Module A-4 Increasing Humanitarian Service By Supporting Our Foundation (60 minutes)

	Step?	We want to accomplish?	How long?
1.	Introduce Topic and Presenter(s)	Direct attention to the PETS Learning Guide, A-4: Increasing Humanitarian Service By Supporting Our Foundation. Introduce concepts in Foundation resource materials. Refer to the five learning objectives. Introduce presenter(s).	3 min.
2.	Main Room/ Content Overview	1st Learning Objective: Explain the importance of setting goals for Foundation giving and projects. Presentation of key content (slide deck can serve as outline and handout for notes). Address why it is important to establish priorities and goals for TRF giving in their club.	10 min
3.	Breakouts/ Discussions	2nd Learning Objective: Explain how club participation in Foundation programs will impact their communities and the world through increased humanitarian service. 3rd Learning Objective: Identify the good works accomplished through our Foundation. 4th Learning Objective: Explain why we support The Rotary Foundation and how we can invest in our Foundation to increase humanitarian service. 5th Learning Objective: List specific ways to engage members through The Rotary Foundation. **See Breakout Discussion Questions**	30 min
4.	Sharing Back	Ask for good ideas to share, takeaways, and best practices.	10 min
5.	Q & A	Ask for any questions and respond briefly.	5 min
6.	Wrap Up and Evaluations	Thank participants for an impactful and inspiring session. Ask them to go to the notes page at end of the module and jot down their thoughts. Remind participants to complete module evaluation via mobile app. (*Tell them you are looking forward to meeting with them on Sunday morning for grant management training.*)	2 min

Lone Star P.E.T.S. 2026

PRESIDENTS-ELECT/PRESIDENTS-NOMINEE LEARNING SESSION

FRIDAY

MODULE A-4 INCREASING HUMANITARIAN SERVICE BY SUPPORTING OUR FOUNDATION

> **GOAL**
> **Club Presidents and Presidents-Elect will possess tools necessary to increase humanitarian service accomplished by their clubs by developing club member support for The Rotary Foundation.**

OBJECTIVES

At the end of the session, Presidents-Elect/Presidents-Nominee will be able to:

1. Explain the importance of setting goals for Foundation giving and projects.

2. Explain how club participation in Foundation programs will impact their communities and the world through increased humanitarian service.

3. Identify the good work accomplished through our Foundation.

4. Explain why we support The Rotary Foundation and how we can invest in our Foundation to increase humanitarian service.

5. List specific ways to engage members through the Rotary Foundation

REFERENCE MATERIALS:
Rotary Citation/Club Excellence Award
Rotary Foundation Facts
The Rotary Foundation Programs
Grant Responsibilities By Leader
Grant Types
District Grant Lifecycle
Rotary's Foundation Funding
Rotary's Areas of Focus
Conducting Community Assessments
Sustainability
Making A Difference With Rotary Grants
Ways to Give
Foundation Recognition
Engaging Members Through the Foundation
The Rotary Foundation Reference Guide

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Module A-4: Increasing Humanitarian Service By Supporting Our Foundation

Breakout Discussion Questions

1. Why is it important to set goals and develop an action plan focused on the work of The Rotary Foundation?

2. What are some of the programs of The Rotary Foundation?
    Polio, Endowment, Disaster Relief, Grants, Annual Program Fund.

3. What are some of the good works accomplished through our Foundation?
    Refer to Rotary's Areas of Focus in your PETS Learning Guide.

4. What are some of the types of individual and club recognitions for giving to our Foundation?
    Refer to the Foundation Recognition handout in your PETS Learning Guide.

5. What are some ways to engage members and non-Rotarians through the Foundation?

6. Give participants a couple of minutes to jot down action ideas on the notes page at the end of this module.

7. What is your primary takeaway from The Rotary Foundation session?

8. Any other question(s)?

ROTARY AND ROTARACT CLUB EXCELLENCE AWARD GOALS AND INSTRUCTIONS

The Club Excellence Award recognizes the hard work clubs do throughout the year. Taking action toward achieving the required number of goals helps clubs engage their members, stay relevant in their communities, and run more efficiently. A welcoming and engaging club also reflects the values of Rotary. When clubs work to achieve these goals, they also contribute to the overall health and culture of Rotary for generations to come.

To be eligible for the Club Excellence Award, clubs need to be active clubs in good standing – or having paid each invoice balance in full upon receipt. To verify that your club is in good standing, go to My Rotary>Click on Club Name>Finance>Club Invoice. You should have an outstanding balance of $0.00. Invoices are due when they are posted.

Club leaders can go into Rotary Club Central and select the goals they wish to apply toward the club excellence achievement. This flexibility allows clubs to choose the goals that are most relevant and achievable. In addition, many goals will be self-reported by marking "achieved" in Rotary Club Central. Clubs must achieve at least half of the goals by 30 June to be eligible.

To achieve the Club Excellence Award:

1. Go to Rotary Club Central
2. Review the available goals
3. Set at least half of the available goals
4. Achieve those goals
5. Report achievement in Rotary Club Central by 30 June.
6. Pay club invoices in full upon receipt

Once you are in Rotary Club Central, go to **Club Goals** on the left side of the page if you are not there already, select the **year**, and click on the **All tab** to see the goals. Eligibility will be determined based on goal achievement as of 30 June.

Enhance Participant Engagement	
Goal	**Description**
Service participation*	How many members will participate in club service activities during the Rotary year?
Social activities	How many social activities will your club hold outside of regular meetings during the Rotary year?
Rotary Action Group participation	How many club members will be members of at least one Rotarian Action Group (RAG) during the Rotary year?
Leadership development participation	How many members will participate in leadership development programs or activities during the Rotary year?
District conference attendance	How many members will attend your district conference?

Enhance Participant Engagement	
Use of official Rotary promotional materials	Did your club use Rotary International's advertising and public service materials, such as broadcast videos, print ads, and other official materials available in the Brand Center, to promote Rotary in your community during the Rotary year?
Rotary Fellowship participation	How many club members will be members of a Rotary Fellowship during the Rotary year?
District training participation	How many of your club's leaders will attend a learning event to prepare for their role?

Increase our Impact	
Goal	**Description**
Annual Fund contributions*	How much money will be contributed to The Rotary Foundation Annual Fund by your club and its members during the Rotary year?
PolioPlus Fund contributions*	How much money will be contributed to The Rotary Foundation PolioPlus Fund by your club and its members during the Rotary year?
Benefactors*	How many individuals or couples will inform The Rotary Foundation of their estate plans to include the Endowment Fund as a beneficiary or will make an outright gift of US$1,000 or more to the Endowment Fund?
Service Projects	How many service projects will your club complete during the Rotary year?
Major gifts	How many single outright donations of US$10,000 or more will be made by individuals associated with your club during the Rotary year?
Bequest Society members	How many individuals or couples will inform The Rotary Foundation of their plans to leave US$10,000 or more to The Rotary Foundation through their estate?
Inbound Youth Exchange students	How many Rotary Youth Exchange students will your club host during the Rotary year?
Outbound Youth Exchange students	How many Rotary Youth Exchange students will your club sponsor during the Rotary year?

Expand our Reach	
Goal	**Description**
Club membership*	How many total members does your club want by the end of the Rotary year?
New member sponsorship	How many members will sponsor a new club member during the Rotary year?
Rotaract clubs	How many new and existing Rotaract clubs will your club sponsor during the Rotary year?

Expand our Reach	
Interact clubs	How many new and existing Interact clubs will your club sponsor during the Rotary year?
RYLA participation	How many individuals will your club sponsor to participate in Rotary Youth Leadership Awards (RYLA) events during the Rotary year either in person or virtual?
Media stories about club projects	How many media stories will cover your club's projects during the Rotary year?

Increase Our Ability to Adapt	
Goal	**Description**
Strategic plan*	Does your club have an up-to-date strategic plan?
Online presence	Does your club's online presence accurately reflect its current activities?
Update website and social media	During the Rotary year, how many times per month will your club's website or social media accounts be updated?
Review club bylaws	Do your club bylaws reflect your members and other participants needs?

*Priority goals are particularly effective ways to strengthen your club and help Rotary create lasting change.

Questions? Read responses to frequently asked questions for more information.

PROGRAMS

(All figures are as of 30 June 2023 and in U.S. dollars.)

PolioPlus

Since 1988, Rotary and our partners have immunized nearly 3 billion children against polio. As of June 2023, Rotary had committed more than $2.5 billion to global polio eradication. We're still working to eliminate the wild poliovirus in the last two countries where it remains endemic and to ensure that it does not return elsewhere. **In 2022-23, program awards, including PolioPlus Partners grants, totaled $156.5 million.**

Rotary Peace Centers

Each year, the Foundation supports the training of peace fellows at Rotary Peace Centers, where they earn master's degrees or professional development certificates. Since 2002–03, 1,600 fellows from more than 140 countries have participated. **In 2022-23, 92 fellows from 42 countries began their studies at the Rotary Peace Centers, and program awards for the fellows and centers totaled $4.9 million.**

District grants

District grants support small-scale, short-term projects related to the Foundation's mission. **In 2022-23, the Foundation approved 473 district grants, and program awards totaled $26.2 million.**

Global grants

Global grants fund large-scale international activities with sustainable, measurable results that support Rotary's areas of focus. Activities include humanitarian projects, scholarships, and vocational training teams. **In 2022-23, the Foundation approved 1,098 global grants, and program awards totaled $54.6 million.**
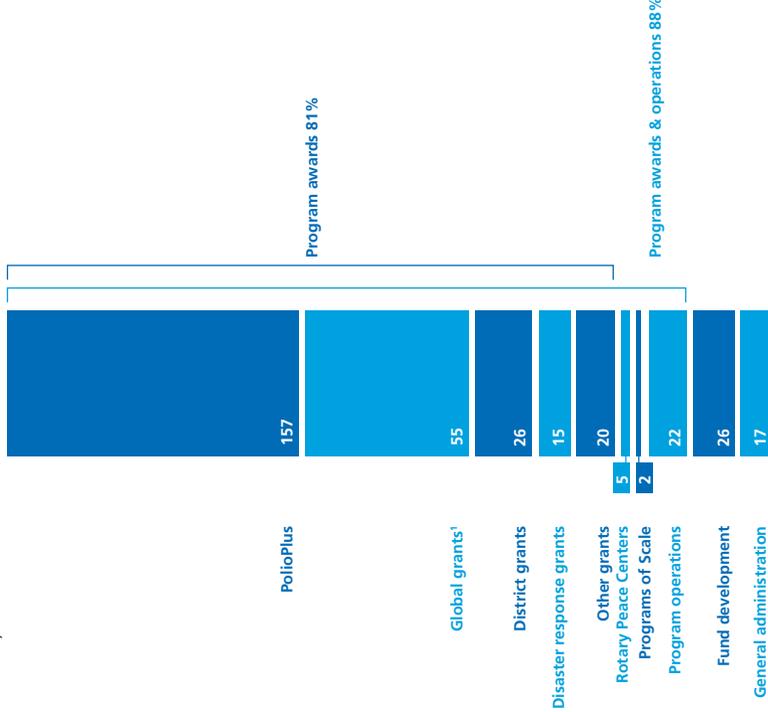
Disaster response grants

Rotary's disaster response grants support relief and recovery efforts in areas that have been affected by natural disasters within the past six months. **In 2022-23, the Foundation approved 321 disaster response grants, and program awards totaled $14.8 million.**

Programs of Scale grants

Programs of Scale grants empower Rotary members to work with experienced partners to implement large-scale, high-impact projects over three to five years to benefit a large number of people. **United to End Cervical Cancer in Egypt, which aims to ultimately reduce the number of cervical cancer cases in Egypt by implementing a four-year campaign to increase awareness about cervical cancer and how to prevent it, was awarded the 2022-23 grant of $2 million and was matched by $4 million in funding from our partners.**
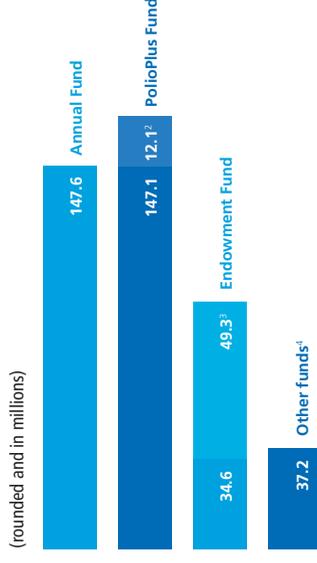

2022-23 TOTAL EXPENDITURES: US$343.5 million
(rounded and in millions)

Program awards 81%

Program awards & operations 88%

Category	Value
PolioPlus	157
Global grants[1]	55
District grants	26
Disaster response grants	15
Other grants	20
Rotary Peace Centers	5
Programs of Scale	2
Program operations	22
Fund development	26
General administration	17

2022-23 TOTAL CONTRIBUTIONS: US$427.9 million
(rounded and in millions)

Fund	Value
Annual Fund	147.6
PolioPlus Fund	147.1
	12.1[2]
Endowment Fund	49.3[3]
	34.6
Other funds[4]	37.2

The Rotary Foundation Programs

The Rotary Foundation belongs to Rotary members and is dedicated to furthering programs that address the greatest needs around the world.

