

Grant Management Manual

Complete manual available online





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Read Rotary Foundation Grant Terms and Conditions available at www.rotary.org.

**Note that all appendixes may not be immediately available. Please check back in the zip file or read Rotary Grants News to learn when documents have been updated.*

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

contact.center@rotary.org

leadership.training@rotary.org



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, 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 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.

In the electronic version of this manual, orange text indicates hyperlinks to resources on learn.rotary.org.

| 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.

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.

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



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](https://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 EVALUTION: 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 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 |
| In a refugee camp, 10,000 children have no access to organized activities that cross ethnic and religious boundaries. | 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. | Count participants in activities, taking care to count each child only once; have registration include demographic information. |
| | Within the first year of the project, all religious and ethnic communities will be represented in the group of participants. | Include information on ethnic and religious affiliations in collected participant data. |
| | 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. | Document board composition and meeting minutes and number of attendees. |
| | 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. | Count participants in activities, taking care to count each child only once; have registration include demographic information. |
| A government-run city hospital has an infant mortality rate of 15 percent and employs only two trained midwives. | 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. | Track successful completions of midwifery training; reference government-run hospital employment records. |
| | 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. | Reference government-run billing system and financial records. |
| | 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. | Reference the government-run hospital medical records. |

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 for more information.

Bank Account

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

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.

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 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

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

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.

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

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.

Financial Management Plan

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.

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

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Log on to Member Access to

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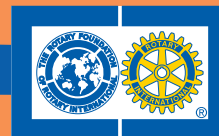
Enter Member Access by clicking on the link in the top right corner of Rotary's home page. It's your one-stop shop for all your Rotary business.

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www.rotary.org

Grant Management Manual



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- L Vocational Training Team Itinerary

Read Rotary Foundation Grant Terms and Conditions available at www.rotary.org.

** Note that all appendixes may not be immediately available. Please check back in the zip file or read Rotary Grants News to learn when documents have been updated.*



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

contact.center@rotary.org

leadership.training@rotary.org



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, 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 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.

In the electronic version of this manual, orange text indicates hyperlinks to resources on learn.rotary.org.

| 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.

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.

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



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.

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

Where to Find Partners

- ProjectLINK
- Rotarian Action Group related to an area of focus
- RI Convention
- [Matchinggrants.org/global](https://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.

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 EVALUTION: 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 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 |
| In a refugee camp, 10,000 children have no access to organized activities that cross ethnic and religious boundaries. | 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. | Count participants in activities, taking care to count each child only once; have registration include demographic information. |
| | Within the first year of the project, all religious and ethnic communities will be represented in the group of participants. | Include information on ethnic and religious affiliations in collected participant data. |
| | 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. | Document board composition and meeting minutes and number of attendees. |
| | 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. | Count participants in activities, taking care to count each child only once; have registration include demographic information. |
| A government-run city hospital has an infant mortality rate of 15 percent and employs only two trained midwives. | 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. | Track successful completions of midwifery training; reference government-run hospital employment records. |
| | 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. | Reference government-run billing system and financial records. |
| | 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. | Reference the government-run hospital medical records. |

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 for more information.

Bank Account

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

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.

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 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

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

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.

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

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.

Financial Management Plan

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.

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

Club Qualification Memorandum of Understanding Worksheet

The official club qualification memorandum of understanding (MOU), provided by The Rotary Foundation (TRF) for clubs participating in Rotary Foundation grants, will be distributed by your district.

This worksheet lists the sections of the club MOU, explains the qualification requirements, and poses questions about how your club will implement qualification. Use the worksheet to develop an implementation plan for your club. Space is provided for taking notes during the grant management seminar.

| MOU Section | Explanation |
|--|--|
| <p>Club Qualification</p> <p>To participate in Rotary Foundation global and packaged grants, the club must agree to implement the financial and stewardship requirements in this memorandum of understanding (MOU) provided by The Rotary Foundation (TRF) and to send at least one club member to the district's grant management seminar each year. The district may also establish additional requirements for club qualification and/or require its clubs to be qualified in order to participate in Rotary Foundation district grants. By completing these requirements, the club becomes qualified and eligible to participate in the TRF grant program.</p> <p>A. Upon successful completion of the qualification requirements, the club will be qualified for one Rotary year.</p> <p>B. To maintain qualified status, the club must comply with this MOU, any additional district requirements, and all applicable TRF policies.</p> <p>C. The club is responsible for the use of funds for club-sponsored grants, regardless of who controls the funds.</p> <p>D. Qualification may be suspended or revoked</p> | <p>Qualification is the process that clubs establish to ensure compliance with Foundation policies, avoid misuse and mismanagement of grant funds, and ensure that their members have the appropriate training and resources. These measures establish proper stewardship controls and enable clubs to maintain qualified status. Clubs that fail to comply risk losing the ability to participate in the Foundation grants program.</p> <p>How will your club ensure that it complies with the MOU requirements?</p> <p>How will you communicate the responsibilities for managing global and packaged grants to all members of the club?</p> |

| MOU Section | Explanation |
|---|--|
| | <p>Who in the club will ensure that there are no conflicts of interest when a project is planned?</p> |
| | <p>Notes</p> |
| <p>Financial Management Plan</p> <p>The club must have a written financial management plan to provide consistent administration of grant funds.</p> <p>The financial management plan must include procedures to</p> <ol style="list-style-type: none"> Maintain a standard set of accounts, which includes a complete record of all receipts and disbursements of grant funds Disburse grant funds, as appropriate Maintain segregation of duties for handling funds Establish an inventory system for equipment and other assets purchased with grant funds, and maintain records for items that are purchased, produced, or distributed through grant activities Ensure that all grant activities, including the conversion of funds, comply with local law | <p>Developing and implementing a financial management plan is essential to proper oversight, good stewardship, and consistent administration of grant funds.</p> <p>The financial management plan should include detailed, club-specific procedures that are reviewed regularly.</p> <p>Who will prepare and oversee the financial management plan?</p> <p>How will the plan be regularly monitored?</p> |

| MOU Section | Explanation |
|--|---|
| | <p>How will the club separate the responsibilities of approving and paying project expenses?</p> |
| | <p>Notes</p> |
| <p>Bank Account Requirements In order to receive grant funds, the club must have a dedicated bank account that is used solely for receiving and disbursing TRF grant funds.</p> <p>A. The club bank account must</p> <ol style="list-style-type: none"> 1. Have a minimum of two Rotarian signatories from the club for disbursements 2. Be a low- or noninterest-bearing account <p>B. Any interest earned must be documented and used for eligible, approved grant activities, or returned to TRF.</p> | <p>Clubs must maintain a low-interest or no-interest bank account that they alone control in order to receive Foundation grant funds. Each open global or packaged grant for which the club receives funds should have its own account that is used solely for receiving and disbursing grant funds. By establishing a separate account, clubs are able to better manage the oversight and recordkeeping of grant funds.</p> <p>In addition, clubs must have a succession plan for the signatories on the account to ensure a smooth transition of information and documentation when signatories change.</p> |

| MOU Section | Explanation |
|---|---|
| | <p>How will this report be incorporated into the treasurer's monthly report to the board?</p> |
| | <p>Notes</p> |
| <p>Document Retention</p> <p>The club must establish and maintain appropriate recordkeeping systems to preserve important documents related to qualification and TRF grants. Retaining these documents supports transparency in grant management and assists in the preparation for audits or financial assessments.</p> <p>A. Documents that must be maintained include, but are not limited to:</p> <ol style="list-style-type: none"> 1. Bank information, including copies of past statements 2. Club qualification documents including a copy of the signed club MOU 3. Documented plans and procedures, including: <ol style="list-style-type: none"> a. Financial management plan b. Procedure for storing documents and archives c. Succession plan for bank account signatories and retention of | <p>Clubs must establish a document retention system for documents related to qualification and Rotary Foundation grants. The system can be a combination of electronic and physical files that best fit the needs of the club. Documents that must be retained include bank statements, receipts, club qualification materials, and procedures relating to the MOU.</p> <p>Maintaining documents helps clubs comply with local laws, ensure transparency, and better prepare for grant reporting, audits, and financial assessments. By maintaining these documents, the club will be able to quickly respond to requests by the Foundation, the district or Rotarians.</p> <p>Where will your club store its documents related to qualification and grant activity?</p> |

| MOU Section | Explanation |
|-------------|--|
| | Foundation to abide by all TRF and RI policies. |
| | How will you ensure that all members of the club understand their responsibility as outlined in this agreement? |
| | Notes |

