grant or as part of the Rotarian-raised cash contribution for match.

Sponsors can request that beneficiaries contribute a nominal amount to a community account to encourage buy-in, but the collected funds should not cover project costs. The funds should be used to provide additional services (e.g., each household receiving a tube well could be charged \$1, to be used for repairs after the grant is closed).

Districts also have a financial management plan, which they are required to assess annually. Clubs should anticipate a report on the assessment from their district within the first three months of the Rotary year.

Districts must report to their clubs how the DDF was used each year.

Cash contributions submitted to the Foundation for grants should always be credited to the individual donors. Rotarians can claim funds collected from others as their own only if they have received explicit permission from the donors to do so and if they submit proof of the agreement. Email [contact.center@rotary.org](mailto:contact.center@rotary.org) for more information.

## Bank Account

Your club should maintain a club-controlled bank account that is used solely for receiving and disbursing Foundation grant funds. Each open grant should have its own account that is used solely for receiving and disbursing grant funds. Grants are not intended to produce interest income for clubs, so keep grant funds in a low-interest or noninterest-bearing account. The name on the account should identify the club, and two Rotarian signatories (payees) should be required for all transactions.

Have a succession plan for transferring custody of the club's grant bank account in case a signatory is no longer able to perform his or her duties. If account signatories change during the life of the project, be sure to notify the Foundation.

A checking account allows for flexibility in making multiple disbursements needed for grant transactions and ensures the availability of bank statements.

## Document Retention

Maintaining detailed records ensures that the club complies with the club MOU, local laws, and standard business practices. Make copies of all documents to ensure that the club's activities can continue uninterrupted in case of fire or other catastrophe. If local laws require you to submit original information to the Foundation, it is still necessary to keep copies of these documents.

Retain all documents required by the club MOU in a location that is known and accessible to more than one person. All original documents related to grant-funded expenditures, including receipts and bank statements, must be retained for a minimum of five years after the grant is closed, or longer if required by applicable law.

Scholars and vocational training teams will need to maintain receipts for expenses of US\$75 and up that are in line with your budget. See the Scholarships Supplement (appendix G) for suggested budgets.

## Inventory

Establish an inventory system to track equipment and other assets purchased, produced, or distributed through the grant, identifying which individual or entity has ownership of these items. Rotary clubs are not allowed to have ownership of grant assets; all grant assets must legally belong to the beneficiaries. In addition, a record specifying where grant assets are located in the community helps both the sponsors and the community even after project implementation. For example, because deep tube wells are susceptible to geological changes that increase the chance of arsenic contamination, it may be necessary for the government to periodically locate these wells to test the water quality.

Following are examples of documents to retain.

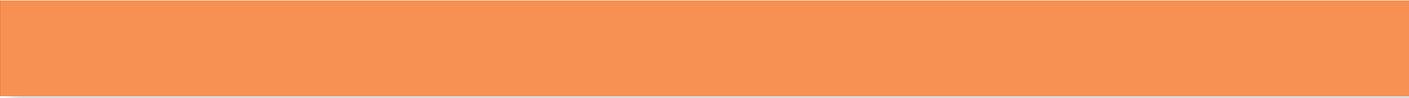
#### Documents needed for global, packaged, and district grants

- All grant correspondence including email
- Beneficiary documentation including
  - Community assessment
  - Agreements
- Vendor documentation including
  - Quotes for materials
  - Agreements
- Scholar documentation including
  - Receipts and invoices
  - Agreements
- Vocational training documentation including
  - Receipts and invoices
  - Agreements
- Grant-related documentation including
  - Financial documentation
  - Bank statements
  - Quotes from vendors
  - Receipts and invoices
  - Inventory list
  - Photos
- Information collected from clubs for district grants including
  - Fund requests or applications
  - Quotes from vendors
  - Receipts and invoices
  - Reports
  - Other information required by the district

## Local Laws

While The Rotary Foundation attempts to follow international guidelines, laws in some countries and regions may be more stringent than Foundation requirements. It is the responsibility of both international and host partner clubs and districts to be aware of and to comply with local laws. Conversely, if local laws are less stringent, the club needs to meet Foundation requirements.

Situations in which local laws are not compatible with Foundation requirements (e.g., bank account naming) will be handled on a case-by-case basis. Contact Foundation staff for more information.



### Questions to consider

How does the activity fit within the policies of the areas of focus?

How can we make the activity sustainable?

Is there strong community support for the project?