We support the Foundation in these ways:

End Polio Now
The **PolioPlus Fund** is dedicated to the global eradication of polio. Donations to the PolioPlus Fund support vaccination efforts, supplies, and equipment for volunteers.

The SHARE system- Annual Fund Share

The **Annual Fund-SHARE** system is the primary funding source for a broad range of local and international Rotary Foundation activities.

When donors designate their gifts for Annual Fund-SHARE, the contribution enters the SHARE system. When donors designate their gifts for Endowment Fund-SHARE, the spendable earnings enter the SHARE system.

Gifts to the PolioPlus Fund are separate and **don't** enter the SHARE system.

Under the SHARE system, contributions are divided between the World Fund and District Designated Funds. DDF is used for Rotary grants and activities that do good in the world.

The governor, governor-elect, and district Rotary Foundation chair decide how to distribute District Designated Funds and authorize the use of money for grants.

The **Annual Fund** is the primary source of support for Foundation grants and activities. Contributions to the Annual Fund support local and international grants and activities through the SHARE system.

When you contribute to the Annual Fund, your donation is credited to your club and applied toward the club's Annual Fund goal.

Endowment Fund

The **Endowment Fund** supports the Foundation in perpetuity. Gifts to Rotary's Endowment ensure that future Rotarians will have the resources they need to design and implement sustainable projects year after year.

Donations to the Endowment Fund ensure the long-term viability of the Foundation's grants and programs.

Gifts to the Endowment Fund are held in perpetuity. They are professionally invested, with part of the earnings used each year for purposes specified by the Trustees and the donors.

Why We Give

The Rotary Foundation is the best steward for your money. Here's why.
Since 2026, The Rotary Foundation received the highest possible score from Charity Navigator – 100 of 100 points – for its strong financial health and commitment to accountability and transparency.

When you donate to The Rotary Foundation, you're investing wisely. We followed your money from start to finish to discover how the Foundation ensures that your gift makes an impact for years to come.

Directing your donation
There's a reason Rotarians donate to The Rotary Foundation: It's a simple way to achieve your philanthropic goals – whether it's supporting clean water, the eradication of polio, or a particular global grant.

Investing your money
91 percent of the money the Foundation spent went to programs and grants, with only 9 percent of expenses going toward administration. To ensure that the funds for the project are there when needed all contributions to the Foundation's **Annual Fund** are invested for three years.

The Investment Committee includes three Foundation trustees and six Rotarians who are professionals in the field, who make sure that your money is invested responsibly during this period.

When the three years is up, the investment earnings on your gift go toward the operating expenses of the Foundation.

Your principal is split 50/50, with half going to your District Designated Fund and half going into the World Fund, a pool that the Trustees of The Rotary Foundation use to match grants where they are most needed.

Awarding grants
When the Foundation awards a grant to fund a project, how does it ensure that your money will have lasting impact? Sustainability begins with the community assessment. Before Rotarians design projects, they talk to people in the community to understand the broader context behind what the community needs.

Six elements of sustainability must be addressed in the design of a global grant project: start with the community, encourage local ownership, provide training, buy local, find local funding, and measure your success.

These ensure that the project provides long-term solutions that the community itself can support after the grant ends.

The Rotary Foundation provides staff to help with your project design – grant officers are knowledgeable about regional and cultural issues, and area of focus managers have significant field experience in their specialties.

By connecting clubs with local and regional experts like the Alumni or Rotary Action Groups for guidance on developing sustainable, large-scale global

Ensuring strong grant projects
The Rotary Foundation has a network of Rotarian volunteers available to provide expertise and advice, called the Cadre of Technical Advisers. With a database of 700 experts in Rotary's six areas of focus as well as other specialties there is someone who can help you. Cadre members play an important role in ensuring that donors' funds make a long-term impact. On behalf of The Rotary Foundation, cadre members do a technical review of the feasibility of larger grants before they are awarded and perform site visits to evaluate how the grants are being carried out.

Monitoring success and sustainability
Monitoring and evaluation of grants are built in through the project design. Just as the Foundation asks project sponsors to monitor the impact of their grants, the organization also performs a triennial evaluation of its grant model. Foundation Trustees are using the feedback from the most recent evaluation to adjust the grant process in ways such as improving how clubs and districts find partners, evaluating requirements for the community needs assessment, and helping project sponsors scale up their efforts with support from the cadre and other partners.

For everything the Foundation does to ensure that gifts make a lasting impact, the greatest check and balance of all may be Rotarians themselves

Ways to Give

Donating to Rotary means clean water and sanitation. Health and hope in areas that were once ravaged by diseases like polio. Economic development and new opportunities. Your financial help makes all this happen, and more.

With your help, we can make lives better in your community and around the world.

How does The Rotary Foundation use donations?

Our 35,000 clubs carry out sustainable humanitarian service projects. Using donations like yours, we've wiped out 99 percent of all polio cases. Your donations train future peacemakers, support clean water, and strengthen local economies.

What impact can one donation have on the world?

It can save a life. A child can be protected from polio with as little as 60 cents. Our partners make your donation go even farther. For every $1 Rotary commits to polio eradication, the Bill & Melinda Gates Foundation has committed $2.

GRANT RESPONSIBILITIES BY LEADER

The Rotary Foundation offers grants that support a wide variety of projects, scholarships, and training that are carried out by Rotary members around the world. This guide will help club and district leaders understand their roles in qualifying for grants and taking part in district, global, and disaster response grants. It also lists Learning Center resources related to your role. Grant reports in My Rotary can help you manage your club or district's grant activities and find members of The Rotary Foundation's Cadre of Technical Advisers who can help you with your projects. For the chair roles below, the chairs will work with their committees to fulfill their responsibilities. For information about Programs of Scale grants, write to programsofscale@rotary.org. Send questions about other grants to grants@rotary.org.

DISTRICT GOVERNOR	
Qualification and stewardship	• Work with the district Rotary Foundation chair (DRFC) to qualify your district to participate in Rotary Foundation grants by authorizing the District Qualification Memorandum of Understanding (MOU) in the Grant Center. This should be done at the end of your governor-nominee year or the start of your governor-elect year. • Help review and implement the district MOU every year. • Assist the DRFC with grant management seminars, which are part of club qualification.
Global grants	• Monitor all global grant activities in your district. You can use the Grant Center to review the global grants that your district and its clubs are sponsoring. You can also review the global grants that contributions from clubs in your district are supporting. • In consultation with the DRFC, authorize the use of District Designated Funds for global grants. You'll be notified by email when DDF authorization is needed. • Discuss other grant needs in the district with the DRFC and decide which district leader will be responsible for them.
District grants	In consultation with the DRFC and the district grants subcommittee chair: • Manage clubs' requests for district grants, review them, and decide which projects to fund. • Decide how much to request from the Foundation for administration and contingency funds. • Complete, authorize, and submit the district grant application in the Grant Center by 15 May of the Rotary year for which the funds are requested. • Distribute district grant funds to clubs and collect reports from them. • Submit new spending requests, if necessary, and complete the district grant report in the Grant Center.

Disaster response grants	In consultation with the DRFC:
	• Authorize and submit disaster response grant applications in the [Grant Center]().
	• Submit disaster response grant reports in the [Grant Center]() within six months of payment.
Learning Center resources	• [District Governor Basics]()
	• [District Governor Intermediate]()
	• [Rotary Foundation Basics]()
	• [Grant Management Seminar]()

DISTRICT ROTARY FOUNDATION CHAIR	
Qualification and stewardship	• Work with the governor to qualify your district to participate in Rotary Foundation grants by authorizing the District Qualification Memorandum of Understanding (MOU) in the Grant Center. This authorization should be completed as soon as your term starts or even before. • Help review and implement the district MOU every year. • Review the District Stewardship Planning Guide. • Lead the process of deciding whether to set any district-level qualification requirements for clubs, determining how to communicate this information, and tracking clubs' progress toward meeting the requirements. • Organize grant management seminars, which are part of club qualification. Districts can use the Grant Management Seminar learning plan to either replace or supplement their in-person training. • Work with the district grants subcommittee chair to monitor grant activity and ensure that all grant projects are implemented promptly. • Report to the governor monthly about all Foundation activities in the district, including the qualification of clubs and the district. • Report on Rotary Foundation grant activities at a district meeting that all clubs are invited to attend. • Work with the district stewardship subcommittee chair to help investigate and address any suspected misuse of grant funds or other irregularities related to grants.
Global grants	• Monitor all global grant activities in your district. You can use the Grant Center to review the global grants sponsored by your district and its clubs. You can also review the global grants that contributions from clubs in your district are supporting. • Review global grant applications in the Grant Center by your district or its clubs. You'll be notified by email when your authorization is needed. Before you authorize an application, confirm that the clubs applying are qualified and that their activities are eligible for funding. Tell grant sponsors if any other information is needed before the application can be authorized. • In consultation with the governor, authorize any use of District Designated Funds for global grants. You'll be notified by email when DDF authorization is needed. • Authorize the use of directed gifts and endowment funding, ensuring that the grant activities align with the gift specifications. • Authorize the grant application legal agreement and reports for district-sponsored global grants. You'll be notified by email when your authorization is needed. • Connect clubs with local experts, including members of the Cadre of Technical Advisers and the district resource network, to help them plan successful projects. • Serve as the district's primary liaison about global grants with regional grants officers and other Foundation staff members. • Support clubs in resolving any partnership and project implementation issues that arise during the implementation of the grant.

District grants	• Ensure that the district Rotary Foundation committee has a policy that outlines how and when district grant funds will be distributed.
	• Serve as the Foundation's primary contact for district grants.
	• In consultation with the governor and the district grants subcommittee chair:
	  ○ Manage clubs' requests for district grants, review them, and decide which projects to fund.
	  ○ Decide how much to request from the Foundation for administration and contingency funds.
	  ○ Complete, authorize, and submit the district grant application in the Grant Center by 15 May of the Rotary year for which the funds are requested.
	  ○ Distribute district grant funds to clubs and collect reports from them.
	  ○ Submit new spending requests, if necessary, and complete the district grant report in the Grant Center.

Disaster response grants	In consultation with the governor: • Authorize and submit disaster response grant applications in the Grant Center. • Submit disaster response grant reports in the Grant Center within six months of payment.
Learning Center resources	• Rotary Foundation Basics • District Committee Basics • District Rotary Foundation Committee Intermediate • Grant Management Seminar

DISTRICT GRANTS SUBCOMMITTEE CHAIR

Qualification and stewardship	• Work with the district Rotary Foundation chair (DRFC) to qualify clubs to participate in global grants. • Help review and implement the District Qualification Memorandum of Understanding every year, including by establishing and maintaining appropriate record-keeping systems to manage the district's grants. • Assist with grant management seminars. • Work with the DRFC to monitor grant activity and ensure that all grant projects are implemented promptly. • Help decide how to allocate DDF. • Ensure that grant sponsors understand and comply with the terms and conditions of grant awards.
Global grants	• Monitor all global grant activities in your district. You can use the Grant Center to review the global grants that your district and its clubs are sponsoring. You can also review the global grants that contributions from clubs in your district are supporting. • Collaborate with the district's scholarship subcommittee chair or vocational training team subcommittee chair to conduct orientation (with other districts, if possible) for all scholars and training team participants before they depart or when they arrive.

District grants	• Implement the policy for allocating funds for district grants as established by the district Rotary Foundation committee, including by working with the DRFC to disburse grant funds and establish and maintain appropriate record-keeping systems to manage the district's grants.
	• In consultation with the governor and the DRFC:
	  ○ Manage clubs' requests for district grants, review them, and decide which projects to fund.
	  ○ Decide how much to request from the Foundation for administration and contingency funds.
	  ○ Complete, authorize, and submit the district grant application in the Grant Center by 15 May of the Rotary year for which the funds are requested.
	  ○ Distribute district grant funds to clubs and collect reports from them.
	  ○ Submit new spending requests, if necessary, and complete the district grant report in the Grant Center.