CLUB QUALIFICATION MEMORANDUM OF UNDERSTANDING

~~~~~ THE ROTARY FOUNDATION

1. Club Qualification
2. Club Officer Responsibilities
3. Financial Management Plan
4. Bank Account Requirements
5. Report on Use of Grant Funds
6. Document Retention
7. Reporting Misuse of Grant Funds

1. Club Qualification

To participate in Rotary Foundation global and packaged grants, the club must agree to implement the financial and stewardship requirements in this memorandum of understanding (MOU) provided by The Rotary Foundation (TRF) and to send at least one club member to the district's grant management seminar each year. The district may also establish additional requirements for club qualification and/or require its clubs to be qualified in order to participate in Rotary Foundation district grants. By completing these requirements, the club becomes qualified and eligible to participate in the TRF grant program.

- A. Upon successful completion of the qualification requirements, the club will be qualified for one Rotary year.
- B. To maintain qualified status, the club must comply with this MOU, any additional district requirements, and all applicable TRF policies.
- C. The club is responsible for the use of funds for club-sponsored grants, regardless of who controls the funds.
- D. Qualification may be suspended or revoked for misuse or mismanagement of grant funds involving, but not limited to: fraud; forgery; membership falsification; gross negligence; endangerment of health, welfare, or safety of beneficiaries; ineligible contributions; use of funds for personal gain; undisclosed conflicts of interest; monopolization of grant funds by individuals; report falsification; overpricing; acceptance of payments from beneficiaries; illegal activities; use of grant funds for ineligible purposes.
- E. The club must cooperate with any financial, grant, or operational audits.

2. Club Officer Responsibilities

The club officers hold primary responsibility for club qualification and the proper implementation of TRF grants.

Club officer responsibilities include:

- A. Appointing at least one club member to implement, manage, and maintain club qualification
- B. Ensuring that all TRF grants adhere to stewardship measures and proper grant management practices
- C. Ensuring that all individuals involved in a grant conduct their activities in a way that avoids any actual or perceived conflict of interest

3. Financial Management Plan

The club must have a written financial management plan to provide consistent administration of grant funds.

The financial management plan must include procedures to

- A. Maintain a standard set of accounts, which includes a complete record of all receipts and disbursements of grant funds
- B. Disburse grant funds, as appropriate
- C. Maintain segregation of duties for handling funds
- D. Establish an inventory system for equipment and other assets purchased with grant funds, and maintain records for items that are purchased, produced, or distributed through grant activities
- E. Ensure that all grant activities, including the conversion of funds, comply with local law

4. Bank Account Requirements

In order to receive grant funds, the club must have a dedicated bank account that is used solely for receiving and disbursing TRF grant funds.

- A. The club bank account must
 - 1. Have a minimum of two Rotarian signatories from the club for disbursements
 - 2. Be a low- or noninterest-bearing account
- B. Any interest earned must be documented and used for eligible, approved grant activities, or returned to TRF.
- C. A separate account should be opened for each club-sponsored grant, and the name of the account should clearly identify its use for grant funds.
- D. Grant funds may not be deposited in investment accounts including, but not limited to, mutual funds, certificates of deposit, bonds, and stocks.
- E. Bank statements must be available to support receipt and use of TRF grant funds.
- F. The club must maintain a written plan for transferring custody of the bank accounts in the event of a change in signatories.

5. Report on Use of Grant Funds

The club must adhere to all TRF reporting requirements. Grant reporting is a key aspect of grant management and stewardship, as it informs TRF of the grant's progress and how funds are spent.

6. Document Retention

The club must establish and maintain appropriate recordkeeping systems to preserve important documents related to qualification and TRF grants. Retaining these documents supports transparency in grant management and assists in the preparation for audits or financial assessments.

- A. Documents that must be maintained include, but are not limited to:
 - 1. Bank information, including copies of past statements
 - 2. Club qualification documents including a copy of the signed club MOU
 - 3. Documented plans and procedures, including:
 - a. Financial management plan
 - b. Procedure for storing documents and archives
 - c. Succession plan for bank account signatories and retention of information and documentation
 - 4. Information related to grants, including receipts and invoices for all purchases
- B. Club records must be accessible and available to Rotarians in the club and at the request of the district.
- C. Documents must be maintained for a minimum of five years, or longer if required by local law.

7. Reporting Misuse of Grant Funds

The club must report any potential and real misuse or mismanagement of grant funds to the district. This reporting fosters an environment in the club that does not tolerate the misuse of grant funds.

Authorization and Agreement

This memorandum of understanding is an agreement between the club and the district and acknowledges that the club will undertake measures to ensure the proper implementation of grant activities and proper management of Foundation grant funds. By authorizing this document, the club agrees to comply with all of the conditions and requirements of the MOU.

On behalf of the Rotary Club of _____, the undersigned agree to comply with all of the conditions and requirements of the MOU for Rotary year _____ and will notify Rotary International District _____ of any changes or revisions to club policies and procedures related to these requirements.

| Club President | |
|----------------|--|
| Term | |
| Name | |
| Signature | |
| Date | |

| Club President-elect | |
|----------------------|--|
| Term | |
| Name | |
| Signature | |
| Date | |

MEMORANDUM OF UNDERSTANDING

between

[HOST PARTNER]

and

[INTERNATIONAL PARTNER]

and

[COOPERATING ORGANIZATION]

1. Subject

Global Grant #[XXXXX] in [Community], [Country]

2. Purpose

This document serves to establish a framework of cooperation and agreement between the aforementioned parties as it pertains to the implementation of a project financed by a Rotary Foundation Global Grant.

3. Primary Contacts

| | [HOST PARTNER] | [INTL PARTNER] | [COOP ORG] |
|---------|----------------|----------------|------------|
| NAME | | | |
| ADDRESS | | | |
| PHONE | | | |
| E-MAIL | | | |

4. Understandings

- A. All parties affirm that Global Grant #[XXXXX] is initiated, controlled, and managed by the Rotary clubs and/or districts involved in the project.
- B. [HOST PARTNER] and [INTERNATIONAL PARTNER] affirm that [COOPERATING ORGANIZATION] is reputable and responsible and acts within all governing laws of the project country.
- C. All parties acknowledge that Global Grant #[XXXXX], if approved, will be awarded to [HOST PARTNER] and [INTERNATIONAL PARTNER] and not to [COOPERATING ORGANIZATION].
- D. All project funds will be in the custody of the partner Rotarians and will not be managed by [COOPERATING ORGANIZATION].
- E. [COOPERATING ORGANIZATION] must abide by The Rotary Foundation grant terms and conditions.
- F. [COOPERATING ORGANIZATION] and its involvement in this project may be subject to financial and operational review/audit by The Rotary Foundation.

5. [HOST PARTNER] shall:

- A.
- B.
- C.

6. [INTERNATIONAL PARTNER] shall:

- A.
- B.
- C.

7. [COOPERATING ORGANIZATION] shall:

- A.
- B.
- C.

8. Modification

Modifications within the scope of the instrument shall be made by mutual consent of the parties, by the issuance of a written modification, signed and dated by all parties, and approved by The Rotary Foundation prior to any changes being performed.

9. Conflict of Interest

Any real or perceived conflicts of interest must be disclosed to The Rotary Foundation, including any Rotarians serving as paid staff or board of directors for the cooperating organization.

10. Signatures

By signing below, the aforementioned parties agree to the terms of this memorandum of understanding.

[HOST PARTNER]

DATE

[INTERNATIONAL PARTNER]

DATE

[MANAGER, COOPERATING ORGANIZATION]

DATE

Areas of Focus

Statements of Purpose and Goals



With respect to the areas of focus policy statements, TRF notes that

1. The goals of Future Vision are to increase efficiency in grant processing and ensure quality of funded projects;
2. The content of each policy statement is intended to represent eligible and ineligible activities;
3. Eligible activities reflect those that Rotary clubs and districts have most often implemented;
4. Project planning is a bottom-up and host club/district-driven process;
5. All grant requests must comply with the policy statements related to each area of focus.

Peace and Conflict Prevention/Resolution

Rotary supports the training, education, and practice of peace and conflict prevention and resolution.

I. Area of Focus Statement of Purpose and Goals

TRF enables Rotarians to promote the practice of peace and conflict prevention/resolution by:

1. Training leaders, including potential youth leaders, to prevent and mediate conflict;
2. Supporting peace-building in communities and regions affected by conflict;
3. Supporting studies for career-minded professionals related to peace and conflict prevention/resolution.

II. Parameters for Eligibility

TRF considers activities targeting the following to be within the scope of the peace and conflict prevention/resolution area of focus:

1. Community activities targeting non-Rotarian participants, including conferences,

trainings, and camps, in support of nonviolence, peace-building, and human rights;

2. Facilitated conflict resolution workshops related to topics addressing community needs such as policy development, business activities across conflict lines, educational reform, and peace journalism;
3. Supporting initiatives addressing psychological effects of conflict;
4. Educating youth on preventive measures to avoid conflict;
5. Training programs or campaigns to address negative social dynamics in a community, including but not limited to anti-gang efforts and those to overcome radical differences;
6. Communication and arbitration among parties previously engaged in direct conflict;
7. Vocational training teams supporting the above activities;
8. Scholarships for graduate-level study in programs related to peace and conflict prevention/resolution.

TRF considers activities targeting the following to be outside the scope of the peace and conflict prevention/resolution area of focus and as such are **not eligible** for global grant funding:

1. Peace conferences targeting Rotarian participants;
2. Enrollment at a Rotary Peace Center partner university in the same, or similar, academic program as those pursued by Rotary Peace Fellows.

III. Elements of Successful Humanitarian Projects and Vocational Training Teams

Global grants are:

1. Sustainable – communities are able to address their peace and conflict needs after the Rotary club/district has completed its work;
2. Measurable – sponsors can select standard measures for their area of focus from the Monitoring and Evaluation Toolkit or use their own measures to show the good results of their work;
3. Community driven – designed by the host community based upon the needs they have identified;
4. Aligned with an area of focus – as defined in the policy documents.

IV. Elements of Successful Scholarships

Global grants support graduate-level scholarships for career-minded professionals. TRF considers the following when evaluating global grant scholarship applications:

1. The applicant's previous work experience in the field of peace and conflict prevention/resolution;

2. Academic program alignment with peace and conflict prevention/resolution.
 - a. Examples of preferred academic programs include conflict prevention/resolution, peace and justice studies, and international relations or law with a specialization in peace and conflict;
 - b. Programs that will be considered favorably include those that focus directly on peace and conflict issues;
 - c. Programs that will **not** be considered favorably include those that relate to general international relations or law.
3. The applicant's career plans as they relate to peace and conflict prevention/resolution.

Disease Prevention and Treatment

Rotary supports activities and training that reduce the cause and effect of disease.

I. Area of Focus Statement of Purpose and Goals

TRF enables Rotarians to prevent disease and promote health by:

1. Improving the capacity of local health care professionals;
2. Promoting disease prevention programs, with the goal of limiting the spread of communicable diseases and reducing the incidences of and complications from non-communicable diseases;
3. Enhancing the health infrastructure of local communities;
4. Educating and mobilizing communities to help prevent the spread of major diseases;
5. Preventing physical disability resulting from disease or injury;
6. Supporting studies for career-minded professionals related to disease prevention and treatment.

II. Parameters for Eligibility

TRF considers activities targeting the following to be within the scope of the disease prevention and treatment area of focus:

A. Prevention and Control of Communicable Diseases

1. Testing with counseling and referrals/admission to treatment;
2. Education on preventing transmission of disease and supplies that may assist with these prevention efforts;
3. Providing mobile technology equipment and vehicles to monitor and treat patients;