How will we measure the project's success?

Who will benefit from the project?



## 2 Applying for a Global Grant

The Rotary Foundation administers global grants through a two-step application process. This helps ensure that the sponsors meet the global grant eligibility standards before they invest significant time finalizing their plan and completing the grant application.

### Global Grant First Steps

The first phase of the application gives sponsors an opportunity to confirm that their activity meets global grant requirements.

It is recommended that you discuss your activity and funding options with your district Rotary Foundation committee before you begin a global grant application.

### Global Grant Application

The following pages outline the questions you will be asked on the global grant application for each of the three activity types. If your global grant includes more than one activity type, you will need to respond to questions from each application.

These questions are subject to change. This document is not an exact replica of the online application. It is intended to give you an idea of the questions that you will be required to answer.

Find the grant application at [www.rotary.org/grants](http://www.rotary.org/grants) as of January 2013.

# Humanitarian Project Application

## Objectives

In a few short sentences, tell us your objectives for this global grant.

Who will benefit from this global grant?

Where will your project take place?

When do you anticipate your project will take place?

What community needs will your project address and how were these needs identified? Provide any relevant data or survey results.

Detail how your project will address these community needs.

How were members of the local community involved in planning the project? Does your project align with any current or ongoing local initiatives?

Describe any training, community outreach, or education programs, if applicable, and who will conduct them. How will recipients be selected?

## Areas of Focus

Global grants must support the goals of at least one of Rotary's areas of focus. You will be asked to select the applicable area of focus and the goals that your activity will support.

How will you meet these goals?

How will you measure your impact (*involves choosing a measure, target, measurement method, and measurement schedule*)?

Who will be responsible for collecting information for monitoring and evaluation?

The application supplement for microcredit projects is required for global grant applications that include microcredit activities under the economic and community development area of focus.

## Participants

### Global grant committee

Identify the Rotary club or district in the country or geographical area where the activity will take place (primary host sponsor) and a Rotary club or district outside of that country or geographical area (primary international sponsor). Each sponsor must establish a three-person grant committee and one individual on the grant committee must be designated as the primary contact.

List the members of the global grant committee and disclose any potential conflict of interest within the committee.

### Cooperating organization

List the name of the cooperating organization.\*

Upload the memorandum of understanding between the primary sponsors and the cooperating organization in PDF format.\*

Describe your process for selecting this organization. What resources or expertise will this organization contribute?\*

### Partners

List any additional partners who will participate. This may include Rotary clubs, Rotaract clubs, Rotary Community Corps, or individuals.\*

### Volunteer travelers

International travel for volunteers is permitted for up to two individuals as part of a humanitarian project. These individuals provide training or implement the project should the host sponsor confirm that their skills are not readily available locally.\*

Identify the responsibilities of the volunteer travelers and the specific tasks that each individual will complete.\*

Upload a résumé or curriculum vitae, in PDF format, for each volunteer traveler.\*

Upload a daily itinerary for the volunteer travelers. Include travel, training, and/or project implementation activities.\*

\*Only if applicable; not required for all.

## Participants *continued*

### Rotarian participation

Describe the role of the host Rotarians in this activity and list their specific responsibilities.

Describe the role of the international Rotarians in this activity and list their specific responsibilities.

Describe the role that members of the local community will play in implementing your project. What incentives (e.g., compensation, awards, certification, promotion) will you provide to encourage local participation?

Identify any individuals in the local community who will be responsible for monitoring outcomes and ensuring continuity of services. How will you support these individuals to help them take on this leadership role?

## Budget

Detail the proposed expenses for your activity, such as accommodations, equipment, supplies, monitoring and evaluation, operations, personnel, project management, publicity, signage, travel, tuition.

Upload any documents, such as price bids or pro forma invoices, to support the expenses listed.

Describe the process for selecting these budget items. Do you plan to purchase any items from local vendors? Have you performed a competitive bidding process to select vendors? Do these budget items align with the local culture and technology standards?

How will the beneficiaries maintain these items? If applicable, confirm that spare or replacement parts are readily available and that the beneficiaries possess the skills to operate equipment.

Who will own the items purchased with grant funds at the end of the project, including equipment, assets, and materials? Note that items cannot be owned by a Rotary club or Rotarian.

## Financing

List all funding sources.

Have you identified a local funding source to ensure long-term project outcomes? Will you introduce practices to help generate income for ongoing project funding?