Disaster response grants	• Support the governor and DRFC as needed in applying for disaster response grants and carrying out the activities funded by disaster response grants.
Learning Center resources	• Rotary Foundation Basics • District Committee Basics • District Rotary Foundation Committee Intermediate • Grant Management Seminar

DISTRICT STEWARDSHIP SUBCOMMITTEE CHAIR	
Qualification and stewardship	• Support club qualification processes as requested by the governor and district Rotary Foundation chair (DRFC). • Assist with grant management seminars. • Help review and implement the District Qualification Memorandum of Understanding every year, including by reviewing the financial management plan. • Review the District Stewardship Planning Guide. • Monitor and evaluate the implementation of proper stewardship and grant management practices for all club- and district-sponsored grants, including timely reporting to the Foundation for all grants. • Create a system to investigate and address any potential misuse or irregularities in grant-related activities, report any potential misuse or irregularities to the Foundation, and conduct initial local investigations into any reports of misuse.
Global grants	• Monitor global grant activities in your district. You can use the Grant Center to review the global grants sponsored by your district and its clubs. You can also review the global grants that contributions from clubs in your district are supporting.
District grants	• Monitor district grant activity in the district.
Disaster response grants	• Monitor disaster response grant activity in the district.
Learning Center resources	• Rotary Foundation Basics • District Committee Basics • District Rotary Foundation Committee Intermediate • Grant Management Seminar

DISTRICT SCHOLARSHIP SUBCOMMITTEE CHAIR

Qualification and stewardship	• Support district qualification efforts by reviewing the District Qualification Memorandum of Understanding and helping ensure that scholarship funds and required documentation (such as enrollment and tuition information, expense receipts, and bank statements) are properly included in the district financial management plan.
Global grants	• Establish district standards and processes as outlined in the Global Grant Scholarship Supplement. • Review scholarship applications and provide feedback on behalf of the district Rotary Foundation committee. • Help find local clubs to serve as host sponsors for incoming scholars. • Advise sponsor clubs about global grant scholarships and support them while the scholar is completing their studies. • Ensure that outgoing scholarship recipients complete the Orientation for Global Grant Scholars learning plan. Provide orientation to incoming scholars as needed. • Assist the district stewardship subcommittee chair with reviews if any stewardship issues are raised regarding scholarship grants.
District grants	• In consultation with the governor, DRFC, and the district grants subcommittee chair, provide support for scholarship activities in the district grant spending plan.
Learning Center resources	• Rotary Foundation Basics • District Committee Basics • District Rotary Foundation Committee Intermediate • Grant Management Seminar • Orientation for Global Grant Scholars

DISTRICT VOCATIONAL TRAINING TEAM SUBCOMMITTEE CHAIR	
Qualification and stewardship	• Support district qualification efforts by reviewing the District Qualification Memorandum of Understanding and helping ensure that vocational training team funds and required documentation (such as expense receipts and bank statements) are properly included in the district financial management plan.
Global grants	• Establish district standards and processes for vocational training teams funded by global grants. • Review vocational training team applications and provide feedback on behalf of the district Rotary Foundation committee. • Advise clubs that are sponsoring vocational training teams about global grants. • Ensure that the team leaders and members complete the Orientation for Vocational Training Teams learning plan.
District grants	• In consultation with the governor, DRFC, and the district grants subcommittee chair, provide support for vocational training team activities included in the district grant spending plan.
Learning Center resources	• Rotary Foundation Basics • District Committee Basics • District Rotary Foundation Committee Intermediate • Grant Management Seminar • Orientation for Vocational Training Teams

CLUB PRESIDENT	
Qualification and stewardship	• Participate in the grant management seminar or designate another club member to do so. Ideally, the president and president-elect take part, as well as any club member that will be the primary contact on a global grant. • Review and agree to the Club Qualification Memorandum of Understanding. • Review the Club Stewardship Planning Guide. • Complete any other qualification requirements set by your district.
Global grants	• Monitor all grant activities in your club. You can use the Grant Center to review any global grants that your club is sponsoring. You can also review the global grants that contributions from your club are supporting. • Authorize the grant application legal agreement, as well as reports for grants sponsored by your club.
District grants	• Work with club members to submit district grant requests to the district. • Help implement the activities funded by district grants. • Make sure that district grant reports are submitted to the district.
Disaster response grants	• Communicate with your district about any disaster response grant funds your club manages. Track relevant receipts or other financial documents and submit those to your district as requested.
Learning Center resources	• Club Rotary Foundation Committee Basics • Rotary Foundation Basics • Grant Management Seminar

GRANT TYPES

District Grants, Global Grants, Disaster Relief, and Programs of Scale

Global Scholars and Peace Scholars

What district grants support

You can use district grants to fund a variety of district and club projects and activities, including:

- Humanitarian projects, including service travel and disaster recovery efforts
- Scholarships for any level, length of time, location, or area of study
- Youth programs, including Rotary Youth Exchange, Rotary Youth Leadership Awards (RYLA), Rotaract, and Interact
- Vocational training teams, which are groups of professionals who travel abroad either to teach local professionals about their field or to learn more about it themselves

You have plenty of freedom to customize your service projects. Refer to the [Terms and Conditions for Rotary Foundation District Grants](#) for information about district grant requirements.

Global grants support large international activities with sustainable, measurable outcomes in Rotary's [areas of focus](#). By working together to respond to real community needs, clubs and districts strengthen their global partnerships.

Global grants can fund:

- Humanitarian projects
- **Scholarships for graduate-level academic studies**
- Vocational training teams, which are groups of professionals who travel abroad either to teach local professionals about their field or to learn more about it themselves

How they're funded

Global grants have a minimum budget of $30,000 and a maximum World Fund award of $400,000. Grant sponsors can use a combination of District Designated Funds (DDF), cash, and/or directed gift and endowed fund program award spendable amounts to fund a global grant. The Foundation will provide an 80 percent World Fund match for all DDF contributions. There is no minimum World Fund match.

Qualification

Both the district or club in the country where the activity is carried out and the international partner district or club must first become qualified before applying for a global grant. Learn more about the **qualification process** and **grant management**. Your club and district Rotary Foundation chairs can help you plan how to use your District Designated Funds and learn how to qualify your club.

Submitting a successful grant application

Consult with local experts early in the planning process to build a strong project plan and global grant application. The district resource network can help.

 To be approved, your application must clearly describe how your project, scholarship, or vocational training team:

- Is **sustainable** — include plans for long-term success after the global grant funds have been spent
- Includes measurable goals
- Aligns with one of Rotary's **areas of focus**
- Responds to real community needs — any club or district that applies for a global grant to support a humanitarian project or a vocational training team must conduct a **community assessment** first and design the project based on what they learn through that assessment.
- Actively involves Rotary and community members
- Meets the eligibility requirements in the grants **terms and conditions**

The Rotary Foundation supports disaster relief and recovery efforts through grants from the Rotary Disaster Response Fund. The Trustees of The Rotary Foundation may establish individual funds in the wake of specific disasters. These funds provide support for immediate relief efforts through disaster response grants

What Rotary disaster response grants support

Districts that have been affected by natural disasters can use Rotary disaster response grants to launch their own projects or work with established relief organizations to help their communities recover. Grant funds can be used to provide basic items such as water, food, medicine, and clothing. Districts should work closely with local officials and groups to ensure that the funding will meet a specific community need.The Rotary Foundation also offers funding to support long-term disaster recovery efforts through global grants.

Who can apply for a disaster response grant

Once **qualified** for Rotary grants, districts in an affected area or country may apply for a maximum grant of $25,000, based on the availability of funds. A district may apply for subsequent grants after it successfully reports outcomes from previous grants. Reports are due within six months of the grant payment.

As People of Action focused on ***increasing our impact***, we must continue to invest in relationships, make decisions grounded in evidence, and mobilize our networks to create solutions that last. As we continue to

support the incredible work that Rotary members are doing, we also want to find new ways to accomplish our mission, learn together, and demonstrate Rotary's power to create positive change.

In response, The Rotary Foundation created **Programs of Scale** to support Rotary member-led, evidence-based programs that have already demonstrated success. Scaling proven programs will benefit more people and foster policy development and sustainable programs.

The Rotary Peace Fellowship

By offering academic training, practice, and global networking opportunities, Rotary Peace Fellowships develop the capacity of peace and development professionals or practitioners to become experienced and effective catalysts for peace.

We award up to 130 Rotary Peace Fellowships each year. Funding comes from contributions, with additional support from the World Fund.

- Each year, we fund 50 fellows in master's degree programs in international relations, peace studies, conflict resolution, and related subjects.
- We fund up to 80 fellows in the one-year professional certificate program that offers experienced peace and development professionals additional training.

The fellowship pays for tuition, accommodations, travel, and field experience expenses.

Rotary has developed unique partnerships with world-class universities around the globe that empower, educate, and increase the capacity of peacebuilders. Select each plus sign to learn more.

District Grant Lifecycle

Application Phase

Applications are accepted during the planning and implementation years. Applications must be received before 15 May of the Rotary year for which the funds are requested (implementation year).

1 → Grant application submitted online

2 → Staff reviews application → Missing information is supplied to staff

3 → TRF approves/disapproves application

4 → Sponsors receive notification of grant approval/disapproval

Payment Phase

Payment information is due by 15 May of implementation year. Funds will be released after 1 July of the implementation year once all payment requirements are fulfilled and the previous Rotary year's district grant is closed.

5 → Grant payment is processed

6 → District distributes funds to participating clubs

Reporting Phase

Final report documenting the disbursement of funds must be submitted to TRF within 12 months of receiving the payment, or within two months of the grant's total disbursement.

7 → District submits final report on distribution of funds

8 → Staff reviews report → Missing information is supplied to staff

9 → Final report is approved and grant is closed
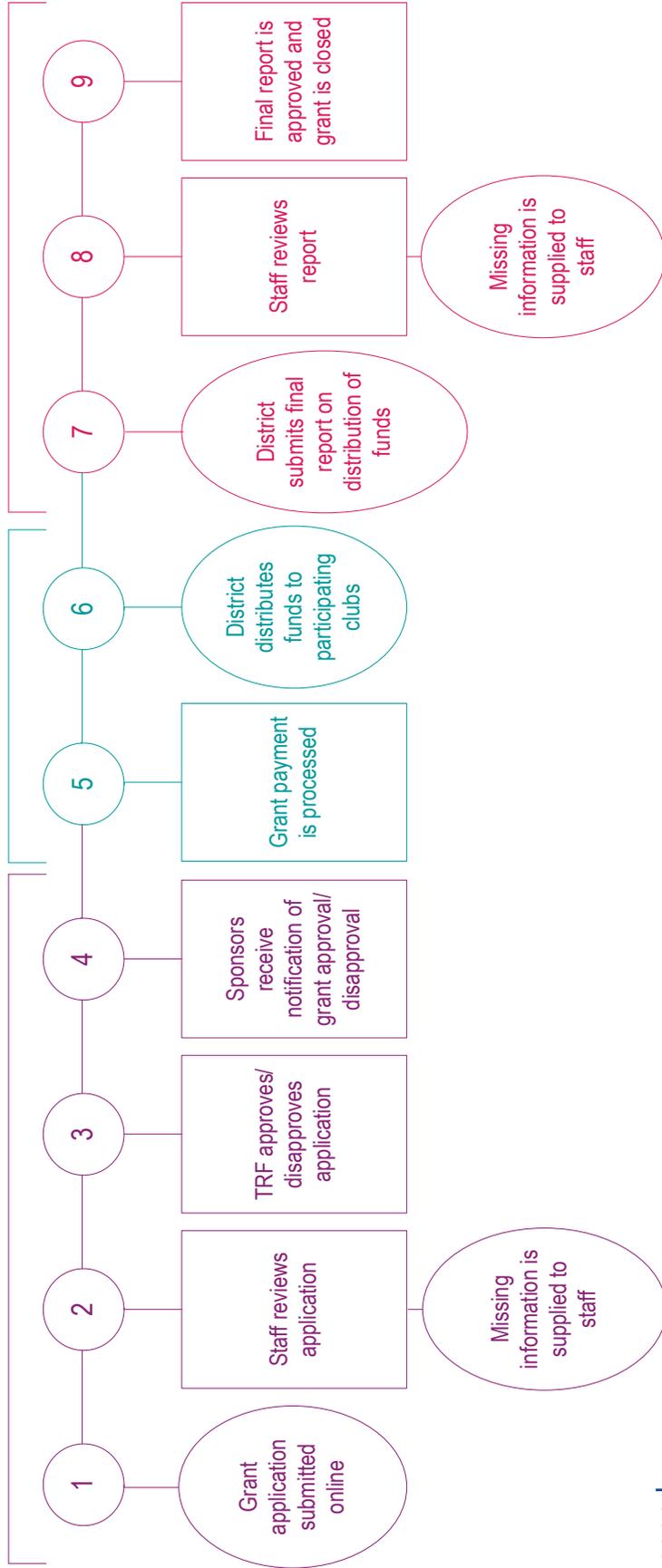
Legend