4. Equipment supported by the local health infrastructure that includes appropriate operational and maintenance plans;
5. Provision of prevention programs, such as vaccinations, male circumcision or pre-exposure prophylaxis;
6. Providing technical platform and training in its operation for the tracking and monitoring of disease diagnosis and treatment;
7. Treatment of communicable diseases that includes a component to prevent disease, improve training of health service professionals, or provide public health education to improve the long-term health of a community.

B. Mosquito-Borne Illnesses and Illnesses Transmitted by Other Vectors (Organisms That Transmit Pathogens)

1. Providing bednets and preventative medications;
2. Providing supplies that help with safe storage of standing water and training on interrupting the lifecycle of mosquitoes;
3. Developing drainage systems to prevent and control diseases;
4. Providing for removal of vectors other than mosquitoes.

C. Prevention and Control of Noncommunicable Diseases

1. Providing materials and training to prevent physical disability due to disease or injury;
2. Community education, intervention programs, and early screening programs with the goal of reducing the incidence and prevalence of chronic diseases;
3. Providing mobile technology equipment and vehicles to monitor and treat patients;
4. Equipment supported by the local health infrastructure that includes appropriate operational and maintenance plans;
5. Lifesaving surgeries and surgeries to address congenital problems provided they are supported by the local health infrastructure and include appropriate follow-up care;
6. Treatment of noncommunicable diseases that includes a component to prevent disease, improve training of health service professionals, or provide public health education to improve the long-term health of a community.

D. Other Activities

1. Scholarships for graduate-level study in programs related to disease prevention and treatment;
2. Vocational training teams that focus on educational components related to activities outlined above.

TRF considers activities targeting the following to be outside the scope of the disease prevention and treatment area of focus and as such are not eligible for global grant

funding:

1. Projects that consist exclusively of an equipment purchase, unless supported by the local health infrastructure that includes appropriate operational and maintenance plans;
2. Medical missions/surgical team trips that do not provide educational outreach programs or significant capacity building in the project country.

III. Elements of Successful Humanitarian Projects and Vocational Training Teams

Global grants are:

1. Sustainable – communities are able to address their disease prevention and treatment needs after the Rotary club/district has completed its work;
2. Measurable – sponsors can select standard measures for their area of focus from the Monitoring and Evaluation Toolkit or use their own measures to show the good results of their work;
3. Community driven – designed by the host community based upon the needs they have identified;
4. Aligned with an area of focus – as defined in the policy documents.

IV. Elements of Successful Scholarships

Global grants support graduate-level scholarships for career-minded professionals.

TRF considers the following when evaluating global grant scholarship applications:

1. The applicant's previous work experience in the field of disease prevention and treatment;
2. Academic program alignment with disease prevention and treatment. Examples of academic programs include public health, advanced degrees in nursing and medicine;
3. The applicant's career plans as they relate to disease prevention and treatment.

Water and Sanitation

Rotary supports activities and training to provide access to safe drinking water and basic sanitation.

I. Area of Focus Statement of Purpose and Goals

TRF enables Rotarians to ensure that people have sustainable access to water and sanitation by:

1. Providing equitable community access to safe water, improved sanitation and

- hygiene;
- 2. Strengthening the ability of communities to develop, fund and maintain sustainable water and sanitation systems;
- 3. Supporting programs that enhance communities' awareness of the benefits of safe water, sanitation and hygiene;
- 4. Supporting studies for career-minded professionals related to water and sanitation.

II. Parameters for Eligibility

TRF considers activities targeting the following to be within the scope of the water and sanitation area of focus:

- 1. Access to safe drinking water (i.e. supply and quality);
- 2. Access to improved sanitation;
- 3. Improved hygiene;
- 4. Community development and management of systems for sustainability;
- 5. Watershed management and food security plans that depend on adequate water supply;
- 6. Water for production (i.e. crops, livestock, etc.);
- 7. Vocational training teams supporting the above activities;
- 8. Scholarships for graduate-level study in programs related to water and sanitation.

III. Elements of Successful Humanitarian Projects and Vocational Training Teams

Global grants are:

- 1. Sustainable – communities are able to address their water, sanitation and hygiene needs after the Rotary club/district has completed its work;
- 2. Measurable – sponsors can select standard measures for their area of focus from the Monitoring and Evaluation Toolkit or use their own measures to show the good results of their work;
- 3. Community driven – designed by the host community based upon the needs they have identified;
- 4. Aligned with an area of focus – as defined in the policy documents.

IV. Elements of Successful Scholarships

Global grants support graduate-level scholarships for career-minded professionals.

TRF considers the following when evaluating global grant scholarship applications:

- 1. The applicant's previous work experience in the field of water and sanitation;
- 2. Academic program alignment with water and sanitation. Examples of academic

programs include water science/engineering, water management, environmental science, epidemiology, and parasitology;

3. The applicant's career plans as they relate to water and sanitation.

Maternal and Child Health

Rotary supports activities and training to improve maternal health and reduce child mortality for children under five.

I. Area of Focus Statement of Purpose and Goals

TRF enables Rotarians to improve the health of mothers and their children by

1. Reducing the mortality and morbidity rate for children under the age of five;
2. Reducing the maternal mortality and morbidity rate;
3. Improving access to essential medical services, trained community health leaders and health care providers for mothers and their children;
4. Supporting studies for career-minded professionals related to maternal and child health.

II. Parameters for Eligibility

TRF considers activities targeting the following to be within the scope of the maternal and child health area of focus:

1. Prenatal care for pregnant women;
2. Labor and delivery services for pregnant women;
3. Providing medical equipment to underserved clinics and hospital maternity wards, when provided in conjunction with prenatal care educational activities;
4. Training and/or "train the trainer" initiatives for maternal and child health professionals and leaders (i.e. doctors, nurses, community health workers, and midwives);
5. Training and/or "train the trainer" initiatives for skilled birth attendants;
6. Prenatal and child care educational activities for parents and families;
7. Initiatives that build upon and/or improve capacity of existing community initiatives and/or local women's groups pertaining to maternal and child health;
8. Education about and access to birth control, family planning and/or disease prevention and reduction initiatives, inclusive of HIV/AIDS and human papillomavirus¹ (HPV);

¹ HPV is the necessary, but not sufficient, cause of cancer of the cervix as well as other cancers that affect both men and women. In developing countries, cervical cancer is one of the most common cancers in women with high mortality rates, due to lack of screening which is widely available in developed countries and no/limited availability and access to HPV vaccine – a proven preventive vaccine.

9. Education and training on sexual health, particularly for adolescent girls;
10. Vocational training teams that focus on educational components related to activities outlined above, whether intended for the public, traditional health leaders or health professionals in the recipient community;
11. Scholarships for graduate-level study in programs related to maternal and child health;
12. Relevant immunization for children under five;
13. Relevant immunizations for women and adolescent girls;
14. Interventions to combat pneumonia, diarrhea, malaria, and/or measles for mothers and children under five;
15. Interventions to reduce the impact of sexually transmitted disease in women, e.g., HIV/AIDS, cancer of the cervix, gonorrhea and syphilis, etc.
16. Preventing mother-to-child transmission of HIV;
17. Promotion of breastfeeding and other interventions to fight malnutrition;
18. Surgical repair of fistula;
19. Surgeries/procedures to correct cleft palates.
20. Life-saving surgeries to address congenital problems provided they are supported by the local health infrastructure and include appropriate follow-up care.

TRF considers activities targeting the following to be outside the scope of the maternal and child health area of focus and as such are not eligible for global grant funding:

1. Medical missions/surgical team trips that do not provide significant capacity building in the project country.

III. Elements of Successful Humanitarian Projects and Vocational Training Teams

Global grants are:

1. Sustainable – communities are able to address their maternal and child health needs after the Rotary club/district has completed its work;
2. Measurable – sponsors can select standard measures for their area of focus from the Monitoring and Evaluation Toolkit or use their own measures to show the good results of their work;
3. Community driven – designed by the host community based upon the needs they have identified;
4. Aligned with an area of focus – as defined in the policy documents.

IV. Elements of Successful Scholarships

Global grants support graduate-level scholarships for career-minded professionals. TRF considers the following when evaluating global grant scholarship applications:

1. The applicant's previous work experience in the field of maternal and child health;
2. Academic program alignment with maternal and child health. Examples of academic programs include epidemiology, nutrition, global health, public health, and health promotion and degrees in nursing and medicine;
3. The applicant's career plans as they relate to maternal and child health.

Basic Education and Literacy

Rotary supports activities and training to improve education for all children and literacy for children and adults.

I. Area of Focus Statement of Purpose and Goals

TRF enables Rotarians to ensure that all people have sustainable access to basic education and literacy by:

1. Involving the community to support programs that strengthen the capacity of communities to provide basic education and literacy to all;
2. Increasing adult literacy in communities;
3. Working to reduce gender disparity in education;
4. Supporting studies for career-minded professionals related to basic education and literacy.

II. Parameters for Eligibility

TRF considers activities targeting the following to be within the scope of the basic education and literacy area of focus:

1. Access to quality basic primary and secondary education;
2. Educating adults in literacy;
3. Providing training in teaching literacy, curriculum development and school administration;
4. Strengthening educational experience through improved materials and facilities;
5. Community management of education systems;
6. Vocational training teams supporting the above activities;
7. Scholarships for graduate-level study in programs related to basic education and literacy.

TRF considers activities targeting the following to be outside the scope of the basic education and literacy area of focus and as such are not eligible for global grant funding:

1. Projects that consist exclusively of equipment purchases;
2. Projects that provide tuition or school supplies without the means for the community to provide these in the future.

III. Elements of Successful Humanitarian Projects and Vocational Training Teams

Global grants are:

1. Sustainable – communities are able to address their basic education and literacy needs after the Rotary club/district has completed its work;
2. Measurable – sponsors can select standard measures for their area of focus from the Monitoring and Evaluation Toolkit or use their own measures to show the good results of their work;
3. Community driven – designed by the host community based upon the needs they have identified;
4. Aligned with an area of focus – as defined in the policy documents.

IV. Elements of Successful Scholarships

Global grants support graduate-level scholarships for career-minded professionals.

TRF considers the following when evaluating global grant scholarship applications:

1. The applicant's previous work experience in the field of basic education and literacy;
2. Academic program alignment with basic education and literacy. Examples of academic programs include education, literacy, curriculum development, special education, and school administration;
3. The applicant's future career plans as they relate to basic education and literacy.

Economic and Community Development

Rotary supports investments in people to create measurable and enduring economic improvement in their lives and communities.

I. Area of Focus Statement of Purpose and Goals

TRF enables Rotarians to invest in people by creating sustainable, measurable and long term economic improvements in their communities and livelihoods by