# Vocational Training Team Application

## Objectives

In a few short sentences, tell us your objectives for this global grant.

Who will benefit from this global grant?

Identify the team(s) that will be supported. Include team name, whether team will be receiving or providing training, location of training, and travel dates.

What training needs will the team(s) address and how were these needs identified? Provide any relevant data or survey results.

Detail the specific objectives for the training, including expected positive changes in recipient knowledge, abilities, and/or skills.

How were members of the local community involved in planning the training? Does the training align with any current or ongoing local initiatives?

How will you support training recipients so that skills received through training are kept up-to-date?

Upload a daily itinerary for the training team. Include both travel and training activities.

## Areas of Focus

Global grants must support the goals of at least one of Rotary's areas of focus. You will be asked to select the applicable area of focus and the goals that your activity will support.

How will you meet these goals?

How will you measure your impact (*involves choosing a measure, target, measurement method, and measurement schedule*)?

Who will be responsible for collecting information for monitoring and evaluation?

## Participants

### Global grant committee

Identify the Rotary club or district in the country or geographical area where the activity will take place (primary host sponsor) and a Rotary club or district outside of that country or geographical area (primary international sponsor). Each sponsor must establish a three-person grant committee and one individual on the grant committee must be designated as the primary contact.

List the members of the global grant committee and disclose any potential conflict of interest within the committee.

### Vocational training team members

List vocational training team members.

The required team leader should be a Rotarian unless there is an advantage to having a non-Rotarian team leader. If the team leader is not a Rotarian, tell us why.

### Cooperating organization

List the name of the cooperating organization.\*

Upload the memorandum of understanding between the primary sponsors and the cooperating organization in PDF format.\*

Describe your process for selecting this organization. What resources or expertise will this organization contribute?\*

### Partners

List any additional partners who will participate. This may include Rotary clubs, Rotaract clubs, Rotary Community Corps, or individuals.\*

### Rotarian participation

Describe the role of the host Rotarians in this activity and list their specific responsibilities.

Describe the role of the international Rotarians in this activity and list their specific responsibilities.

*\*Only if applicable; not required for all.*

## **Budget**

Detail the proposed expenses for your activity, such as accommodations, equipment, supplies, monitoring and evaluation, operations, personnel, project management, publicity, signage, travel, tuition.

Upload any documents, such as price bids or pro forma invoices, to support the expenses listed.

Describe the process for selecting these budget items. Do you plan to purchase any items from local vendors? Have you performed a competitive bidding process to select vendors? Do these budget items align with the local culture and technology standards?

How will the beneficiaries maintain these items? If applicable, confirm that spare or replacement parts are readily available and that the beneficiaries possess the skills to operate equipment.

Who will own the items purchased with grant funds at the end of the project, including equipment, assets, and materials? Note that items cannot be owned by a Rotary club or Rotarian.

## **Financing**

List all funding sources.

Have you identified a local funding source to ensure long-term project outcomes? Will you introduce practices to help generate income for ongoing project funding?

## Vocational Training Team Member Application

Team members will be asked to fill out the application online. They will be asked the questions outlined below.

### Your Profile

Personal information \_\_\_\_\_  
\_\_\_\_\_

Contact information \_\_\_\_\_  
\_\_\_\_\_

Emergency contact information \_\_\_\_\_  
\_\_\_\_\_

### Insurance

Insurance carrier name \_\_\_\_\_

Policy number \_\_\_\_\_

Phone \_\_\_\_\_

### Language skills

List all languages you speak, including your native language.

### Team member information

How does your educational and professional experience relate to the selected area of focus?

What is your role in this training? Describe how you will participate.

Upload your most recent résumé or curriculum vitae in PDF format.

# Scholarship Application

## Objectives

In a few short sentences, tell us your objectives for this global grant.

Who will benefit from this global grant?

What are the scholar's estimated travel dates?

How did you select this candidate?

In what ways is this candidate qualified to receive a global grant scholarship?

## Areas of Focus

Global grants must support the goals of at least one of Rotary's areas of focus. You will be asked to select the applicable area of focus and the goals that your activity will support.

How will you meet these goals?

## Participants

### Global grant committee

Identify the Rotary club or district in the country or geographical area where the activity will take place (primary host sponsor) and a Rotary club or district outside of that country or geographical area (primary international sponsor). Each sponsor must establish a three-person grant committee and one individual on the grant committee must be designated as the primary contact.

List the members of the global grant committee and disclose any potential conflict of interest within the committee.