◯ = Rotarian action

▢ = TRF action

ROTARY'S FOUNDATION FUNDING
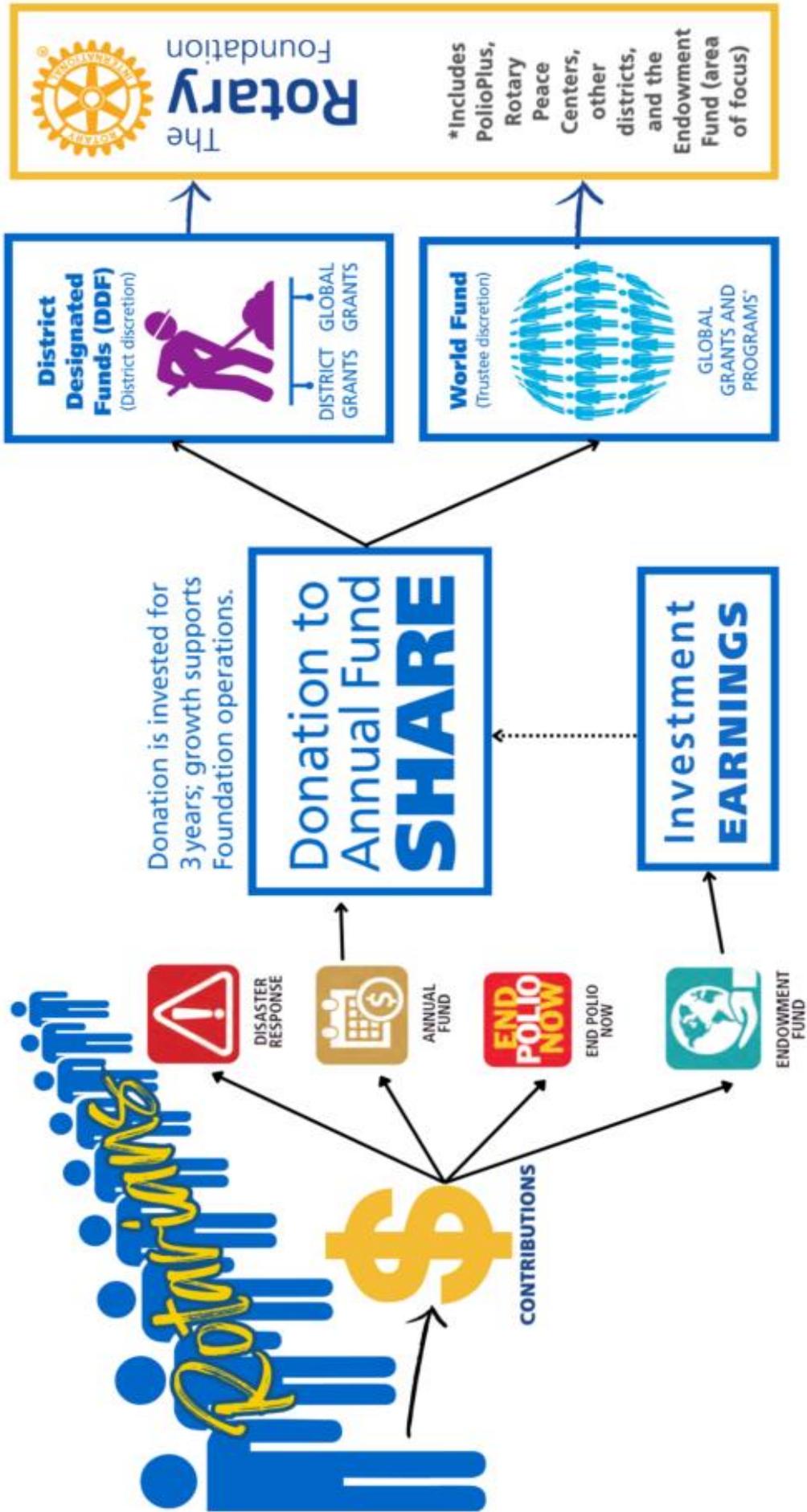
The Rotary Foundation

*Includes PolioPlus, Rotary Peace Centers, other districts, and the Endowment Fund (area of focus)

District Designated Funds (DDF) (District discretion)
- DISTRICT GRANTS
- GLOBAL GRANTS

World Fund (Trustee discretion)
- GLOBAL GRANTS AND PROGRAMS*

Donation is invested for 3 years; growth supports Foundation operations.

Donation to Annual Fund SHARE

Investment EARNINGS

Rotarians

- DISASTER RESPONSE
- ANNUAL FUND
- END POLIO NOW
- ENDOWMENT FUND

CONTRIBUTIONS

ROTARY'S AREAS OF FOCUS

Rotary

More than 79.5 million people fled war, persecution, and conflict in 2019, according to the United Nations — the highest number the organization had ever recorded. Although the solutions that will end violent conflict are complex, Rotary believes that when groups of dedicated people work to create peace in their communities, their efforts can have a global effect.

BUILDING PEACE

Peace has a unique status in Rotary. We approach peace not as an abstract concept, but as a living, dynamic expression of human development. As a humanitarian service organization, we hold it as both a cornerstone of our mission and an area of focus — one of the main ways in which our members strengthen communities.

Rotary's peacebuilding initiatives seek to create environments where lasting peace is possible. We do this by:

- Continually investing in sustainable and measurable peace programs in our communities and around the globe

- Educating and creating an extensive network of peacebuilders and community leaders dedicated to peacebuilding and conflict prevention

- Providing members with several ways in which they can actively engage with, contribute to, and promote peacebuilding initiatives in their communities

TAKE ACTION

Rotary supports training, education, and practices related to peacebuilding and conflict prevention through initiatives that help create social cohesion and that transform conflict in our own communities and around the world.

Our members focus on prevention and transformation — identifying and working to resolve the underlying conditions, relationships, and social structures that give rise to conflict. By addressing the causes of conflict, communities can move beyond conflict resolution or management to change the environment that led to violence or a threat of violence. This focus on transformation helps ensure sustainable and lasting peace.

Rotary members can engage with this area of focus by designing projects and programs that:

- Enhance the capacity of individuals and communities to transform conflict and build peace

- Train community members in peace education, peace leadership, and conflict prevention and resolution

- Provide services that help integrate vulnerable people or those affected by conflict into society

- Improve dialogue and community relations to determine the best way to manage community resources

- Fund graduate scholarships for career-minded professionals related to peacebuilding and conflict prevention

- Create platforms for cross-cultural exchanges and dialogue

The Rotary Action Group for Peace and the Rotary Action Group for Refugees, Forced Displacement, and Migration bring together the family of Rotary and like-minded experts to support clubs and districts with their projects.

TIPS FOR SUCCESS

1 Use role-playing, sports, or other experience-based learning methods to teach children and young adults socially appropriate ways of dealing with conflict.

2 Work with local organizations that community members trust and have a relationship with.

3 Train community leaders in strategies to prevent and mediate conflict, such as facilitating community dialogue and initiating alternative dispute-resolution practices.

4 Partner with Rotary Peace Fellows and other conflict-prevention experts and organizations.

TAKE ACTION
Enroll in the **Rotary Positive Peace Academy**.

TAKE ACTION
Learn more about **Rotary's partnership with the Institute for Economics and Peace**.

TAKE ACTION
Read the **Rotary Guidelines** for Peacebuilding and Conflict Prevention.

TAKE ACTION
Recruit candidates for a **Rotary Peace Fellowship**. We award up to 130 peace fellowships each year for study at Rotary Peace Centers at universities around the world.

TAKE ACTION
Learn about **conflict sensitivity and the Do No Harm program**, a well-known framework to ensure projects don't cause unintended harm when they're implemented.

PREVENTING DISEASE

Noncommunicable diseases, such as cardiovascular diseases, diabetes, dementia and cancer, accounted for seven of the world's top 10 causes of death in 2019, according to the World Health Organization. Each year, more than 15 million people aged 30 to 69 die prematurely as a result of noncommunicable diseases, with 85% of those premature deaths occurring in low- and middle-income countries.

Despite a global decline in the percentage of deaths due to communicable diseases, they remain a challenge, primarily in low- and middle-income countries. Although the world is on the brink of eradicating polio, communicable diseases such as tuberculosis, HIV/AIDS, and malaria are still leading causes of death in these countries with reports of decreasing or plateauing progress.

And according to the WHO, 1 billion people suffer from neglected tropical illnesses, such as dengue fever, Chagas' disease, sleeping sickness, and river blindness.

TIPS FOR SUCCESS

1. Consult with Rotary members who have medical or public health expertise to assist in developing your project idea.

2. Communicate with local and regional hospitals, clinics, universities, and ministries of health to avoid duplicating efforts and to take advantage of local resources.

3. Enlist community health care workers and other health and medical volunteers to support project development and implementation.

4. Partner with successful community-based organizations to strengthen their capacity and expand existing services.

TAKE ACTION
Help **immunize** people against vaccine-preventable diseases.

TAKE ACTION
Support health education programs that explain how diseases are spread and promote ways to reduce the risk of transmission.

TAKE ACTION
Provide training to local health care providers and community health workers.

TAKE ACTION
Organize activities to address behavior that can be changed, such as an unhealthy diet, a lack of physical activity, and the harmful use of substances such as tobacco and alcohol.

HEALTH CARE SERVICES

Less than half of the global population has access to essential health services, according to the United Nations. Major disruptions such as the COVID-19 pandemic, natural disasters, and high-conflict situations could reverse decades of improvement in preventing both communicable and noncommunicable diseases by decreasing access to health care professionals, facilities, and other services. More than 40% of all countries have fewer than 10 medical doctors per 10,000 people, and more than 55% of countries have fewer than 40 nurses and midwives per 10,000 people. An additional 18 million health workers are needed, primarily in developing countries.

TIPS FOR SUCCESS

1. Work with local, regional, district, and national health systems to increase people's access to equipment, facilities, and the latest health care programs.

2. Incorporate innovative technologies and tools to extend the reach of health centers.

3. Work with local health centers to develop programs that attract health workers with a variety of skills.

4. Work with local universities, nursing schools, and other health care training facilities to provide education in locations where employees live, in order to maximize retention rates.

TAKE ACTION

Improve the quality of existing services, taking an approach to health systems and infrastructure that involves people as partners in their own care.

TAKE ACTION

Support continuing education and training for health care workers through scholarships, stipends, and public recognition.

TAKE ACTION

Support projects that expand access to affordable health care services to underserved communities.

More than 10 Rotary Action Groups can help clubs and districts plan and implement activities to address a wide range of diseases such as malaria, diabetes, HIV/AIDS, and Alzheimer's and other types of dementia.

SANITATION AND HYGIENE

Nearly 2 billion people lacked access to basic sanitation facilities in 2020, according to UNICEF figures. Of these, 673 million still defecate in the open. Poor sanitation is linked to the transmission of diseases such as cholera, diarrhea, dysentery, hepatitis A, typhoid, and polio. It can also undermine the growth and development of children.

At least 10% of the world's population is estimated by the WHO to consume food irrigated by untreated wastewater. Each year, 297,000 children under the age of five die from preventable water and sanitation-related diarrheal diseases.

TIPS FOR SUCCESS

1. Avoid telling a community what sanitation solutions it needs. Instead, work with residents to determine what technology and education is most appropriate, and explore several options. Be sure to include women in the discussion and decision-making process.

2. Use professionals to develop and implement hygiene education programs that use participatory learning to promote behavior changes and healthy habits. Teaching that uses only methods such as lectures or informational pamphlets is rarely successful.

3. Avoid fully subsidizing or donating toilet facilities to households, especially if a local market for sanitation is developing in the region. This can undermine the growth of local sanitation businesses and sanitation marketing campaigns.

TAKE ACTION

Train teachers to instruct students in healthy habits in schools, using participatory lessons in sanitation and hygiene and including subjects such as menstruation.

TAKE ACTION

Increase access to water and sanitation services and expand watershed protection and restoration measures in order to improve water quality and quantity and reduce the vulnerability to water-related risks and stresses.

TAKE ACTION

Support communities as they construct their own toilets, using local materials and resources.

The Water, Sanitation, and Hygiene Rotary Action Group and the Rotary Action Group for Menstrual Health & Hygiene help clubs and districts plan and carry out activities in their areas of expertise.

IMPROVING WATER QUALITY AND ACCESS TO WATER

By 2025, the UN says, 1.8 billion people will be living in countries or regions with absolute water scarcity, and two-thirds of the world's population could be living under water-stressed conditions. Some 663 million people don't have clean drinking water, UN figures show. And globally, women and children spend 200 million hours every day collecting water, according to UNICEF.

TIPS FOR SUCCESS

1. Work with community members to establish a water committee and a fee system to allow the ongoing operation and maintenance of the water system.

2. Conduct a hydrogeological survey before digging or drilling a well to determine the quality of the water supply and whether enough water will be accessible all year to meet the demands of users such families, farmers, and businesses.

3. Include government and private-sector enterprises in the design, implementation, and monitoring of the project to solidify the long-term community participation.

4. Consider government standards and guidelines for water and sanitation facilities. Refer to WHO standards if national standards don't exist.