1. Building the capacity of entrepreneurs, community leaders, local organizations, and community networks to support economic development in impoverished communities;
2. Developing opportunities for productive work;

3. Reducing poverty in underserved communities;
4. Supporting studies for career-minded professionals related to economic and community development.

II. Parameters for Eligibility

TRF considers activities targeting the following to be within the scope of the economic and community development area of focus:

1. Access to financial services for the poor, which may include but are not limited to microcredit, savings, or insurance;
2. Training related to economic and community development including but not limited to entrepreneurship, community leadership, vocational, and financial literacy;
3. Small business/cooperative/social enterprise development and income-generating activities for the poor, including but not limited to the organization of village-wide businesses that provide employment;
4. Agricultural development for subsistence and small farmers, including but not limited to the facilitation of access to markets;
5. Community-led and coordinated adopt-a-village or comprehensive community development activities;
6. Vocational training teams supporting the above activities;
7. Scholarships for graduate-level study in programs related to grass-roots economic development and programs specifically designated in community development.

TRF considers activities targeting the following to be outside the scope of the economic and community development area of focus and as such are not eligible for global grant funding:

1. Community infrastructure projects, if they are not part of a larger income generating activity;
2. Community beautification projects;
3. Construction or rehabilitation of community centers.

III. Elements of Successful Humanitarian Projects and Vocational Training Teams

Global grants are:

1. Sustainable – communities are able to address their economic and community development needs after the Rotary club/district has completed its work;
2. Measurable – sponsors can select standard measures for their area of focus from the Monitoring and Evaluation Toolkit or use their own measures to show the good results of their work;

3. Community driven – global grants are designed by the host community based upon the needs they have identified;
4. Aligned with an area of focus – as defined in the policy documents.

IV. Elements of Successful Scholarships

Global grants support graduate-level scholarships for career-minded professionals. TRF considers the following when evaluating global grant scholarship applications:

1. The applicant's previous work experience in the field of economic and community development. Applicants are expected to demonstrate how their work contributed to the economic well-being of poor or underserved communities.
2. Academic program alignment with economic and community development:
 - a. Examples of preferred academic programs include social science degrees with a specific focus on economic and community development, and business degrees tailored for social business or microcredit;
 - b. Programs that will be favorably considered include those that
 - i. Focus on grass-roots economic development strategies;
 - ii. Focus on addressing economic issues of poor and underserved communities;
 - iii. Support social business development, such as a tailored track within a Masters of Business Administration program;
 - iv. Include "community development" in the name of the program or tailored track;
 - c. Programs that will not be favorably considered include those that
 - i. Focus on purely theoretical or macro-level economics;
 - ii. Support general private business development, such as a masters of business administration;
 - iii. Connect in a general way to the field of community development but do not include "community development" in the name of the program or tailored track.
3. The applicant's career plans as they relate to economic and community development.
 - a. Careers that will be considered favorably include those that
 - i. Focus on improving the economic well-being of poor and underserved communities;
 - ii. Are in a non-profit or social enterprise environment;
 - b. Careers that will not be considered favorably include those that focus on general business activities in a private or corporate environment.

Global Grant Monitoring and Evaluation Plan Supplement



Global grant sponsors for humanitarian projects and vocational training teams must submit a monitoring and evaluation plan with their grant application. This supplement contains The Rotary Foundation standard measures for each area of focus as well as the standard terminology, definitions, and measurement methods. Following these standards helps ensure that the Foundation can track worldwide Rotarian efforts and accomplishments, and publish the results using the definitions used by other nonprofit organizations.

STEPS FOR MONITORING AND EVALUATION PLAN

1. Establish clear project goals.
2. Identify applicable Rotary Foundation standard measures.
3. Identify additional project-specific measures.*
4. Establish baseline data and the methods you'll use to collect data.
5. Submit the plan as part of the online application.
6. Collect data during the project, and monitor progress.
7. Evaluate data and submit results to the online report. Modify the documentation to include actual results.

*Add only measures that clearly link to specific goals and will demonstrate the project's impact on participants' lives, knowledge, or health.

BASIC EDUCATION AND LITERACY MEASURES

The Rotary Foundation promotes education and literacy for all by

- Ensuring that children have access to quality basic education
- Reducing gender disparity in education
- Increasing adult literacy
- Strengthening the capacity of communities to support basic education and literacy
- Supporting studies related to basic education and literacy

| Measure | Measurement Options | Data Collection Notes |
|---|---|---|
| Total number of direct beneficiaries | Grant records and reports Direct observation | Do not simply report on the number of individuals living in a specific community or region. |
| Number of benefiting school-age students | Direct observation Public records Grant records and reports | Avoid double counting. |
| Number of new school-age students | Public records Grant records and reports | |
| Number of new female school-age students | Public records Grant records and reports | |
| Number of teachers receiving training in adult education | Direct observation Grant records and reports | Avoid double counting. |
| Number of adults receiving literacy training | Direct observation Grant records and reports | Avoid double counting. |
| Number of institutions participating in program | Grant records and reports | |
| Number of adults using new literacy skills | Focus groups and interviews Questionnaires and surveys | Avoid double counting. |
| Number of new teaching positions created | Public records Grant records and reports | |

Rotary Foundation standard terms used in measures are shown in **bold**; definitions are listed in the glossary.

DISEASE PREVENTION AND TREATMENT MEASURES

The Rotary Foundation reduces the causes and effects of disease by

- Improving the capacity of local health care professionals
- Combating the spread of HIV/AIDS, malaria, and other major diseases
- Enhancing the health infrastructure of local communities
- Educating and mobilizing communities to help prevent the spread of major diseases
- Supporting studies related to disease prevention and treatment

| Measure | Measurement Options | Data Collection Notes |
|--|---|---|
| Total number of direct beneficiaries | Grant records and reports Direct observation | Do not simply report on the number of individuals living in a specific community or region. |
| Number of medical and health professionals trained | Grant records and reports Direct observation Public records | Avoid double counting. |
| Number of individuals reporting better quality of health care services | Questionnaires and surveys | |
| Number of recipients of disease prevention intervention | Grant records and reports Direct observation Questionnaires and surveys | Do not simply report on the number of individuals living in a specific community or region. |
| Number of communities reporting decrease in cases of disease targeted | Grant records and reports Direct observation Public records | |
| Number of benefiting health facilities | Grant records and reports Public records | |
| Number of communities reporting an increase in access to local health facilities | Grant records and reports Questionnaires and surveys | |
| Number of health-focused events | Grant records and reports Direct observation | |
| Number of health education campaigns | Grant records and reports | |

Rotary Foundation standard terms used in measures are shown in **bold**; definitions are listed in the glossary.

ECONOMIC AND COMMUNITY DEVELOPMENT MEASURES

The Rotary Foundation invests in people to create measurable and enduring economic improvement in their lives and communities by

- Strengthening the development of local entrepreneurs and community leaders, particularly women, in impoverished communities
- Developing opportunities for decent and productive work, particularly for youth
- Building the capacity of local organizations and community networks to support economic development
- Supporting studies related to economic and community development

| Measure | Measurement Options | Data Collection Notes |
|---|---|---|
| Total number of direct beneficiaries | Grant records and reports Direct observation | Do not simply report on the number of individuals living in a specific community or region. |
| Number of entrepreneurs supported | Grant records and reports Direct observation | |
| Number of businesses supported | Grant records and reports Direct observation | |
| Number of individuals trained | Grant records and reports Direct observation | Avoid double counting. |
| Number of jobs created | Employer surveys/questionnaires | |
| Number of youth employed in income-generating activities | Grant records and reports Direct observation Questionnaires and surveys | Count only youth who participated in the project and as a result started new employment activities. |

Rotary Foundation standard terms used in measures are shown in **bold**; definitions are listed in the glossary.

MATERNAL AND CHILD HEALTH MEASURES

The Rotary Foundation improves the lives of mothers and their children by

- Reducing the mortality rate for children under age 5
- Reducing the maternal mortality rate
- Improving access to essential medical services and trained health care providers for mothers and their children
- Supporting studies related to maternal and child health

| Measure | Measurement Options | DataCollection Notes |
|---|---|---|
| Total number of direct beneficiaries | Grant records and reports Direct observation | Do not simply report on the number of individuals living in a specific community or region. |
| Number of children under age 5 receiving medical treatment | Grant records and reports Direct observation Public records | |
| Number of mothers receiving prenatal care | Grant records and reports Direct observation Public records Questionnaires and surveys | |
| Number of maternal and child health professionals trained | Grant records and reports Direct observation | Avoid double counting. |
| Number of communities that report decreased child mortality rates of children under age 5 | | |
| Number of communities that report decreased morbidity rates of children under age 5 | Public records | |
| Number of communities that report decreased maternal mortality rates | Grant records and reports Public records | |
| Number of communities that report decreased morbidity rates of mothers | Public records Questionnaires and surveys | |
| Number of benefiting health facilities | Grant records and reports Direct observation | |

Rotary Foundation standard terms used in measures are shown in **bold**; definitions are listed in the glossary.

PEACE AND CONFLICT PREVENTION/RESOLUTION MEASURES

The Rotary Foundation promotes the practice of peace and conflict prevention/resolution by

- Strengthening local peace efforts
- Training local leaders to prevent and mediate conflict
- Supporting long-term peace-building in areas affected by conflict
- Assisting vulnerable populations affected by conflict, particularly children and youth
- Supporting studies related to peace and conflict resolution

| Measure | Measurement Options | Data Collection Notes |
|--|---|---|
| Total number of direct beneficiaries | Grant records and reports Direct observation | Do not simply report on the number of individuals living in a specific community or region. |
| Number of groups/organizations participating in peace-building efforts | Grant records and reports Direct observation Questionnaires and surveys | |
| Number of communities that reported reduction in level of conflict | Interviews and focus groups Questionnaires and surveys | |
| Number of individuals trained | Grant records and reports Direct observation | Avoid double counting. |
| Number of conflicts mediated | Focus groups and interviews Questionnaires and surveys | |

Rotary Foundation standard terms used in measures are shown in **bold**; definitions are listed in the glossary.

WATER AND SANITATION MEASURES

The Rotary Foundation ensures that people have sustainable access to water and sanitation by

- Increasing equitable community access to safe drinking water and basic sanitation
- Strengthening the ability of communities to develop and maintain sustainable water and sanitation systems
- Educating communities about safe water, sanitation, and hygiene
- Supporting studies related to water and sanitation

| Measure | Measurement Options | Data Collection Notes |
|--|---|---|
| Total number of direct beneficiaries | Grant records and reports Direct observation | Do not simply report on the number of individuals living in a specific community or region. |