### Scholarship candidate

Provide contact information for the scholarship candidate.

### Host counselor

The host counselor provides support for the scholar before and during the scholarship period. Identify the individual who will serve as host counselor for this scholarship.

## **Participants** *continued*

### **Partners**

List any additional partners who will participate. This may include Rotary clubs, Rotaract clubs, Rotary Community Corps, or individuals.\*

### **Rotarian participation**

Describe the role of the host Rotarians in this activity and list their specific responsibilities.

Describe the role of the international Rotarians in this activity and list their specific responsibilities.

## **Budget**

Detail the proposed expenses for your activity, such as accommodations, equipment, supplies, monitoring and evaluation, operations, personnel, project management, publicity, signage, travel, tuition.

Upload any documents, such as price bids or pro forma invoices, to support the expenses listed.

## **Financing**

List all funding sources.

*\*Only if applicable; not required for all.*

## Scholarship Candidate Application

Scholars will be asked to fill out the application online. They will be asked the questions outlined below.

### Your Profile

Personal information \_\_\_\_\_  
\_\_\_\_\_

Contact information \_\_\_\_\_  
\_\_\_\_\_

Emergency contact information \_\_\_\_\_  
\_\_\_\_\_

### Insurance

Insurance carrier name \_\_\_\_\_

Policy number \_\_\_\_\_ Phone \_\_\_\_\_

### Prior education

List the two educational institutions you have most recently attended, and the degree received, place of study, and field of study for each.

### Language skills

List all languages you speak, including your native language.

### Scholarship information

Provide the following information about the academic program at the institution you plan to attend.

Name of institution \_\_\_\_\_

City \_\_\_\_\_ Country \_\_\_\_\_

Language(s) of instruction \_\_\_\_\_ Website \_\_\_\_\_

Course of study \_\_\_\_\_ Dates of study \_\_\_\_\_

List the classes you plan to take and any relevant links to information about the program.

How does your educational, professional, or volunteer experience align with Rotary's goals in the selected area of focus?

What are your plans immediately after the scholarship period?

How do your long-term professional goals align with Rotary's goals in the selected area of focus?

Upload your proof of admission in PDF format.



# 3 Implementing, Monitoring & Evaluating a Grant Project

## Project Plan

Communication between grant partners, the benefiting community, club members, non-Rotarian grant recipients, and other interested parties is necessary to ensure that the activity is going as planned and that all involved parties can address problems or difficulties promptly and collaboratively.

At a minimum, the host and international sponsors of a grant must

- Communicate with each other often about the progress of the grant
- Contact The Rotary Foundation as soon as questions arise
- Get preapproval from each other and the Foundation for any changes to the project scope or budget
- Submit reports to the Foundation

As you carry out your project, revisit your project plan periodically to ensure that you are implementing the project as envisioned by all partners.

## Project Monitoring and Evaluation

Monitor how closely you are following the project plan, noting any necessary adjustments as well as changes you should make for future projects. If the scope or budget for a global grant changes, clubs must notify the Foundation to ask for approval before implementing the change.

Use the goals set during the planning stage to track the success of the project and its impact. Establish a data-collection system to monitor your progress throughout. Periodic evaluations will identify the strengths and weaknesses of the project, enabling you to determine best practices in planning for future grant activities. Collecting evaluation data also aids with reporting project outcomes to beneficiaries, donors, club members, districts, and The Rotary Foundation.

See the monitoring and evaluation supplement for Rotary Foundation standards.

Recommendations for evaluating global grant scholars are in the scholarships supplement.

For tips on writing a project summary, see *Communities in Action* (605A).

# Financial Management Plan

Funds cannot be managed by or turned over to non-Rotarian entities, such as beneficiaries or cooperating organizations.

The financial management plan developed during project planning helps clubs keep track of grant funds, promotes transparency to all involved, and safeguards against misuse. It also facilitates reporting. All parts of the financial management plan are a guide for recordkeeping.

## Disbursing Funds

After a global grant application is approved, your club will receive the funds directly from The Rotary Foundation. Your grant coordinator will be your point of contact at the Foundation.

## Financial Recordkeeping

Follow your spending plan to distribute and use grant funds for the stated purpose in a timely manner.

Make project-related expenditures by check or other traceable method. If payments are made electronically by one person, maintain a paper trail showing that the payment was approved by both signatories. Maintain detailed receipts and record each transaction in a ledger. The ledger should list each transaction, noting the date, amount, and reason for the transaction. Transactions can also include income, such as interest earned and recoveries.