5. Understand that providing access to a water supply does not guarantee people safe drinking water. Assess a water source for bacteriological or chemical contamination to determine if the water needs to be treated or purified for consumption.

TAKE ACTION
Implement rainwater harvesting systems to collect and store rainwater to use for drinking or to revitalize underground aquifers.

TAKE ACTION
Work with regional governments and private agencies to **expand water resource management**, conservation, and restoration activities in your local watershed. Ensure that water, sanitation, and hygiene services align with and are integrated into the watershed management plans.

TAKE ACTION
Improve the management of water resources, which will lead to better water, sanitation, and hygiene services and improve people's health. Strengthen the link between communities and water, sanitation, and hygiene service providers by bringing them together to find solutions to local issues.

TAKE ACTION
Work with communities and local governments to **identify long-term funding** methods to expand and rehabilitate water systems.

TAKE ACTION
Provide household water treatments and safe water through chlorination, filtration, or solar disinfection to **make drinking water safe**.

CHILD HEALTH CARE

An estimated 5.2 million children under age five died mostly from preventable and treatable causes in 2019, according to the WHO. Globally, preterm birth, birth asphyxia and trauma, and congenital anomalies, as well as infectious diseases such as pneumonia, diarrhea, and malaria, are the leading causes of these deaths. More than 80% of these deaths occurred in sub-Saharan Africa and central and southern Asia.

The UN Sustainable Development Goals include specific targets for reducing the preventable deaths of newborns and children under age five by 2030.

TAKE ACTION

Promote good nutrition, especially for women who are pregnant, might become pregnant, or recently gave birth. **Encourage** exclusive breastfeeding whenever possible for the first six months of a child's life.

TAKE ACTION

Develop or support programs that provide immunizations against vaccine-preventable diseases for children under age five.

The Rotary Action Group for Reproductive, Maternal, and Child Health and the Rotary Action Group for Clubfoot help clubs and districts adapt proven solutions that improve maternal and child health and that meet the needs of local communities.

REPRODUCTIVE HEALTH

According to the WHO, 214 million women in developing countries had unmet needs for modern contraception in 2017. Having access to contraception offers benefits including more possibilities for education and economic development, and in some cases prevents the transmission of HIV and other sexually transmitted infections.

TIP FOR SUCCESS

1. Take the time to understand people's beliefs about contraception and create an environment of open, nonjudgmental communication to build productive working relationships in the community.

TAKE ACTION

Provide information about **and access** to contraceptives. Filling the unmet need for contraception could reduce the number of maternal deaths by nearly one-third.

TAKE ACTION

Eliminate mother-to-child **HIV transmission** by increasing access to testing and antiretroviral drugs.

TAKE ACTION

Provide information about and access to testing and treatment for HIV and other sexually transmitted infections.

ANTENATAL CARE, CHILDBIRTH, AND POSTPARTUM CARE

In developing countries, 1 in 45 women is at risk of dying from causes related to pregnancy, childbirth, and postpartum care compared with 1 in 5,400 in developed countries, according to the WHO.

In 2017, 810 women around the world died every day from preventable and treatable complications during and after pregnancy and childbirth. These complications included severe bleeding, infections, other delivery issues, and high blood pressure during pregnancy.

About 94% of these deaths occur in developing countries, and 80% of them could be prevented with access to reproductive health services, prenatal care during pregnancy, skilled care during childbirth, and postpartum care.

TIPS FOR SUCCESS

1. Consult Rotary members who are trained in maternal and newborn health care, such as midwives, obstetricians, and gynecologists, to assist in developing your project idea.

2. Work with local, regional, district, and national health systems to increase access to equipment, facilities, and the latest maternal and child health care programs.

3. Work with community-based organizations that have expertise in maternal and child health.

4. Empower community members to take over the management of training programs for local health care workers in order to ensure their sustainability.

TAKE ACTION
Support projects that provide access to prenatal care in underserved communities.

TAKE ACTION
Organize efforts to provide birthing kits to health professionals.

TAKE ACTION
Support continuing education and training for health care workers through scholarships, stipends, and public recognition.

TAKE ACTION
Support training programs for health professionals and community health workers.

TAKE ACTION
Educate people about the need for prenatal health care early in a pregnancy.

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More than 79.5 million people fled war, persecution, and conflict in 2019, according to the United Nations — the highest number the organization had ever recorded. Although the solutions that will end violent conflict are complex, Rotary believes that when groups of dedicated people work to create peace in their communities, their efforts can have a global effect.

TEACHER PROFESSIONAL DEVELOPMENT

Teachers around the world face challenges every day as they seek to serve their students and provide them with the best education possible. In addition to the usual challenges, the COVID-19 pandemic illustrated that many teachers didn't have the training or equipment to lead or provide distance education — especially those with no initial teacher education and few opportunities for in-service training.

To reach universal primary and secondary education in 2030, nearly 69 million more teachers are needed, according to the UN — more than 24 million for primary education and more than 44 million for secondary education. Sub-Saharan Africa has the lowest percentage of trained teachers: 65% at the primary level and 51% at the secondary level. The ratio of pupils to trained primary teachers is 58-to-1 in sub-Saharan Africa and 40-to-1 in southern Asia.

TIPS FOR SUCCESS

1. Spend time talking with people in the school community, especially teachers, before planning a project to make sure you understand their goals, strengths, challenges, and needs.

2. Develop long-term relationships with teachers to ensure that they have access to the latest training and materials.

3. Consult with local education officials to design appropriate teacher training programs and ways to implement them that will complement the school, local, or national curriculum.

TAKE ACTION
Organize a vocational **training** team to offer underserved communities training in how to implement a curriculum.

TAKE ACTION
Provide professional development for teachers and supplies such as teaching aids, textbooks, and classroom enhancements.

The Basic Education and Literacy Rotary Action Group brings together experts from many educational specialties to help clubs and districts design and implement effective programs.

SUPPORTING STUDENTS

Access to school has always been a global challenge. It was only exacerbated by the COVID-19 pandemic, which forced about 90% of all students, or about 1.6 billion people, out of school. It also put many marginalized students at a further disadvantage because they were excluded from distance learning opportunities.

TIPS FOR SUCCESS

1. Remove barriers to girls' education caused by cultural attitudes, safety concerns, and the need for girls to contribute to the household economy. Gender equality is a vital part of sustainable community development.

2. Empower students, parents, teachers, and administrators as decision-makers in your activities.

3. Work with local organizations that can offer advice and resources to help you organize a training, tutoring, adult literacy, or mentoring program.

TAKE ACTION

Promote student enrollment and prevent absences (especially for girls) by helping communities provide safe drinking water, gender-segregated toilets, hand washing stations, and training for students and teachers about hygiene and menstrual hygiene.

TAKE ACTION

Volunteer with a classroom or after-school program to be a tutor or to read with students.

TAKE ACTION

Develop an adult literacy program.

TAKE ACTION

Work with a partner to **train school librarians** to perform reading assessments and work with students who have special learning needs.

TAKE ACTION

Start a mentorship program for students in your community and build awareness about the importance of attending school and how education can help end generational poverty.

Global extreme poverty rose in 2020 for the first time in more than 20 years, the World Bank said, as the COVID-19 pandemic compounded the effects of conflict and climate change — which were already slowing the progress in reducing poverty. The World Bank expected about 150 million additional people to be living in poverty by the end of 2021 as a result of the pandemic.

In 2018, 4 out of 5 people below the international poverty line lived in rural areas.

- Half of the poor are children. Women are a majority of the poor in most regions and in some age groups.

- Climate change could drive 68 million to 132 million people into poverty by 2030. The issue is a particular threat in sub-Saharan Africa and southern Asia, where most of the global poor are concentrated.

INCOME GENERATION AND FINANCIAL INCLUSION

About 1.7 billion adults around the world don't have an account at a financial institution or through a mobile money provider, according to a 2017 World Bank report. That was down from 2 billion in 2014.

More than 55 countries have made commitments to financial inclusion since 2010, the World Bank said, with more than 60 launching or developing a national strategy.

TIPS FOR SUCCESS

1 When you support service projects in a developing community, purchase goods and supplies locally to stimulate the economy and avoid unnecessary shipping fees.

2 Establish a Rotary Community Corps (RCC) and empower members to take action. RCC members can help identify barriers to the community's economic progress and develop sustainable solutions.

3 Provide training to people based on the community's needs, with a clear plan to sustain the projects and businesses.

TAKE ACTION

Encourage and support sustainable sourcing, such as village savings groups, for rural areas. Equipment to support farming or other trades is beneficial if you include training in the project. Providing tools and training so that the community can be self-sufficient encourages sustainability.

TAKE ACTION

Partner with a local and credible microlender to **improve people's access to financial services** and support a financial infrastructure in the community.

TAKE ACTION

Develop mobile banking resources in partnership with a microlender. Cell phones, which can be used to make deposits and transfer funds, can increase access to banking systems in developing communities.

JOB CREATION AND ENTREPRENEURSHIP

Unemployment and underemployment caused by the coronavirus crisis affected as many as 1.6 billion workers in the informal economy — half of the global workforce, according to the International Labour Organization.

Only 47% of women of working age took part in the labor market in 2020, compared with 74% of men, according to the UN. The number is even lower in southern and western Asia and northern Africa, where less than 30% of women are part of the labor market.

TIPS FOR SUCCESS

1. Consider which skills job seekers need for the local market and avoid teaching skills that aren't in demand.

2. Design your training in partnership with local networks (such as those that offer apprenticeships and international opportunities) to ensure that the training is relevant and that relationships can develop between trainers, trainees, and prospective employers. Remember that skill development can occur in formal, informal, and on-the-job settings.

3. Engage with existing networking systems or create appropriate ones. Recruit high-potential participants, especially women.

TAKE ACTION
Assess the local employment market and **analyze** people's existing **skills** as well as the skills necessary for them to have better opportunities.

TAKE ACTION
Work with a **local microfinance institution** and community members to create the most realistic plan to repay the loan.

TAKE ACTION
Work with a cooperative that provides training, joint economic ventures, and ownership of assets to its members through an equitable structure.

TAKE ACTION
Organize a vocational training team to teach people how to create a business plan, mentor local entrepreneurs, and help them get access to business capital.

TAKE ACTION
Expand vocational training **opportunities**, including job placement programming, at local nonprofit organizations.

TAKE ACTION
Provide equipment or supplies to a cooperative to increase production and sales in the local market.

The Rotary Action Group for Community Economic Development brings together experts to help clubs and districts design and implement projects that strengthen communities through skills training, job creation, entrepreneurship, and more.

ENVIRONMENT

Global environmental issues represent some of the defining challenges facing humanity, and solutions that account for our relationship with nature and natural resources connect us both locally and globally. More than half of the UN's 17 Sustainable Development Goals for 2030 are closely linked to environmental sustainability.

The scale and interconnectedness of these challenges means that communities and organizations need to observe basic safeguards but are also empowered to take positive and restorative action. Rotary members have organized thousands of community-based solutions across the globe to support a healthy environment, from beekeeping in Germany to preventing deforestation in the Philippines and harvesting rainwater at schools in Jordan. The environment presents a wealth of service opportunities.

The Environmental Sustainability Rotary Action Group helps clubs and districts carry out a range of environmental programs by understanding the best practices, working with other organizations to create resources and learning opportunities, and advising on program design and implementation.

TAKE ACTION

Rotary supports activities that strengthen the conservation and protection of natural resources, advance environmental sustainability, and foster harmony between people and the environment. Our members work on addressing environmental problems such as pollution and habitat degradation. Addressing the root causes of such problems for the benefit of people and nature often requires collaboration with multiple stakeholders.

You can engage with this area of focus by designing projects and programs that seek to:

- Protect and restore land, coastal, marine, and freshwater resources
- Enhance the capacity of communities and local governments to support natural resource management and conservation
- Support agroecology and sustainable agriculture, fishing, and aquaculture practices to improve ecological health
- Address the causes of climate change and climate disruption and support solutions to reduce the emission of greenhouse gases
- Strengthen the resilience of ecosystems and communities affected by climate change and climate disruption
- Support education to promote behaviors that protect the environment
- Advocate for the sustainable consumption of products and the environmentally sound management of byproducts to build a more resource-efficient economy
- Address environmental justice issues and environmental public health concerns

TIPS FOR SUCCESS

1 Recognize that public environmental programs are often underfunded or deprioritized, so think about what gaps a Rotary project could fill.

2 Work with local organizations that have the trust of community members and relationships with them.

3 When the environment overlaps with other areas of focus, consider approaches that foster equitable access and benefits from clean air, clean water, sustainable agriculture, green spaces, and climate adaptation.

HOW TO GET STARTED

Find project ideas from the **World Environment Day** handbook.

HOW TO GET STARTED

Learn more about **our approach** to protecting the environment.