| Number of people with access to improved sources of drinking water | Direct observation Grant records and reports Questionnaires and surveys Public records | |
| Number of people with access to improved sanitation facilities | Direct observation Grant records and reports Questionnaires and surveys Public records | |
| Number of people with access to disinfected water through household water treatment | Direct observation Grant records and reports Questionnaires and surveys Testing | |
| Number of individuals trained | Direct observation Grant records and reports | Avoid double counting. |
| Number of communities with a functioning governance committee in place | Direct observation Questionnaires and surveys Grant records and reports | |
| Number of communities utilizing a tariff/usage fee structure | Direct observation Questionnaires and surveys Grant records and reports | |

Rotary Foundation standard terms used in measures are shown in **bold**; definitions are listed in the glossary.

DATA COLLECTION METHODS

| Method | Definition | Useful for ... |
|---------------------------|--|--|
| Direct observation | Information collected while visiting the project site and viewing the activities firsthand | Providing/observing direct provision of a service, such as leading a training or treating a patient |
| Focus group/interview | In-depth conversation with an individual (interview) or multiple beneficiaries (focus group) in which specific questions are posed by the interviewer/facilitator in order to collect specific information | Digging deeper into the impacts of a project and the experiences of beneficiaries; soliciting qualitative data; can be customized to sponsors' needs |
| Grant records and reports | Documents kept by project sponsors on project participation, activities, and impacts for the use of Rotarians, RI/Rotary Foundation, and others | Documenting basic information (e.g., outputs, counts) required by The Rotary Foundation |
| Public records | Documents containing data available to the public from the government, a private entity, or other organization | Accessing standard information collected by an outside entity; can supplement information collected by the sponsors |
| Questionnaire/survey | An assessment tool that uses specific questions to gather data on attitudes, impressions, opinions, satisfaction levels, etc., from individuals in a beneficiary population | Gathering quantitative and qualitative data from a beneficiary group; can be customized to the sponsors' needs |
| Satellite imagery | Digital data obtained using a global positioning device | Recording the location of activities implemented in multiple places, such as boreholes, health clinics, schools, etc. |
| Testing | A procedure to determine a specific result | Determining the result of a specific activity; providing quantitative data |

MONITORING PLAN TEMPLATE

| Measure | Definition | Target | Method | Schedule |
|---|--|---|--|--|
| Identify and include the applicable standard measures developed by The Rotary Foundation. | Use the standard Foundation definitions listed in the monitoring and evaluation supplement. | Establish a specific numeric value that represents the expected, unduplicated target for the full grant period. | Describe how measurement data will be collected. Use the measurement options listed in this document as a guide. | Indicate the specific timeline you will use to collect measurement data. |
| Identify and include additional project-specific measures. | Clearly define terms used in the project-specific measures. Use the definitions of standard measures as a guide. | Establish a specific numeric value that represents the expected, unduplicated target for the full grant period. | Describe how measurement data will be collected. Use this document as a guide. | Indicate the specific timeline you will use to collect measurement data. |

SAMPLE MONITORING PLAN

Brief project description: To prepare youth for formal and informal employment and increase incomes of the participants.

| Measure | Definition | Target | Method | Schedule |
|--------------------------------------|----------------------------|---|--|---|
| Total number of direct beneficiaries | Rotary Foundation standard | 180 (60 new, unduplicated youth involved in project activities each year for three years) | Participant records will be maintained. Training will occur over a six-month period, after which participating youth will receive ongoing mentoring. | Monthly compilation of participant records related to training. Quarterly mentoring reports. |
| Number of youth trained | | 180 (60 new, unduplicated youth involved in training each year for three years) | Attendance records will be maintained for all training sessions. | Attendance records will be compiled on a rolling basis throughout the six months of training conducted each year. |

| Measure | Definition | Target | Method | Schedule |
|---|-------------------|---|---|---|
| Number of youth employed in income-generating activities | | 60 (20 youth employed in formal positions and 40 engaged in entrepreneurial income-generating activities) | Active and inactive participants will be contacted via survey to determine their employment status. Only those youth who indicate formal or informal employment in more than one survey will be counted. | Surveys will be conducted for all participants every six months. |
| Number of youth receiving completion certificates from training program | | 144 (total training hours=240) Eighty percent of participants will attend at least 190 hours of training and receive a passing grade for each training module. | Attendance records will be maintained for all training sessions. Pretests will be administered and results used to tailor training content. Post-tests will be administered and graded. Satisfaction surveys will be administered for quality-control purposes. | Attendance records will be compiled on a rolling basis throughout the six months of training conducted each year. Tests will be administered at the beginning and end of each monthly training module. Satisfaction surveys will be administered quarterly. |
| Number of youth who benefited from a mentoring relationship | | 90 (mentoring hours necessary to reach minimum requirements=24) | Mentoring reports will be collected from both mentors and youth. Reports will include hours of interaction, mentoring topics, and participant satisfaction data. | Mentoring reports will be collected quarterly. |

Glossary of Rotary Foundation Standard Measures

adult individual over age 18

adult education training in basic skills, such as reading, writing, and proficiency in local language, for adult students

basic education training in basic skills, such as reading, writing, and proficiency in local language, for students 18 and under

better quality more affordable, more efficient, more effective, or a greater variety

business an income-generating activity, small business, cooperative, or social enterprise

case of disease occurrence of a particular illness or disease; can be measured by cumulative incidence (the number of new cases within a specific period)

child mortality rate the number of children who die before reaching the age of 5 per 1,000 live births

community an individual village, geographic area, or medical institution

conflict a dispute that has, or may potentially have, broad negative impact within a community or region

data facts, statistics, or items of information. **Quantitative data** (numeric) provides a view into the effectiveness of project activities. **Qualitative data** (descriptive) is gathered through stories, statements, or opinions. **Baseline data** is collected before project implementation to provide a clear picture of the situation before any intervention. **Routine data** is collected continuously, typically by a non-Rotary entity. **Nonroutine data** is collected less frequently and is typically initiated by Rotarians for the purposes of monitoring and evaluating a project.

data collection the process of identifying and gathering data from sources directly related to project activities

direct beneficiary a recipient of a clear and immediate benefit from project activities

disease prevention intervention an activity intended to prevent and/or treat a specific disease

double counting a data collection error that counts an individual or group more than once when documenting beneficiaries. To avoid, create a documentation system that includes multiple distinguishing factors of each beneficiary that can be cross-referenced across records and that ensures multiple reporting partners are not double counting.

employment formal positions and/or entrepreneurial and informal income-generating activities

entrepreneur a current or potential small-business owner or a person engaged in informal income-generating activities

group/organization a formal or informal collection of individuals who come together for a specific purpose

health care services preventive measures, such as education or screening, and treatments, such as the provision of drugs (e.g., antiretrovirals), intended to cure or alleviate the effects of a disease

health education campaign dissemination of reliable, fact-based information intended to increase awareness of how to prevent and/or treat a disease. Campaigns may consist of information sessions or involve a training curriculum; others may involve use of posters, billboards, radio, and other media to inform community members.

health facility location where health care is provided; can include hospitals, clinics, laboratories, etc.

health-focused event an organized gathering where attendees receive information or services intended to increase their awareness about how to prevent and/or treat disease (e.g., health fairs, trainings, disease screenings, etc.).

household water treatment household water treatment options proven to be effective in decreasing diarrheal diseases, such as boiling, chlorination, filtration, and solar disinfection

impact a direct effect of a project or activity on a person, community, etc.

improved sanitation flush or pour/flush facilities connected to a piped sewer system or septic system; pit latrines with a slab; ventilated improved pit latrines; composting toilets. Unimproved sanitation includes flush or pour/flush toilets without a sewer connection; pit latrines without slab; bucket latrines; hanging toilets/latrines; no facilities/open defecation

improved sources of drinking water piped water into dwelling or to yard/plot; public tap or standpipe; tubewell or borehole; protected dug well; protected spring; rainwater. Unimproved sources include unprotected dug well; unprotected spring; tanker-truck; car with small tank/drum; surface water; bottled water (considered to be improved only when the household uses drinking water from an improved source for cooking and personal hygiene).¹

institution an entity involved in the direct provision of project activities

in use still functioning properly, being used regularly and appropriately, and maintained consistently by the beneficiary population

job created a position that did not exist before the project and can be directly attributed to the project

literacy training education that either specifically targets reading and writing skills to students 18 and older or that provides skills for teachers to use in educating adult students

local leader a person who occupies a place of status within the community, either in a formal or informal role

¹ WHO/UNICEF Joint Monitoring Programme for Water Supply and Sanitation

maternal death the death of a woman while pregnant or within 42 days of termination of pregnancy

maternal mortality rate the number of maternal deaths per 1,000 live births

mediation a process in which an impartial third party helps people resolve a dispute or plan a transaction

medical and health professional a doctor, nurse, midwife, medical student, technician, community health worker, or health educator

monitoring the routine process of collecting specific data as agreed upon before project implementation

new previously nonexistent and directly resulting from a project

outcome an expected positive change in the knowledge, behaviors, or circumstances of project beneficiaries as a result of the project; established before the project is implemented

output an activity conducted during the implementation of a project in order to reach its expected outcomes

peace-building the prevention and/or resolution of conflict

point-of-use technology household water treatment options proven to be effective in decreasing diarrheal diseases, such as boiling, chlorination, filtration, and solar disinfection

prenatal care a minimum of four visits with a trained health care worker over the course of a pregnancy. Each visit can include:²

- Monitoring of progress of pregnancy and assessment of maternal and fetal well-being
- Detection of problems complicating pregnancy
- Birth planning, advice on danger signs, and emergency preparedness

preventive medical treatment immunizations, micronutrient supplements, oral rehydration therapy for diarrhea, antibiotic treatment for pneumonia and other respiratory infections, administration of antimalarial (e.g., chloroquine, artemisinin), or antiretroviral drugs

recipient an individual who receives services as part of a project activity

school-age student an individual age 18 or under attending primary or secondary schools

teaching position position in a school or formal community-based education facility

testing an activity to determine a specific result, including water quality, retention of information, or effect of a medical treatment

training instruction on a specific topic or curriculum; may be conducted multiple times

² WHO-Recommended Interventions for Improving Maternal and Newborn Health

vulnerable population a group of people considered at risk because of demographic characteristics (such as age, gender, or race/ethnicity) or economic status, illness, disability, or place of residence