Grant agreements are only between the Foundation and the clubs and/or districts, and are subject to the laws of the State of Illinois (The Rotary Foundation is an Illinois corporation) and of the United States. Grant sponsors are also expected to follow their own country's laws.

# Reviews, Visits, and Audits

In addition to providing technical assistance to Rotarians, the Foundation's Cadre of Technical Advisers also evaluates global grant projects on behalf of the Foundation Board of Trustees. Throughout the life of your project, the cadre may conduct the following types of evaluations:

- **Technical review.** Evaluates the technical feasibility of a project based on the application only (does not include a site visit or communication with the project sponsors)
- **Site visit.** On-site evaluation of the technical feasibility of a proposed project (advance site visitor), the implementation of an ongoing project (interim monitor), or the impact and resolution of a completed project (post-project monitor). A cadre member travels to the project site and meets with the project sponsors and local representatives.
- **Audit.** Evaluates the financial management and oversight of grant funds. A cadre member meets on-site with the project sponsors and the local representatives.

Global grant applications seeking more than a US\$100,000 World Fund award automatically receive a cadre review and are submitted to the Trustees for approval. Global grants requesting between \$15,000 and \$100,000 may also be assigned a cadre review, depending on the size of the grant or the technical difficulty of the proposed project.

In addition to routinely scheduled evaluations, the Trustees require that a percentage of grants be randomly audited each year.



## 4 Reporting

Primary grant sponsors must report on the use of grant funds. Submit all reports through **Member Access**. Progress reports are due within 12 months of receiving the first grant payment and every 12 months thereafter. Final reports are due within two months of project completion. See the sample report. All unused funds should be returned to The Rotary Foundation. Grant sponsors that have overdue reports will not be able to submit new grant applications until all previous reporting requirements are fulfilled.

Report due dates for grants are listed in the online system. In addition, if a grant report is overdue, the Foundation sends a series of reminder letters to the primary grant sponsors. Zone, district, and club leaders receive copies of the letters to ensure that they are aware of any issues and to allow them to work together to fulfill the reporting requirements.

- **18 months:** A reminder is sent to the primary sponsors that they are overdue on reporting if it has been 18 months or longer since the grant was paid or the most recent report was accepted.
- **24 months:** A second reminder is sent if the sponsors fail to submit an acceptable report. This reminder includes a warning that the primary sponsor clubs risk being terminated if the reporting requirements are not met within the next six months.
- **30 months:** This letter notifies the primary sponsor clubs that they will be recommended for termination by the Rotary International Board of Directors.

Returned global grant funds are credited to the World Fund.

For grants involving scholars and vocational training teams, the sponsor club or district is responsible for the use of grant funds by the non-Rotarian recipients and for reporting to the Foundation. Inform recipients of these responsibilities and maintain regular contact with them to ensure that grant funds are being spent as approved. For more information, see the global grant scholarships supplement.

Note: If you are applying for a global grant scholar and you or your partner are overdue in reporting, the scholar will not be able to receive global grant funds.



Elements of a Global Grant Report	Additional Reporting for Scholars and Vocational Training Team Members
<ul style="list-style-type: none"><li>• Purpose of the grant</li><li>• Project/activity goals</li><li>• Evaluation of goals and how they addressed the area(s) of focus</li><li>• Results of your monitoring and evaluation plan</li><li>• Description of how both partners were involved in the grant</li><li>• Number of project/activity beneficiaries and how they benefited</li><li>• Itemization of how the funds were spent, including identity of vendors</li><li>• Role of cooperating organizations, if any</li><li>• Bank statement indicating that the account is closed (if it is a project-specific account) or that all grant funds and interest were spent.</li></ul>	<ul style="list-style-type: none"><li>• Individual report to sponsor club or district every 12 months for the term of the grant</li><li>• Individual final report immediately after the travel period</li></ul>
<b>Report forms will be available through the online system.</b>	

# Just a Click Away!



Log on to Member Access to

- Take courses to learn more about Rotary
- Update club information and download reports
- View your club's semiannual report (SAR) and pay dues
- Enter your club's annual goals and track your achievements

Enter Member Access by clicking on the link in the top right corner of Rotary's home page. It's your one-stop shop for all your Rotary business.

[www.rotary.org/memberaccess](http://www.rotary.org/memberaccess)



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