HOW TO GET STARTED

Read about **projects** that Rotary members have carried out **around the world**.

PROJECT PLANNING RESOURCES

Use these resources to find solutions to questions at various steps of the process to help you plan a successful project, find support for your efforts, promote your work, and evaluate its impact.

Click on each resource to learn more.

> I'm looking for international service projects undertaken by other clubs in my district for my club to join to make a greater impact.

District International Service Committee

inspires clubs to become more involved in international service, connects them to local mentors who use their subject-matter expertise to help develop projects with greater impact and sustainability, and helps identify potential international project partners.

> I want to find local experts to help my club write grants as well as plan, design, implement, monitor, and evaluate our project.

Rotary Community Corps (RCC)

is a team of non-Rotarian men and women who work in partnership with Rotary clubs to improve their communities. By bringing community input and involvement in projects, RCCs enhance Rotary's impact and reach.

> Our club wants to ensure that our project is sustainable and is maintained and monitored by a community group.

District Resource Network

is coordinated by the District International Service Committee and includes local subject matter experts with skills and experience to help clubs strengthen projects, whether funded by The Rotary Foundation or another source.

> I want to involve local residents in planning, designing, implementing, and overseeing a project.

Rotary Action Groups

are international, Rotary-affiliated groups, whose members have subject-matter expertise in a particular service area. They offer technical assistance and best practices to clubs and districts in planning and implementing effective projects, and help identify partners and funding resources.

> I want help from experts in:
> - Project planning
> - Community assessments
> - Project design
> - Finding partners
> - Project funding
> - Supporting an international program

Rotary

> I am looking to empower my community and get more involved with local service projects.

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District Community Service Committee

motivates clubs and helps them plan and implement impactful local service projects, often in partnership with RCCs and in coordination with youth service committees overseeing Interact, Rotary Youth Leadership Awards, and New Generations Service Exchanges.

"I'm looking for examples of international service projects undertaken by other clubs in my district to inspire mine.

Service Project Center

features both ongoing and completed service projects that can help clubs find international partners and inspire the global Rotary community with project ideas that members can replicate locally.

"I have questions about global grant eligibility and project design.

"I need help with the global grant application process.

TRF Cadre of Technical Advisers

are Rotarians with professional expertise in our areas of focus. They have experience designing, evaluating, and monitoring projects funded by The Rotary Foundation and understand Foundation policies and global grants.

"I want to seek Foundation grant funding for my project. I need help with:
- Project planning
- Community assessment
- Project design
- Monitoring and evaluation

Rotary Grants Staff

help clubs and districts throughout the grant process. They can answer questions about global grant eligibility and project design.

"I want to learn more about Rotary Foundation grants.

District Rotary Foundation Committee

educates and inspires clubs to participate in Rotary Foundation grant and fundraising activities in the district, assists clubs with the grant process, helps determine if activities are eligible for grant funding, and oversees distribution of District Designated Funds.

"I'm seeking District Designated Funds to support my project.

Rotary

"I'm looking for international events that will let me explore the local community and find Rotary and Rotaract projects to support as an international partner.

Project Fairs

facilitate prospective international project partners by giving international visitors a chance to learn about a local community's needs and develop relationships with clubs in regions where the fairs are hosted.

Fact Card

SUMMARY STATISTICS

Contribution summary	2023-24	All-time contributions
Annual Fund	$142.2 million	$3.5 billion
Endowment Fund	$39.5 million	$568.7 million
PolioPlus Fund	$123.0 million	$2.3 billion
Other*	$47.0 million	$464.7 million
Total outright contributions	**$351.7 million**	**$6.8 billion**
Total new commitments to the Endowment Fund	$54.3 million	$982.6 million
Polio transfers**	$11.7 million	-
Grand total	**$417.7 million**	-
Program awards & operations	**$302.5 million**	**Since 1947: $6.15 billion**

Totals are rounded and in U.S. dollars.

* Cash contributions to global grants, directed gifts, and contributions to the donor advised fund.

** District Designated Fund transfers and the resulting World Fund match, affinity card royalties, and donor advised fund transfers to PolioPlus. Does not include a $4.2 million transfer from the World Fund.
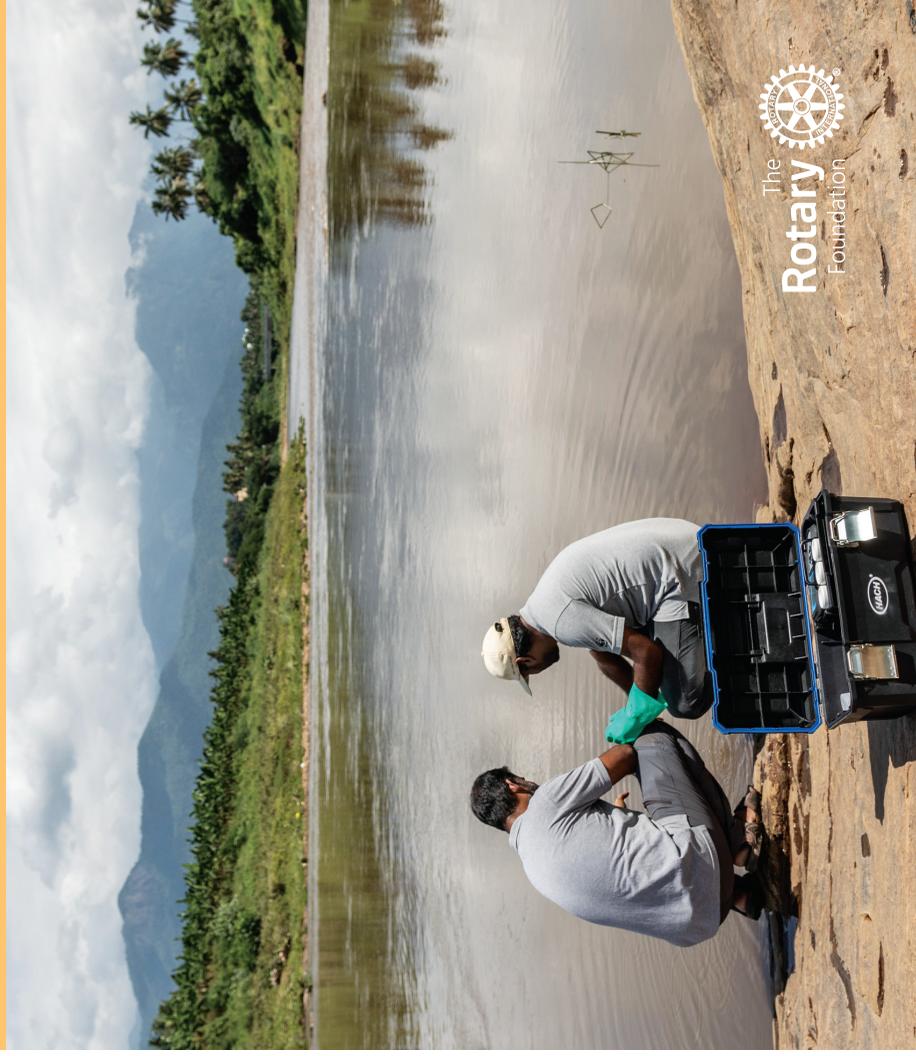
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Rotary.org

159-EN—(225)

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Programs

All figures are as of 30 June 2024 and in U.S. dollars

PolioPlus

Since 1988, Rotary and our partners have immunized nearly 3 billion children against polio. As of June 2024, Rotary had committed more than $2.6 billion to global polio eradication. We're still working to eliminate the wild poliovirus in the last two countries where it remains endemic and to ensure that it does not return elsewhere. **In 2023-24, program awards, including PolioPlus Partners grants, totaled $146.3 million.**

Rotary Peace Centers

Each year, the Foundation supports the training of peace fellows at Rotary Peace Centers, where they earn master's degrees or professional development certificates. Since 2002-03, 1,800 fellows from more than 140 countries have participated. **In 2023-24, 92 fellows from 42 countries began their studies at the Rotary Peace Centers, and program awards for the fellows and centers totaled $4.4 million.**

District grants

District grants support small-scale, short-term projects related to the Foundation's mission. **In 2023-24, the Foundation approved 485 district grants, and program awards totaled $29.2 million.**

Global grants

Global grants fund large-scale international activities with sustainable, measurable results that support Rotary's areas of focus. Activities include humanitarian projects, scholarships, and vocational training teams. **In 2023-24, the Foundation approved 1,287 global grants, and program awards totaled $72.1 million.**
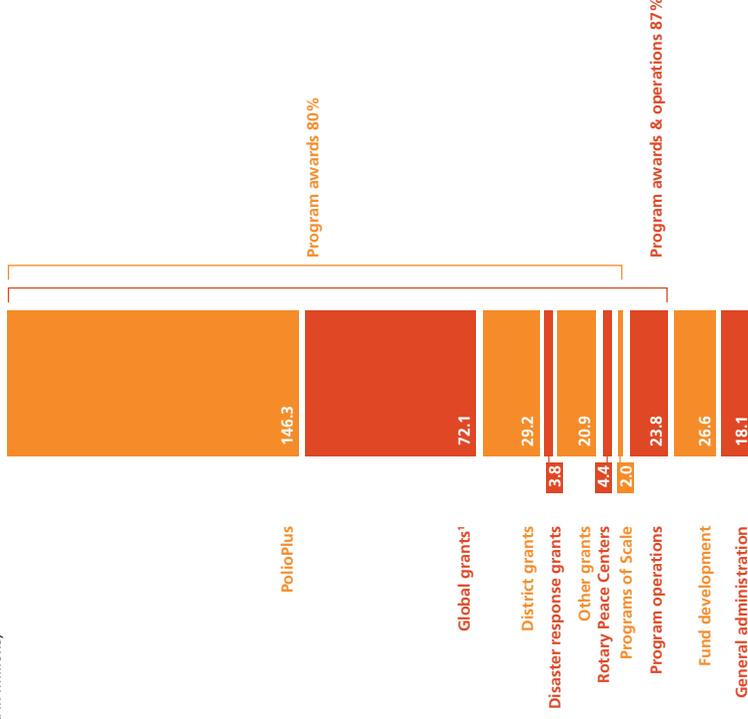
Disaster response grants

Rotary's disaster response grants support relief and recovery efforts in areas that have been affected by natural disasters within the past six months. **In 2023-24, the Foundation approved 106 disaster response grants, and program awards totaled $3.8 million.**

Programs of Scale grants

Programs of Scale grants empower Rotary members to work with experienced partners to implement large-scale, high-impact projects over three to five years to benefit a large number of people. **Partners for Water Access and Better Harvest in India, which is designed to improve the livelihoods of over 60,000 rural farmers across four states in India through the implementation of sustainable agriculture and water management practices, was awarded the 2023-24 grant of $2 million and was matched by $4 million in funding from our partners.**
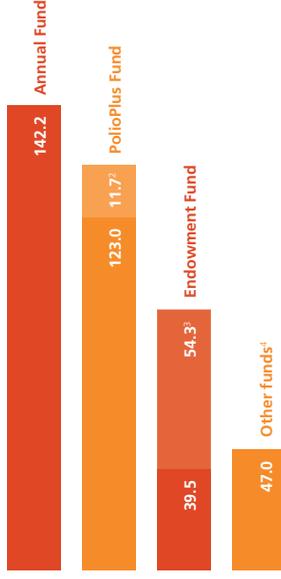
45

2023-24 TOTAL EXPENDITURES: US$347.2 million
(rounded and in millions)

Program awards 80%

Program awards & operations 87%

- PolioPlus — 146.3
- Global grants[1] — 72.1
- District grants — 29.2
- Disaster response grants — 3.8
- Other grants — 20.9
- Rotary Peace Centers — 4.4
- Programs of Scale — 2.0
- Program operations — 23.8
- Fund development — 26.6
- General administration — 18.1

2023-24 TOTAL CONTRIBUTIONS: US$417.7 million
(rounded and in millions)

- Annual Fund — 142.2
- PolioPlus Fund — 123.0 | 11.7[2]
- Endowment Fund — 54.3[3]
- 39.5
- Other funds[4] — 47.0

1 Net of returned funds and other adjustments
2 Polio transfers
3 Total new commitments to the Endowment Fund
4 Includes cash contributions to global grants, the Disaster Response Fund, donor advised fund, and directed gifts

Rotary

Conducting Community Assessments

Building a foundation for effective Rotary projects

Why community assessments are important

Effective service projects need a solid foundation. Although clubs and districts invest a lot of time and money into various projects, some still don't make a lasting impact. A well-planned project that fits the community's culture and context is more likely to succeed, and conducting a thorough community assessment significantly increases your chances for success. An assessment can help you:

- **Understand the community.** Working with the community to understand its history, culture, strengths, assets, weaknesses, and needs through a broad assessment is an essential first step in planning an effective project. By scheduling enough time to gather input from and information about the community, you can discover the best opportunities for service and maximize your club's ability to bring about positive and lasting change. Even if you're actively involved in the community, an assessment can reveal a new way to address a known issue or give residents a chance to note overlooked challenges.