water facility a system that provides water to one or more individuals, either at the household or community level

youth individuals ages 12 through 25

Resources

Monitoring and Evaluation Fundamentals: A Self-Guided Mini-Course

<http://www.cpc.unc.edu/measure/publications/pdf/ms-07-20.pdf>

Active Learning Network for Accountability and Performance in Humanitarian Action

www.alnap.org

Global Grant Scholarships Supplement



The Rotary Foundation awards scholarships through global grants and district grants. This document will focus on global grant scholars. Global grant scholars plan to pursue a career in an area of focus, and their graduate-level educational goals should support this career interest. The following chart compares scholarships under the new grant model with Ambassadorial Scholarships to give Rotarians a better understanding of what scholarships will look like under the new Rotary Foundation grants. For additional information on district grant scholarships, clubs should contact their district Rotary Foundation committee, and districts should refer to the *District Rotary Foundation Committee Manual*.

SCHOLARSHIPS COMPARISON

| | Ambassadorial Scholarships | Global Grant Scholarships | District Grant Scholarships |
|---------------------------|---|---|---|
| Cost | US\$25,000 | US\$30,000+ | Various amounts |
| Funding | Flat grant award; districts responsible for allocating full amount out of DDF | Clubs and districts allocate DDF and/or cash, which receives a World Fund match of 100 percent for DDF and 50 percent for cash. | Districts use funds from a block grant from DDF to fund scholars for any level of study, for any length of time, both locally and abroad. |
| Application | Available online; must be submitted to local Rotary club | Available online ; must be submitted to local Rotary club | At the discretion of the sponsoring Rotarians; must contact local club/district for specific information |
| REQUIREMENTS | | | |
| Area of Focus | No | Yes. Studies must be in one of the six areas of focus . | No |
| International Institution | Yes | Yes | No; award can be used both locally and abroad. |
| Host Counselor and Club | Yes | Yes | No, but may be arranged by sponsoring Rotarians if desired |

| | Ambassadorial Scholarships | Global Grant Scholarships | District Grant Scholarships |
|---|--|---|---|
| Predeparture Documents | <p>Scholar sends to TRF Scholarships Department:</p> <ul style="list-style-type: none"> • Scholarship Acceptance Form • Biographical Data and Housing Form • A copy of admission letter • Language exam results (if required) • Rotary Insurance Certificate form • Rotary Medical Certificate form • A copy of passport • A copy of visa • Travel Option Form (Option 1, 2, or 3) • A copy of travel itinerary • Electronic Funds Transfer Bank Information Form | <p>Scholar provides to sponsoring Rotarians:</p> <ul style="list-style-type: none"> • Proof of admission • Proof of insurance that meets TRF requirements | At the discretion of the sponsoring Rotarians |
| Rotary Club Presentations | <p>Yes</p> <p>Predeparture: 1 to sponsor club</p> <p>During scholarship: 10-15 to Rotary/non-Rotary audiences</p> <p>After return: 8-10 to Rotary/non-Rotary audiences</p> | Determined by international and host Rotarians | Determined by international and host Rotarians |
| Reports | <p>Yes; submitted to scholarship coordinator</p> <p>First report at midyear</p> <p>Final report at end of studies</p> | <p>Yes; submitted to sponsoring Rotarians</p> <p>First report within 12 months of receiving first payment</p> <p>Subsequent reports every 12 months thereafter for the duration of the scholarship</p> <p>Final report within 2 months of scholarship's end</p> <p>Receipts for expenses equal to or greater than US\$75 must be supplied with reports.</p> | <p>Yes; submitted to sponsoring district Rotarians</p> <p>Must submit receipts for expenses equal to or greater than US\$75 for district reporting purposes; any other requirements determined by district.</p> |
| Acceptance to University at Application | <p>No; TRF Scholarships Department assigns district candidate to university.</p> <p>Scholar is responsible for gaining admission.</p> | Yes; scholar must be accepted to specific university at the time of application. | At the discretion of the sponsoring Rotarians |

| | Ambassadorial Scholarships | Global Grant Scholarships | District Grant Scholarships |
|--|---|---|---|
| Scholarship Administration | TRF Scholarships Department provides scholar with payments. | Club/district provides scholar with award payment. | Club/district responsible for providing scholar with award payment. In district grants, host districts are not required to provide counselors or support, and scholars should be advised accordingly. |
| Period and Level of Study | One academic year of undergraduate or graduate study | One to four years of graduate study | At the discretion of the sponsoring Rotarians |
| Outbound Scholar Orientation Participation | <u>Yes</u> ; scholars must attend outbound orientation session if one is offered in their district or region. | Yes; scholar must either complete TRF online orientation or attend an outbound orientation session; to be determined by sponsoring Rotarians. | Yes; sponsoring Rotarians to determine requirements |
| Language Proficiency | Yes, in the study country's language; tests required | Yes, in the study country's language (some exceptions; ask grant coordinator) | At the discretion of the sponsoring Rotarians |
| Restrictions | <ul style="list-style-type: none"> • Not lived or studied for more than one year in study country • Cannot study at institution where previously enrolled • Minimum two years of college-level study completed | <ul style="list-style-type: none"> • Studies/career goals must relate to an area of focus • Study program must be at graduate level • Cannot use scholarship to fund studies that have already begun • Must live in host district | At the discretion of the sponsoring Rotarians |
| TRF Coordinator Assistance for Scholar | Yes | Yes | No; the club/ district is responsible for all communication regarding the scholar. |

Global grant scholarships may be a component of a larger grant application (e.g., scholarship plus a humanitarian project).

TIMELINES

Global grant scholarship proposals and applications are accepted on a rolling basis throughout the year. Applications and payment information should be submitted at least three months before studies begin in order to allow adequate time for Foundation review and processing.

Applicants must provide proof of admission at the time of application; the DDF allocation is drawn from the year in which the application is approved.

Allow enough time to process the proposal and application. You'll need to respond quickly to any requests for additional information. Communicate with your partners throughout the application process to ensure that sponsoring clubs/districts are maintaining their qualified status.

FINDING AND INTERVIEWING ELIGIBLE CANDIDATES

Global grant scholars plan to pursue a career in an area of focus, and their graduate-level educational goals should support this career interest. You may wish to work with universities to identify potential scholars (e.g., outstanding graduates of a water engineering program who are seeking funding for graduate school in that field). Alternatively, universities can alert Rotary clubs to students who have been accepted into their graduate programs within a particular area of focus.

Pursuing a career in an area of focus means the scholar has a long-term commitment to measurable, sustainable change. Be sure that potential candidates support the area of focus goals. See the examples in the Areas of Focus Statements of Purpose and Goals.

Beyond confirming a candidate's eligibility, you can use the interview to evaluate the candidate along these lines:

- Excellent leadership skills and potential
- Proven record of success in his/her academic field or vocation
- Personal commitment to community service
- Well-defined and realistic goals
- Concrete ideas as to how he/she will make advances within his/her chosen career field
- Sincerity about maintaining a lifelong relationship with Rotary after the scholarship period

SPONSOR ROLES AND RESPONSIBILITIES

Once you've chosen a candidate, begin developing the grant proposal and application. See the chart at the end of this document for the stages of the process, as well as sponsor roles and responsibilities throughout the grant.

ORIENTATION

Global grant scholars are required to participate in an outbound orientation session before departure. Options include a regional scholar orientation seminar, an orientation offered by the club or district, and the self-guided online orientation (using Rotary Foundation presentation).

Regional scholar orientation seminars

A list of regional global grant scholar orientation seminars worldwide is regularly updated and

accessible on the [RI website](#). If you would like to send a scholar to one of these orientations, contact the organizer listed on the website.

District-run orientation

If your district would like to organize its own scholar orientation seminar, contact your district's grant coordinator for materials. Regional orientation seminar organizers may also be willing to provide feedback and assistance.

Club-run orientation

Your club may want to hold an individual orientation for the scholar. It should cover the same material as in a regional or district orientation, but it doesn't need to be as formal or lengthy. Contact your district's grant coordinator for seminar materials.

Online orientation

An online [scholar orientation](#) may be used in place of others, when necessary. The 30-minute presentation includes information on

- The Rotary Foundation and global grants
- Scholar responsibilities
- Reporting requirements
- Strategies for success
- Sexual harassment and inappropriate behavior

All scholars are asked to complete the online orientation as part of the predeparture process; a link is included in the global grant scholar acceptance packet.

To help provide protection and support to both Rotarians and scholars, the Foundation requires that scholar orientations include a section on sexual harassment. A Rotary guide on crisis management is available from Foundation staff. We recommend that you review both the guide and Rotary's policy on sexual abuse and harassment.

Rotary Foundation Code of Policy on Sexual Harassment and Abuse

7.080. Sexual Abuse and Harassment Prevention

All Rotarians, clubs, and districts are required to follow the statement of conduct for working with youth guidelines established by Rotary International, and the following guidelines adopted by The Rotary Foundation Trustees:

1. TRF has a zero-tolerance policy against sexual abuse and harassment.
2. An independent and thorough investigation must be made into any claims of sexual abuse or harassment.
3. Any person involved in a TRF program against whom an allegation of sexual abuse or harassment is made must be removed from all contact with TRF program participants until the matter is resolved.
4. Any allegation of abuse must be immediately reported to the appropriate law enforcement agency, in accordance with TRF's zero-tolerance policy.
5. The Rotary Code of Policies provides guidelines pertaining to Rotary clubs and their members who are found to be involved with sexual harassment. A non-Rotarian who admits to, is convicted of, or is otherwise found to have engaged in sexual abuse or harassment must be prohibited from working with TRF program participants in a Rotary context.
6. If an investigation into a claim of sexual abuse or harassment is inconclusive, then, for the safety of TRF program participants and the protection of the accused, additional safeguards must be put in place to assure the protection of any TRF program participants with whom the individual may have future contact. If there are subsequent claims of sexual abuse or harassment, the person shall be permanently prohibited from working with TRF program participants in a Rotary context. Regardless of criminal or civil guilt, the continued presence of the person could be detrimental to the reputation of the organization and could be harmful to TRF program participants. It can also benefit the person in preventing additional accusations from other TRF program participants. A person who is accused but later cleared of charges may apply to be reinstated to participate in TRF programs. Reinstatement is not a right, and no guarantee is made that he or she will be reinstated to his or her former position.
7. The general secretary shall take steps to ensure a Rotary district's compliance with these guidelines should it be determined that a district is not adhering to them. (April 2005 Trustees Mtg., Dec. 118)

SCHOLAR REPORTING REQUIREMENTS

The scholar is required to send a [report](#) to the sponsoring Rotarians every 12 months for the duration of the scholarship. (If the scholarship period is less than 12 months, the scholar is required to send a final report to the sponsoring Rotarians at the end of the scholarship period.)

The report summarizes the studies/research and the relationship to the pertinent area(s) of focus and the scholar's Rotary and community involvement. It also includes a statement of income and expenses, including receipts for any expenses equal to or greater than US\$75.

Scholars should provide the summary sections in the language of the host sponsor as well, if it is different from his/her own.

POST-SCHOLARSHIP

Although the scholarship period ends, the Rotary-scholar relationship should not. Get updated contact information from the scholar and invite him or her to speak about his/her experiences at Rotary club meetings and district conferences.

SAMPLE BUDGET GUIDELINES

Postapproval/Pretravel

- Passport/visa
 - Eligible: cost of obtaining a passport and visa
- Inoculations
 - Eligible: cost of inoculations
 - Not eligible: cost of doctor appointment
- Medical insurance
 - Eligible: comprehensive international medical insurance (as specified in the grant terms and conditions) for the duration of the scholarship
 - Not eligible: travel insurance
- Travel expenses, as specified in the grant terms and conditions

During Study Period

- School supplies
 - Eligible: books, workbooks, computer
- Tuition
- Room and board
- Household supplies
- Transportation
- Study-related travel

Other Ineligible Expenses

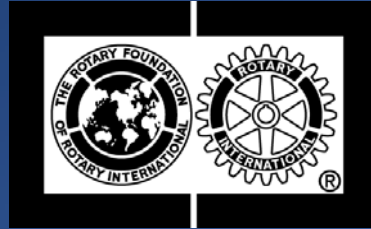
- Any expenses incurred before the application is approved (application fees, language exam fees, etc.)
- Purchase of
 - Furniture
 - Automobile
 - Bicycle
- Clothing
- All expenses for spouses and dependents
- Housing expenses in the home country during the scholarship period
- Any taxes owed as a result of receiving the scholarship
- Medical care (including dental care)
- Entertainment
- Personal travel
- Expenses related to Rotary events

Note: Most personal and miscellaneous expenses are not covered by the scholarship funding.

If there are certain expenses that you think should not be covered by the scholarship (e.g., alcohol), notify the scholar directly.

| | International Sponsor | Host Sponsor | Host Counselor |
|----------------------------------|---|--|---|
| Candidate is chosen | Provide candidate with grant terms and conditions. | | |
| | Find a host sponsor and host counselor (contact host district governor or TRF chair). | | |
| | Sponsors confirm they have no overdue reports. | | |
| | Sponsors agree to partnership and designate primary contacts. | | |
| Application is submitted | Inform candidate of any Foundation requests for information. Supply it through Member Access. | Assign a host counselor for the scholar. | Correspond with applicant. |
| | Help candidate create an award budget and a personal budget. | | Advise applicant of reasonable budget guidelines for living expenses. |
| | Sponsors establish payment details for grant funds. <i>Which sponsor will receive funds? How many installments will be paid to scholar?</i> | | |
| Application is approved | <ul style="list-style-type: none">Communicate payment and reporting schedules to scholar.Provide scholar with approved budget. | | |
| | Sponsors determine a payment plan and complete payment process online. | | |
| | Send funds to scholar. | | |
| | Arrange outbound scholarship orientation. | | |
| Scholar arrives in host district | | | Arrange to meet scholar at airport/train station or other point of arrival. |

| | International Sponsor | Host Sponsor | Host Counselor |
|-------------------------------|---|---|---|
| | | Include scholar in district or regional orientation for inbound scholars, if available. | |
| Scholar begins studies | Correspond with scholar regularly. | | Invite scholar to weekly club meetings and the district conference and encourage Rotarians to offer home hospitality. |
| | Encourage scholar to share any concerns or problems about host counselor/club. | | Encourage open communication and be available to scholar. |
| | If scholarship is longer than 12 months: <ul style="list-style-type: none"> • Collect interim reports and send to TRF. • Collect receipts for expenses of US\$75 or more for club records, per qualification terms. | | |
| Scholarship ends | Ensure that scholar submits final report to you, with required receipts. | | Meet with scholar to ensure that all necessary closing tasks are completed. |
| | Help scholar arrange speaking engagements at clubs in your district. | | Invite scholar to make farewell speech to your club. |
| | Maintain club relationship and keep contact information current. | | Discuss post-scholarship plans, and obtain contact information. |
| | Encourage participation in TRF alumni activities. | | |



Rotary Foundation Global Grants

Scholar and Vocational Training Team Member
Predeparture Orientation

Welcome

Congratulations on becoming a global grant scholar or vocational training team member!



The Rotary Foundation wants to ensure that you are fully prepared for your experience before departure.



About This Presentation

Reviewing this presentation is a required component of your predeparture training.



It should take you approximately 30 minutes to review this presentation.



Training Objectives

1. To ensure that you are well-prepared for your experience
2. To provide you with information about The Rotary Foundation, Future Vision, and global grants
3. To make you aware of your responsibilities as a grant recipient
4. To offer you strategies for success
5. To make you aware of resources available to you



PART 1: ROTARY INTERNATIONAL & THE ROTARY FOUNDATION



Global Grants Scholar and Vocational Training Team Member Orientation

Rotary International & Rotarians

Rotary International is the world's first service club organization, with more than 1.2 million members in 33,000 clubs worldwide. Clubs are nonpolitical, nonreligious, and open to all cultures, races, and creeds.

Rotary club members, known as "Rotarians," are volunteers who work locally, regionally, and internationally to provide humanitarian service, encourage high ethical standards in all vocations, and help build goodwill and peace in the world.



What is The Rotary Foundation?

Founded in 1917, The Rotary Foundation's mission is to enable Rotarians to advance world understanding, goodwill and peace, through the improvement of health, the support of education and the alleviation of poverty.

The Foundation is a not-for-profit corporation supported solely by voluntary contributions from Rotarians and friends of the Foundation who share its vision of a better world.



The Rotary Foundation (cont.)

Rotarian volunteers work locally, regionally, and internationally through The Rotary Foundation to fulfill its mission by applying for grants to fund projects and activities, such as scholarships and vocational training teams.

There are more than 1.2 million Rotarians and 33,000 clubs worldwide.



Important Terms

- **TRF** The Rotary Foundation, also referred to as the Foundation
- **district** A group of Rotary clubs located in geographical proximity to each other. There are approximately 530 Rotary districts worldwide.
- **international sponsor** The club/district in your home country
- **host sponsor** The club/district where you are traveling to study or train
- **host counselor (*scholarships only*)** The Rotary club member who is your primary Rotary contact in your host country throughout the scholarship
- **global grant coordinator** The staff person who serves as your primary contact at the Foundation



What is the Future Vision Plan?

The Trustees of The Rotary Foundation set out to develop a plan to move the Foundation toward its second century of service.

The Future Vision Plan reflects the desires of Rotarians worldwide to give the Foundation a more sustainable and visible impact in the world.



What is the Future Vision pilot?

To test this new plan, the Foundation is running a 3-year pilot, which includes participation from 100 Rotary districts in two new grant types: global grants and district grants. You are the recipient of a global grant.



Rotary Foundation Global Grants

Global grants fund projects and activities that are related to the goals of TRF's areas of focus, sustainable, and measurable. Global grants can fund humanitarian projects, scholarships, and vocational training teams.

Each global grant is sponsored by a club or district in the host country (host sponsor) and a club or district in the sending country (international sponsor).



Global Grants Scholar and Vocational Training Team Member Orientation

Areas of Focus

Global grants have six areas of focus, which are based upon the principle ideas of The Rotary Foundation mission statement:



Peace and conflict prevention/resolution



Disease prevention and treatment



Water and sanitation



Maternal and child health



Basic education and literacy



Economic and community development



What is sustainability?

The Rotary Foundation defines sustainability as the capacity for maintaining long-term outcomes to serve the ongoing need of a community after grant funds have been expended.



Sustainability and Global Grants

The Foundation expects that, as a result of receiving a global grant, scholars and vocational training team participants will contribute to new and innovative methods in their professional fields.

Vocational training team members also increase impact by providing or receiving training to ensure that knowledge is passed on to the greatest number of individuals.



What is measurability?

To be able to document the sustainability of a global grant, The Rotary Foundation relies on scholars and vocational training team members to report on the impact of their activities.

TRF reviews each report, which includes information on the grant recipient's time abroad and how the experience will further the recipient's goals.



PART 2: GLOBAL GRANTS & YOU



Global Grants Scholar and Vocational Training Team Member Orientation

Before You Depart

Research your host country thoroughly before you leave (e.g., politics, customs). This knowledge will help you build confidence and gain the most from your experiences.

Make sure you are aware of and understand current events in your home country.

Visit local Rotary clubs in your international sponsor district and participate in their service activities.

Plan ahead and create a budget to ensure maximum use of your funds.

Consult the [international travel checklist](#) to make sure that you are prepared to travel.



Scholars: While You're Abroad

If you are starting studies directly after working in the field, expect to have a period of adjustment to being in an academic environment again.

Where applicable, take advantage of university orientation sessions.

Be flexible in the face of unexpected situations.

Consider setting up a blog or website to share your experiences.



Scholars: While You're Abroad (cont.)

Keep your sponsors advised of your mailing address and other contact information, and update them on your experiences.

Attend your host sponsor's district conference, if possible.

Participate in your host sponsor district's service activities.

Offer to share your experiences at local Rotary functions.



VTT Members: While You're Abroad

Take advantage of opportunities to share with and learn from host Rotarians.

Cultural differences will become apparent during training. Both teams and hosts are asked to show respect and tolerance for these differences.

Work with your team leader and hosts to address any issues or concerns during your time abroad.

Offer to share your experiences at local Rotary functions.

If possible and applicable, meet with the vocational training team from the host sponsor country.



Interacting with Rotarians and the Public

Be professional in your appearance, your presentations, and your interactions.

Share your goals for your academic/training work as well as for the future.

Keep in mind that your actions and remarks will reflect upon you and The Rotary Foundation.

Exercise diplomacy in difficult situations and with controversial subjects.



Your Role in Future Vision

Your experience and feedback as a global grant scholar or vocational training team member will help to refine and shape the future of Foundation activities.

You will be the first group to complete a global grant scholarship/vocational training. Your studies and projects should have a sustainable and measurable impact. We look forward to keeping in touch with you over the years in order to receive your updates.



Reporting

Rotarians have chosen to fund your scholarship/vocational training team because they believe it will make a difference in your life and the lives of others. It is your responsibility to use the funds as approved in the application.

Each scholar and vocational training team is required to report back to the Foundation on the use of funding received.



Reporting (cont.)

Submitting timely reports is required and essential to evaluating the success of your experience.

Progress reports are due within **12 months** of the first issued payment and every 12 months thereafter. A final report is due within **two months** of your return.

Grant participants must complete the report form and submit a copy to the host and international sponsor.



Report details

- How the experience has prepared you for your future work
- The long-term effects of the scholarship/vocational training
- Your Rotary and community involvement
- List of expenditures (receipts are required for expenses equal to and over US\$75)

Click [here](#) for the scholar report

Click [here](#) for the vocational training team report

ENGLISH (EN)

FUTURE VISION PLAN

Global Grants Scholar Report Supplement

Please complete this report and submit a copy to your sponsoring club or district. Progress reports are due within twelve months of the first issued payment and every twelve months thereafter. A final report is due within two months of your return. Submission of this report is a required component of the scholarship and essential to evaluating the success of your experience.

Name: _____

Current address: _____

Study institution: _____

Field/program of study: _____

Area(s) of focus:

| | |
|---|---|
| <input type="checkbox"/> peace and conflict prevention/resolution | <input type="checkbox"/> maternal and child health |
| <input type="checkbox"/> disease prevention and treatment | <input type="checkbox"/> basic education and literacy |
| <input type="checkbox"/> water and sanitation | <input type="checkbox"/> economic and community development |

Period covered in report:

| | | | |
|------------------------------------|------------------------------------|------------------------------------|------------------------------------|
| <input type="checkbox"/> 12 months | <input type="checkbox"/> 24 months | <input type="checkbox"/> 36 months | <input type="checkbox"/> 48 months |
|------------------------------------|------------------------------------|------------------------------------|------------------------------------|

Estimated completion date of studies: _____

SCHOLARSHIP ACTIVITIES