- **Make informed decisions.** Assessments provide data to guide your club and the community as you decide what project to do; how to allocate time, funding, and other resources; and what's the best way to collaborate with relevant local groups.

- **Build trust and community involvement.** Developing trust in communities can require time — in some cases, months or even years. Conducting an assessment is critical to building valuable relationships and engaging residents in the project, fostering a sense of commitment that will sustain the change.

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Why community assessments are important

A community assessment is much broader than needs or solutions. It should have the complete context about a community's culture, unity, divisions, and how decisions are made. Strive to include these topics, using the tools in this guide:

1. Daily life. Ask each group or person you interview what daily life is like. What are everyday tasks? How do they do them? What are the benefits of doing them that way? How do they wish things were different? (Include educational opportunities, jobs or income, health, nutrition, their physical environment and surroundings, cleanliness, personal safety, and more.)

2. What are the biggest issues in the community? What things cause anger, frustration, arguments, or an inability to achieve goals? What things prevent growth or achievement? How might they be addressed? What things bring joy, collaboration, cohesion, wellness, and productivity? Why do they work well?

3. What is the history of these issues?

- What has the community (or groups in it) tried to do? What was the outcome?

- What have nongovernmental organizations, universities, or other outside groups done? What was the outcome?

- What have the local, regional, and central governments done or not done? What was the outcome?

- Why do the issues persist?

- Do colonialism, paternalism, old customs, traditions, and other long-lasting practices prevent change? Why does that still happen?

- What can be done to remove these barriers, encourage reconciliation, or facilitate community harmony? What can be done to improve people's lifestyles or livelihoods, or make things better in other ways?

4. Who is in control of these issues or the underlying causes? Which people are not involved in leadership or discussions? Why?

5. Who are the most trusted leaders in the community (men, women, boys, and girls)?

6. How would advocacy with leaders or the government improve the issues?

7. What other changes would make the community and its members happier, healthier, and better off financially?

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Before the assessment

- **Ensure that the assessment is led by a local club or organization.** The host club's participation is critical to ensure a deep understanding of the community and help you build ongoing relationships. Even if the assessment is conducted by another local collaborator, make sure the local club is involved in or aware of the process.

- **Consider yourself an outsider.** Even if you live in the community where your club wants to do a project, find an individual, group, or organization that can introduce you to a variety of residents who will bring different experiences, perspectives, and ideas to the assessment process. Ask participants who else in the community they think you should speak with.

- **Choose participants carefully.** Conversations with a few people aren't enough to understand a community. Consider the composition of the community and be sure to include a representative cross-section of relevant groups (e.g., by gender, age, ethnicity, religion, income level, and vocation). Remember that you shouldn't include children in the assessment or ask them questions without their primary caregivers' consent, and you also need to comply with all of Rotary's policies for working with young people.

- **Include frequently marginalized groups.** Women, young people, older people, people with disabilities, and people from smaller religious and ethnic groups are often underrepresented. Think about the social dynamics of the community in deciding whom to meet with. Convene people from each group separately so they're more comfortable sharing their perspectives. When you schedule these meetings, consider what might prevent people from specific groups from attending, such as the accessibility of the location, financial considerations, gender roles, religious observances, or caregiver responsibilities.

- **Establish a data collection and monitoring system.** Determine what data is relevant for you to gather during the assessment. Many organizations and government entities collect community-level information and will share it with your project team. Seeking and using available data to supplement your own research will help your team better understand the community's priorities and the best approaches to address its needs. Also think carefully about how you'll measure impact and how to structure the data collection system to make it objective and impartial. Consider who will collect and receive the data and how community leaders, clubs, and partners might adapt the project or training if necessary to achieve the desired outcome.

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Tips for conducting community assessments

- **Manage expectations.** Make it clear that the assessment is exploratory and collaborative, and that your interest in working with the community is not a commitment to address a predefined issue. The benefits of partnering with Rotary and how the community will participate in, contribute to, and maintain the solution will be determined later in the planning process.

- **Understand the difference between a feasibility study and a community assessment.** A feasibility study is an analysis to determine the practicality of a proposed project. Avoid studying whether a specific solution or project would benefit the community. Instead, focus on understanding the community's main concerns and the underlying causes of those concerns — a community assessment.

- **Collaborate, don't duplicate.** In some cases, local governments, nongovernmental organizations, nearby clubs, or other civil society associations may be already studying the community or planning to address issues there. Make sure your assessment, and any subsequent projects, don't duplicate efforts. Investigate whether a collaboration could strengthen an existing community assessment or initiative.

- **Learn from what hasn't worked.** Remember to ask about what hasn't worked for the community in the past. If recent projects didn't meet their goals or address the issue they were intended to improve, find out why they didn't have the expected effect.

During the assessment

- **Go to the community.** Talk to people in the area where they live or work rather than asking them to travel to a location where they may be uncomfortable, concerned about safety, or incur transportation costs.

- **Listen without judgment.** Avoid assuming you know what's best for the community or what challenges it faces. Acknowledge your own cultural background and biases but try to suspend your preconceived ideas. Focus on listening, learning, and understanding other perspectives. Absorb information without forming conclusions or indicating any to those you speak with. Ask open-ended questions such as, "Tell me about..." or "How does [X] happen...?" Pay attention to the answers and ask follow-up questions to learn more.

- **Foster a safe environment for youth.** Young people can add valuable perspectives to community assessments and service projects when they feel safe and welcome. It's important for you and anyone else who works with young people

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through Rotary to make their safety your top priority. You need to obtain consent from a young person's primary caregiver for them to participate in any activity or project. Before engaging with minors, review Rotary's statement of conduct for working with youth at the beginning of the Rotary Youth Protection Guide and take the course in the Learning Center.

- **Craft a compelling narrative.** Structure data collection activities that create a natural flow of information for you and the community. The assessment tools you use should build on one another, making it easier to collect and analyze information. What will help you and your partners understand the community and help the community understand Rotary and its partners?

- **Communicate respectfully.** In all your communications about the assessment or a possible project, treat community members as active participants rather than passive recipients of the project benefits. Focus on their strengths, incorporate their perspectives and ideas into the process, and highlight community-driven solutions. Understanding the community, listening to the residents, and creating environments where they feel empowered is fundamental to the way we work with people.

- **Determine if an issue is a one-time problem or a recurring problem.** If it's recurring, find out why. Are existing laws or programs not being adhered to? Is there a need for training, data collection, or established processes? This broader approach investigates and seeks to address the underlying causes of an issue and could benefit the community you want to work with as well as others facing similar situations.

- **Emphasize community involvement.** Make it clear that you are interested in working with the community to address a local need and that the community will retain and maintain any result of that collaboration. Talk about the fact that any collaboration will involve long-term solutions led by diverse local representatives (including people from historically underrepresented groups). The community should lead every decision, with your club available to assist. This promotes local involvement and sustainability.

- **Create environments where people feel empowered.** Speak *with* community members, not at them, and find opportunities for them to be actively included in the project planning and decisions. Ensure that community partners are a central part of any initiative — not only during the assessment process, but also during implementation, evaluation, and the long-term sustainability of project activities.

Consent and data privacy

It's important to remember that during the assessment process, you might be asking sensitive questions, collecting personal information, or conducting surveys, interviews, and focus groups with people from vulnerable or underrepresented groups. Ensure that you have consent from each person to collect their information and that you have a secure method to keep their data private.

Consent means that the person answering questions is doing so by their choice and without coercion and understands how their answers may be used.

Data privacy means protecting the personal information that you collect and using it only for its original purpose.

Consider these questions about data privacy and consent:

- Do people know that they can decline to answer a question or stop participating at any time?

- If you're using a survey, will their names be linked to their responses or will answers be anonymous?

- Can the answers be connected to a specific person? If so, could it cause them harm?

- Where will you store the survey responses or notes from your interviews and focus groups? When and how will you delete the data after it's no longer needed?

- Who will have access to the data?

- Will any results be shown about specific individuals or only at the group level?

- Is the data you are collecting necessary and relevant?

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Examples of community assessments in action

Example 1

A Rotary club in Roatán, Honduras, wanted to work with people in St. Helene, an island 45 minutes away by boat. Club members were interested in collaborating with the people in St. Helene to improve sanitation, strengthen their economy, implement access to safe water and electricity, improve educational outcomes, and address widespread health issues. The club invited residents in St. Helene to take part in a community assessment so it could learn about the local priorities.

The Roatán club members started by organizing a community meeting. Although many people attended, St. Helene's council members did most of the talking. Others, including parents and local elders, sat in the back and nodded. Club members noticed that most of the community members didn't share their opinions at the meeting, so they scheduled smaller focus groups with residents that didn't include the council members. Some people echoed the concerns of the council, but they also mentioned other issues. In the focus group, they were honest about their struggles and the lack of opportunity for themselves and their children.

The club organized a community mapping activity to further understand different perspectives and get feedback from more people. Participants drew local maps and highlighted the places that were most important to them. The school was important to people with children, and the clinic was important to almost everyone. This activity helped residents talk about what they did and didn't have and

prioritize their interests. The Rotary members asked about previous efforts to address these priorities, and residents explained what was done, how it failed, why a new idea was better, and how they could maintain it. This process shaped a shared understanding of the community and future service efforts.

As a result of the assessment, residents in St. Helene have collaborated with Rotary members on a series of water, sanitation, and hygiene projects at the locations that the community mapped to be the most accessible and visited. Locally made hand washing stations were placed in multiple locations, with health workers and locally influential people hosting learning sessions every two weeks until proper hand washing behavior became a habit. A schedule is in place for latrine cleaners, followed by inspections, to ensure that the new latrines are inviting, well-maintained, and used properly. Two residents gather data on the current condition of every latrine and hand washing station. Village leaders, health officials, and local club members can then review the information to ensure the facilities are being properly maintained.

The club continues to work with the St. Helene community and involve international club partners to understand the community's evolving priorities through follow-up assessments and projects in which residents develop solutions based on their shared needs.

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Examples of community assessments in action

Example 2

Rotary clubs in Italy learned during the early part of the COVID-19 pandemic that projects cannot succeed solely on good intentions. A well-planned project involves the community and is based on residents' input and priorities.

In 2020, many clubs in Italy's Romagna region reacted quickly to the pandemic out of a desire to help COVID patients and local health care systems. The clubs inundated local hospitals with donations, including materials like oximeters and thermometers. The donations quickly piled up. Although the members wanted to help, it was clear that already overwhelmed hospitals were now overloaded with unused medical supplies and burdened with sorting through the donations that — although generous — they didn't need or couldn't use.

Recognizing that this approach was creating more problems, the clubs decided to change their focus. With the district's support, more than a dozen clubs from Romagna formed a task force with health care experts, government officials, patients, residents, and community leaders to identify how the Rotary clubs could support local priorities during the public health emergency.

As part of its assessment, the task force consulted with relevant groups such as public health officials, technicians, doctors, nurses, health service managers, community members, and Rotary members who had expertise in the health sector to understand local needs. The assessment found an overlooked vulnerability: chronically ill cardiology patients lacked access to crucial heart monitoring systems because of lockdown restrictions and COVID priorities. The clubs formed partnerships with telemedicine companies and public health agencies on a project to connect patients with cardiac devices to essential monitoring systems. The data showed that heart attack and death rates had fallen 74% over two years because of the monitoring system.

To develop a strong project from the start, ask your district international service chair to connect you with members of your district resource network. This network includes local and regional experts, like members of Rotary Action Groups and The Rotary Foundation Cadre of Technical Advisers. They have experience planning projects (from the community assessments to measurement and evaluation plans) and technical expertise in our areas of focus and Rotary grants. International service chairs can introduce you to Rotarians, Rotaractors, Rotary alumni, community members, and professionals from other organizations who are eager to support club projects. Some will be familiar with the culture and history of the region where you are working.

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Types of assessments

Combine and adapt these kinds of assessments to best suit the composition and preferences of the community:

➤ Asset inventory

➤ Community mapping

➤ Community meeting

➤ Document and policy review

➤ Focus group

➤ Interview

➤ Survey

As you determine your approach, consider any available data about the community. Has the local, regional, or national government recently published credible findings that could inform your research? Have other organizations or institutions researched the community? Do you notice any gaps in official statistical data that could be addressed through the assessment? To answer these questions, consider partnering with local experts as well as with nearby clubs and experts within Rotary who may offer different perspectives and considerations.

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Asset inventory

An asset inventory identifies the characteristics of a community, including its physical environment, institutions, services, events, and especially its people. To conduct the inventory, participants highlight individuals, places, and things to illustrate their value, use, and relevance, and then document and analyze their findings. The results can help a community explore how its assets are connected and how it can use them to create positive change. The results may also reveal prospective partners by identifying entities that care about serving the same groups or solving the same problem. These partners might help fill gaps or add value that increases the impact of your project.