1. Describe the progress you've made with your studies and how this progress relates to the identified area(s) of focus.

2. If you are conducting research, has your original research proposal changed since beginning your studies? If so, describe how.

Global Grants Scholar Report Supplement (July 2010) 1



Inappropriate Behavior & Sexual Harassment

Inappropriate behavior is defined as activity that is not generally accepted as civil and respectful based on the situation or people present.

Sexual harassment is defined as physical actions or verbal remarks of a sexual nature that cause someone else to feel uncomfortable, often with the intent to exert power over someone else.



Examples

Inappropriate Behavior

- Abuse of alcohol and drugs
- Endangering the safety of oneself and others
- Violating the law
- Making jokes in poor taste
- Discrimination
- Disparaging someone due to their religious or political beliefs

Sexual Harassment

- Unwanted touching
- Offensive or suggestive remarks/gestures with sexual overtones



Foundation policy

The Foundation has a ***zero-tolerance policy*** on abuse and harassment. Upon receiving information about abuse or harassment, the Foundation will:

- Launch an independent investigation
- Temporarily remove the alleged abuser from his/her position
- Inform law enforcement

Recurring complaints will lead to the alleged abuser being banned from participating in Foundation grants.



Ways to Take Action

1. Request assistance from your host sponsor Rotary club, and inform law enforcement immediately.
2. Report all incidents to your [global grant coordinator](#) at The Rotary Foundation.
3. Where appropriate, seek support from university student services.



Resources Before and During Your Time Abroad

We encourage you to use the following resources to answer questions, gather information, and communicate:

- [Rotary website](#)
- [Global grant coordinator](#)
- Rotarians (both international sponsors and host sponsors)



Foundation Alumni

Once you complete your scholarship/vocational training, you are considered a Foundation alumnus. We encourage you to join a [Rotaract](#) club, Rotary club, or your local Rotary Foundation alumni association to maintain your relationship with Rotary. Learn more on our [website](#). Also, share your latest TRF alumni news on [Facebook](#).

You represent the Foundation both abroad and when you return home. We hope that the experience of living, learning, and serving in another country encourages you to advocate for Rotary's ideals.



Thank You ...

For reviewing this presentation and making note of the information provided. The Foundation wishes you success during your scholarship/ vocational training.



Final Step

To confirm that you have completed this *required* training:

**E-mail the following information
to your Rotarian sponsors:**

- **Date** you finished reviewing this training presentation
- **Name of the emergency contact person** listed on your application

If you have any questions about this information or suggestions for how we might improve this presentation, please let us know at:

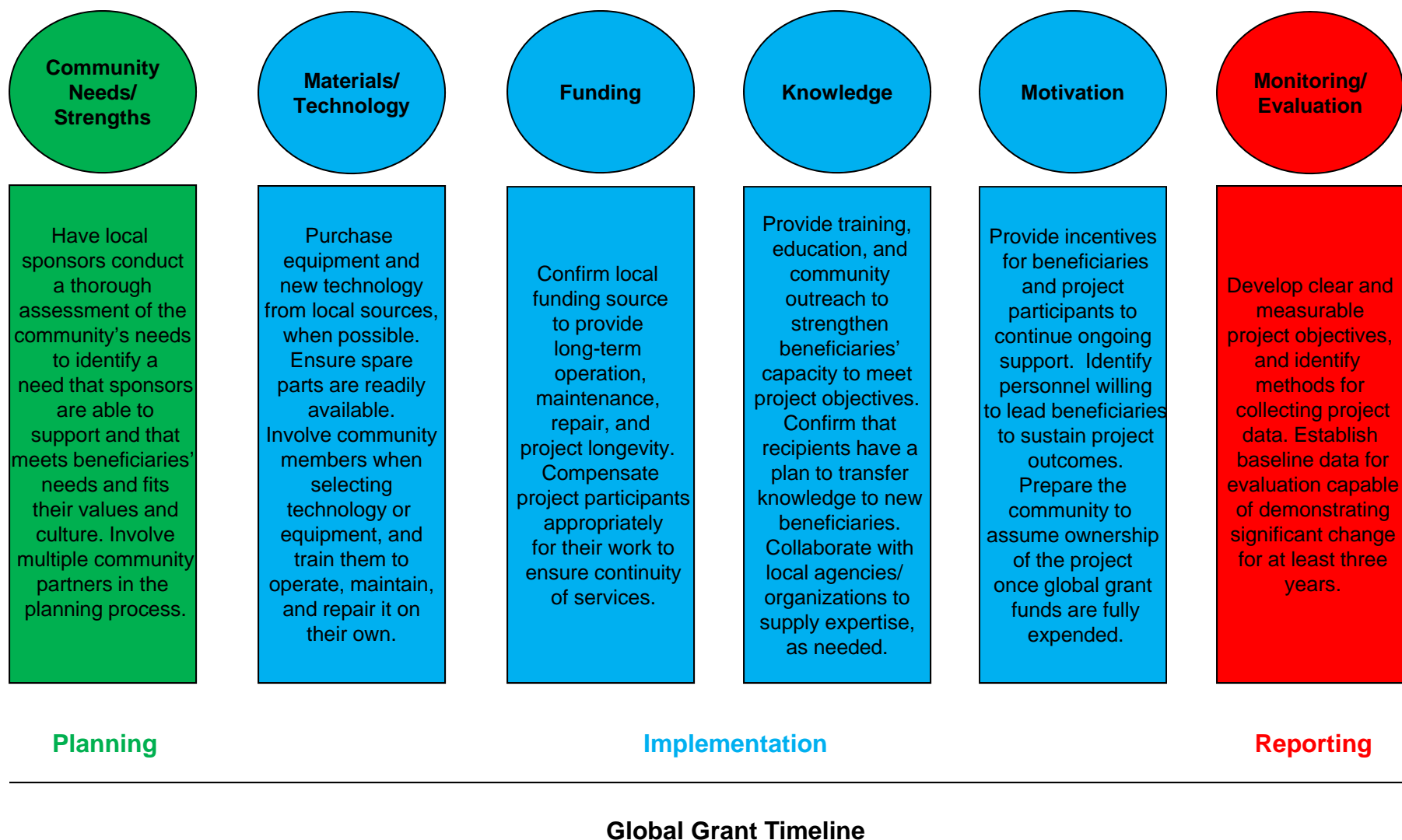
futurevision@rotary.org



Developing Sustainable Projects

Sustainability means different things to different organizations. For The Rotary Foundation, sustainability means providing long-term solutions to community needs that the benefiting community can maintain after grant funding ends.

Global grant projects must be sustainable and display the following characteristics:



Global Grants Application Supplement for Microcredit Projects



- Rotary clubs and districts are encouraged to partner with established and reputable microfinance institutions (MFIs) to conduct microcredit projects.
- Grant funds may not be used as a donation to another organization. Instead, under the supervision and active participation of a local Rotary club or district, an MFI may administer a project provided that:
 - The project remains a clearly identifiable Rotary project.
 - Rotary funds are tracked separately in the organization's accounting system.
 - The microcredit capital is returned to The Rotary Foundation (TRF) if the project is terminated.
- Microcredit projects funded by TRF should use a multidimensional approach to microfinance by incorporating training and educational activities.
- TRF does not fund loan guarantee systems (i.e., funds may not be placed on deposit with an institution as collateral for loans the institution makes from other funds).
- TRF considers a microcredit grant complete when the total amount of budgeted loan capital has been lent out, repaid, and lent out a second time, and all other budgeted items have been expended.

A. Rotary Sponsor Information

Grant Number _____ Project Country _____
Host District _____ Host Club _____
International District _____ International Club _____

Describe your previous experience managing microcredit projects. Where and how did you get the experience? Who was involved and what did they do?

How often will host Rotarians meet with representatives from the MFI to coordinate activities? Describe how the host Rotarians will provide fiscal oversight and monitor the

microcredit project.

How will international Rotarians support the implementation of the microcredit project?

B. Microfinance Institution (MFI)

Identify the microfinance institution (MFI) that will help administer the microcredit project.

Name _____

Mailing Address _____

Phone/E-mail _____

Website _____

Why and how was the MFI selected?

Attach copies of the following documents:

- Signed memorandum of understanding between project partners
- MFI's most recent annual report with audited financial statement
- Samples of the MFI's standard reports (at least two)

C. General Questions

Participants

How many clients will participate in project activities, including training? How many of these will receive loans?

What is the average annual income (in USD) of the clients anticipated to participate?

List the communities where the TRF-funded microcredit project will take place.

Financial Sustainability

What is the MFI's current portfolio at risk (loans more than 90 days overdue/total loans)?

What is the MFI's collection rate over the past three years (loan amounts collected/total amounts loaned)?

What information does the MFI collect for its donors, and how is it reported?

Project Model

Describe the microcredit model (credit groups, cross-guarantees, individual borrowers, etc.) that the project will follow.

Describe the training (savings, vocational training, literacy, financial literacy, marketing, etc.) that will be provided. How many people will be trained? Describe the duration and frequency of each training course.

Who will provide the training? If the costs of training are not in the grant budget, how will these costs be covered?

Will the project have a savings component? Who will collect the savings? Where will the savings be deposited?

D. Microcredit Model

| Prevailing interest rates in the area | Amount |
|---|--------|
| MFI | % |
| Bank | % |
| Project | |
| Interest rate | % |
| Average loan amount per client | |
| Term/duration of loans | |
| Payment frequency (weekly, monthly, etc.) | |
| Female client percentage (target) | % |

E. Projected Microcredit Cash Flow

| Year 1 | Number | Amount |
|---|--------|--------|
| TRF grant funds allocated for loan capital | | |
| Loans disbursed | | |
| Loans collected | | |
| Interest (and fees, if any) collected | | |
| Administrative expenses paid from interest and fees | | |
| Net loan fund capital available at end of year | | |
| Year 2 | | |
| Additional TRF grant funds allocated for loan capital | | |
| Loans disbursed | | |
| Loans collected | | |
| Interest (and fees, if any) collected | | |
| Administrative expenses paid from interest and fees | | |
| Net loan fund capital available at end of year | | |

F. Evaluation Measures for Full Grant Period Target Number

| | Number |
|--|--------|
| Women entrepreneurs and small-business owners supported | |
| Locally owned businesses launched or revitalized | |
| Training and skill development programs (to increase the employment of women, youth, and other vulnerable populations) implemented | |

Global Grants Report Supplement for Microcredit Projects



A. Rotary Sponsor Information

Grant Number _____ Project Country _____
Host District _____ Host Club _____
International District _____ International Club _____

How often did host Rotarians meet with representatives from the MFI to coordinate activities? Describe how the host Rotarians provided fiscal oversight and monitoring of the microcredit project.

How did international Rotarians support the implementation of the microcredit project?

B. Microfinance Institution (MFI)

Identify the microfinance institution (MFI) that helped administer the microcredit project.

Name _____
Mailing Address _____
Phone/E-mail _____
Website _____

Attach a copy of the MFI's most recent annual report with audited financial statement.

C. General Information

Participants

How many clients participated in project activities, including training? How many of these received loans?

What was the average annual income (in USD) of the clients who participated?

List the communities where the TRF-funded microcredit project took place.

Financial Sustainability

What is the current portfolio at risk (loans more than 90 days overdue/total loans) for TRF-supported loans?

What has been the MFI's collection rate over the past three years (loan amounts collected/total amounts loaned) for TRF-supported loans?

Project Model

Describe the microcredit model used (credit groups, cross-guarantees, individual borrowers, etc.).

Describe the training (savings, vocational training, literacy, financial literacy, marketing, etc.) that was provided. How many people were trained? Describe the duration and frequency of each training course.

Who provided the training? If the costs of training were not in the grant budget, how were these costs covered?

Did the project have a savings component? Who collected the savings? Where were the savings deposited?

D. Microcredit Model Used

| Prevailing interest rates in the area | Amount |
|--|--------|
| MFI | % |
| Bank | % |
| Project | |
| Interest rate charged | % |
| Average loan amount per participating client | |
| Term/duration of loans provided | |
| Payment frequency (weekly, monthly, etc.) | |
| Female client percentage | % |

E. Actual Microcredit Cash Flow

| | Number | Amount |
|--|--------|--------|
| TRF grant funds allocated for loan capital | | |
| Loans disbursed* | | |
| Loans collected** | | |
| Interest (and fees, if any) collected | | |
| Administrative expenses paid from interest and fees | | |
| Net loan fund capital available at end of TRF-funded project | | |

*Amount should be at least twice the budgeted loan capital

**Amount should be at least the budgeted loan capital

Were loans disbursed using a credit group model? Yes ☐ No ☐

If yes, please provide information on each group:

Credit Groups (add rows as needed)

| Name | Location | Borrowers | Loan Amount |
|------|----------|-----------|-------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | Total | |

F. Evaluation Measures

| | Number |
|--|--------|
| Women entrepreneurs and small-business owners supported | |
| Locally owned businesses launched or revitalized | |
| Training and skill development programs (to increase the employment of women, youth, and other vulnerable populations) implemented | |

G. Microcredit Continuity

Has the MFI managing the funds agreed to continue use of the funds for loan capital?

Yes ☐

No ☐

Explain how the host Rotarians will maintain contact with/support of the MFI.

| |
|--|
| |
|--|

We confirm that all information found in the report supplement is correct to the best of our knowledge and is based upon consistent and strong oversight and management of TRF funds.

Name (print)

Title

Signature

Date

Host Primary Contact

Host Rotary club president (host district grants subcommittee chair if district-sponsored)

FUTURE VISION PLAN

VOCATIONAL TRAINING TEAM ITINERARY



A detailed travel itinerary is required for any grant activity involving vocational training teams. It must outline the team's travel arrangements (both local and international), daily activities, and hosting accommodations, as well as provide cooperating organization information.

Proposed Travel Schedule

Please provide all proposed travel information for the duration of the grant activity, including travel from the home country to the international country and all local travel during the training. No arrangements should be purchased until grant is approved by The Rotary Foundation. If traveling by plane, indicate the proposed flight number; otherwise, indicate how travel arrangements will be made. Should any participants be completing personal travel, please include this information as well.

| Date | Name(s) | Departure/Arrival Location | Flight Information or Means of Transportation |
|------|---------|----------------------------|---|
| | | | |
| | | | |
| | | | |

If you need to insert additional rows, place your cursor at the end of a row and hit the Tab key.

Daily Itinerary

Please provide a day-by-day, location-by-location listing of the activities planned for the team's visit. This should be completed by the international sponsor in conjunction with the host sponsor. Team members, international sponsors, and host sponsors are required to review and approve this itinerary. (The itinerary could also be used as part of any predeparture packet for each participant.)

| Date | Activity | Location |
|------|----------|----------|
| | | |
| | | |
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| | | |

Accommodations

Please provide all arrangements for lodging (e.g., hotels, dormitories, Rotarian host accommodations). In each contact information section, please include a complete address, phone number, and any specific Rotarian contacts.

| Date | Location | Contact Information (including name, address, and phone) |
|------|----------|--|
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