Advantages of asset inventories:

- They maximize available resources.

- They encourage the creation of broad, inclusive networks to effect change.

- They help identify areas of community member interest.

- They can be maintained, expanded, and used repeatedly.

- They can account for environmental factors that are visible but undervalued.

Challenges with asset inventories:

- Data analysis is time-consuming.

- Organizing assets and identifying connections can be difficult.

- Physical assets may be overemphasized since they are easier to identify.

- Interests, skills, and other nonphysical assets can be easily overlooked.

Tips for conducting an asset inventory

- Determine what you want to inventory and identify potential participants.

- Invite a small, representative group of community members to conduct the inventory in one or more sessions.

- Use strong group facilitators who know how to ensure that all participants have an opportunity to contribute and that each discussion group stays focused on its task and completes it on time.

- Analyze the results with the community members. Organize assets by category and document connections among them.

- Use available assets to create coalitions and networks to address community issues.

- Share the inventory results with other community members to identify potential gaps and incorporate different perspectives.

- Update and maintain the inventory regularly.

Asset inventory

Sample inventory questions

➤ What is special about your community?

➤ What products are made in your community? What events take place in your community?

➤ When and where do people gather, and what do they do together? Include religious, social service, sporting, entertainment, informal or routine activities, and other types of gatherings.

➤ What topics or issues interest a significant number of community members?

➤ Who are the formal and informal leaders of the community? Who do people respect and regard?

➤ How is information shared in your community?

➤ What services are provided in your community? Who provides them?

➤ What natural resources are found in your community? Which areas include space with nature?

➤ What skills or knowledge in your community have been and should be shared with the next generation?

➤ What businesses, professional associations or councils, philanthropic or nongovernmental organizations, and public or private institutions exist in your community?

➤ What volunteer activities exist in your community, both formal and informal?

➤ How do community members demonstrate that they care for and trust their neighbors?

➤ What payment or financing systems are in place to pay for goods and services?

➤ Does a governing body help manage services, create and enforce rules, and perform other critical functions?

VARIATIONS

↑ Divide participants into groups by gender, age, or profession to reveal how different groups perceive the community.

↑ Instead of a broad-based inventory, choose a specific community issue such as education, health, or the environment that you identify through another assessment tool like a survey, focus group, or community meeting. Create an inventory of only the assets related to that issue.

↑ Incorporate a walk or drive around the community to encourage an expansive approach to identifying assets.

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Community mapping

Community mapping can reveal different perspectives about a community. It requires few resources and little time and can be adapted for participants of practically any age or educational background.

In this activity, individuals or groups draw maps of their community, marking certain points of importance, noting how often they visit these places, and suggesting types of spaces they want added to the community. A facilitator leads a discussion about the maps, while another person records the discussion. In a successful community mapping exercise, participants will:

- Identify how they use community resources and any barriers to accessing them

- Compare perceptions of the importance of various community resources

- Generate ideas for community improvement

- Identify prospective partners

- Have a sense of commitment to the process

Advantages of community mapping:

- It's a lively and engaging activity.

- It encourages participants to discuss how they might improve their community.

- It can be separated into multiple sessions with different relevant groups.

- It can add historical context and reveal geographical considerations.

Challenges with community mapping:

- Analyzing the results can be difficult because the information is in a visual format.

- Deriving conclusions from the maps and determining what to do next may require additional assessment activities.

- The activity may be more focused on physical assets and infrastructure and overlook less tangible resources or challenges, such as attitudes, behaviors, or knowledge.

Community mapping

Tips for community mapping

- Consider consulting a community historian who can provide context about different locations.

- Keep the groups small and inclusive — ideally no more than 20 participants, divided into smaller groups of four to six people with varied representatives of the community.

- Help each small group draw a map based on its own perceptions of the community. The variety of maps will yield a substantial amount of information.

- In the large group, discuss all the maps, including:

  o What are the differences between them?

  o Why might the differences be important?

  o What are the similarities between the maps?

  o What important aspects of the community are implied by the similarities?

  o What are some suggested additions to the maps? How would these places improve the community?

  o Do the maps indicate any specific activities or projects that might improve the community? Which institutions would likely want or need to be involved, given their expertise or connections in that geographic area?

- Ask participants to volunteer for a committee to further analyze the maps and identify what to do next.

What to map

- Places of residence

- Places of importance to participants, such as markets, religious centers, schools, community centers, parks, businesses, fields, water sources, government offices, health clinics, police stations, natural areas, and recreational areas

- Places used for defecation or solid waste management, especially in relation to institutions, areas where people congregate, and water sources

- Places where participants spend the most time, using different colors to indicate daily, weekly, monthly, or yearly visits

- Places used for industry, business, and agriculture

- Places used for hunting, fishing, and harvesting or collecting food

- Places they enjoy and feel safe and welcome, as well as places they don't enjoy being and feel unsafe and unwelcome (indicated by different colors)

- Places they'd like to add to the community, indicated by type and location

VARIATIONS

⬆ Divide participants into groups by gender, age, ethnicity, or profession to make sure that places important to underrecognized groups are represented on the maps.

⬆ Have groups tour the community before drawing their maps.

⬆ Ask participants to agree on a central place in the community to orient everyone's maps.

⬆ Consider using the asset mapping tool together with the community mapping tool.

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Community mapping

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Community meeting

A community meeting, sometimes called a town hall or public forum, is a public gathering that is intentionally organized to bring together residents to discuss priorities, consider potential goals, state concerns, and express preferences for possible solutions.

In these meetings, a facilitator leads discussions on issues related to the community's strengths and challenges and encourages attendees to participate. The facilitator also directs any questions to experts in the subject.

Consider appointing a respected member of the community or a representative from a trusted local organization to facilitate the meeting, particularly if cultural or language differences could be an issue. This approach also honors local decision-making methods and structures.

Before organizing a meeting, consult with residents to help define the objectives and think about different strategies that will encourage a representative group of people from the community to take part. Knowing what the community hopes to achieve at the meeting will help you plan and host a successful meeting.

Advantages of community meetings:

- They give people of diverse backgrounds a chance to express their ideas.
- They allow participants to build upon one another's responses.
- They involve a large group of people at one time.
- They identify respected community representatives to involve in a project.
- They allow participants to discern the significance of a variety of issues.
- They explore potential solutions.

Challenges with community meetings:

- It can be difficult to maintain an honest, comfortable, and relaxed environment.
- It can be difficult to keep the conversation on topic.
- They can be influenced by social constraints such as gender disparities, power dynamics, or cultural norms.
- They may be dominated by one or two active participants to the exclusion of others.

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Community meeting

Tips for hosting a community meeting

- **Identify your goals.** What insights do you hope to gain from this meeting? Are there specific issues in the community that you want to better understand? Design questions that will provoke constructive answers.

- **Select an accessible location and convenient time.** Host the discussion at a venue that is easy to find and easy to access. Consider the participants' schedules when determining a time and whether several sessions at different times and locations would allow more residents to participate.

- **Promote the event throughout the community.** Be mindful of cultural values and norms that may affect responses (for example, women may not feel empowered to talk openly and honestly in the presence of men). Factor in the level of literacy in the community and how residents normally receive information (e.g., flyers, radio, announcements at schools or houses of worship). Include details when promoting the meeting, such as whether food will be offered or childcare will be provided, as well as the start and end times.

- **Prepare a list of questions.** Keep your questions simple and concise and avoid questions designed to encourage a specific answer. If participants mention new concerns or multiple people mention the same issues, follow up with clarifying questions.

- **Set and follow a schedule.** Decide how much time to spend on each question, factoring in follow-up questions based on issues and ideas identified during the discussion.

- **Set and state ground rules.** Share rules with participants before the meeting to prevent people from monopolizing the forum, to help engage everyone in the discussion, and to keep the conversation focused.

- **Take notes.** Keep a record of the ideas in a way that everyone can examine during the discussion. Ask one or two people (not those present to engage in the conversation) to help you monitor the conversation. Record what is said, as closely as possible, rather than paraphrasing comments in your words.

Community meeting

- **Be an active listener.** Use both verbal and nonverbal communication skills to show that you're engaged with and interested in what all participants have to say. Be considerate of their time. Try to connect different peoples' ideas and stories to demonstrate your understanding and create links between peoples' insights.

- **Request that participants elaborate.** Ask follow-up questions if you don't understand their feedback.

- **Allow for small-group discussions.** Small groups provide more speaking opportunities for attendees. Ask each group to record their notes and have a designated group member briefly summarize the discussion for the larger audience. To help make people feel comfortable participating, consider creating groups composed entirely of community members who might be less likely to speak out (e.g., a group of all women, young people, people with disabilities, people from traditionally marginalized groups, etc.).

- **Get creative.** Consider using participatory activities, visual materials, games, or other tools to support the discussion and encourage all participants to share their opinions. For example, you could ask people to mark areas of a map or images that represent the areas that are their top priority. Think about community members, such as local artists, who have unique skills that could make the experience more engaging.

Addressing challenges in community meetings

- If certain participants are dominating the conversation, make a point of asking others for their ideas.

- Monitor people's body language and react as necessary. Maybe the facilitator needs a break, or you need to stop someone from speaking too much. A five-minute break can help refocus the discussion.

- Use encouraging body language and tone of voice. For instance, lean forward when people are talking, keep your body position open and approachable, and be attentive to everyone, not just those who are most articulate. Use words to acknowledge responses but avoid making value statements such as "Good question," "That is a good point," or "I like that idea." Instead say "Thank you for sharing."

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Community meeting

- Stay mindful of group dynamics. Be aware of emotional reactions participants may have to others' comments, particularly if they appear upset, hurt, angry, or defensive. A trained facilitator should encourage participants to follow the rules and express themselves without making personal accusations or embarrassing others. If participants seem puzzled or confused, revisit the comments or points that caused the confusion or try to restate them more clearly.

- In general, keep the meeting focused on the original objectives. Sometimes, the conversation may shift to new or unexpected topics. This can uncover new perspectives, ideas, or issues that help you learn about the community's priorities and goals. When you need to refocus the discussion, summarize the points that have been made and ask if anyone has additional thoughts about the original question.

Following up after a community meeting

- Thank participants for attending and sharing their opinions and ideas.

- Summarize the main findings and outline any plans for what will happen next.

- Consider inviting some participants who were very engaged to help determine what will happen next.

Rotary

Community meeting

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Document and policy review

Reviewing documents and policies helps you understand the broader context while you gather information about a community. It requires few resources and should be used in conjunction with — and preferably before — another assessment method. Documents with government data or other publicly available information such as scholarly journal articles and news articles let you learn more about existing systems and policies, programs, budgets, and processes and uncover new information about the community.

This activity includes collecting information digitally or in person about a specific issue. Many government ministry websites have links to their policies, plans, programs, and procedures, as well as recent data about community needs.

Advantages of document reviews:

- They're a low-cost method to learn about a community.

- They offer important context about existing policies and programs.

Types of existing documents

- Data about the community and its historical needs

- Community demographics

- Government policies and current programs

- Government budgets for these programs

- The data already exists and doesn't need to be collected.

Challenges with document reviews:

- Documents often give an official perspective but don't include those of community members.

- Documents often don't show how policies are being implemented in the community.

- Publicly available data may be outdated.

- Publicly available data may not include groups that are traditionally marginalized or provide enough specificity.

- It may require a lot of time to collect and analyze many documents.

- Document reviews should only supplement, not replace, the collection of information, ideas, and feedback from community members.

- Project reports, news articles, research papers, scholarly journal articles, and publications about the community or a local issue

- Maps, satellite images, or other geographic information

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A focus group is a carefully guided discussion that you can use to discover a community group's opinions on a particular idea. It can help you determine which issues residents believe should be addressed first and how to address them.

Conducting a focus group requires careful planning and a skilled facilitator. Most focus groups consist of six to 12 participants who represent a particular group in the community. They are asked a series of precise, open-ended questions about different issues in the community. This approach promotes dialogue because people are asked to share ideas in a group setting and can react to one another's comments in addition to answering the facilitator's questions.

In a group setting, dialogue tends to evolve and participants build on each other's responses. An effective focus group will seem more like a collaborative discussion than a debate. It's most effective to conduct a focus group in a private, comfortable setting, with one facilitator and someone to record the participants' responses.

You'll need to meet with a representative group of participants, so be sure to consider cultural beliefs, socioeconomic factors, gender and sexual orientation norms, community structures, and other social dynamics. In some places, women may not be comfortable expressing their opinions in front of male facilitators or other

men. Young people may not be comfortable expressing their opinions in front of adults. You will often need to host several focus groups with different participants based on occupation, age, gender, family structure, hierarchy dynamics, or other factors.

Advantages of focus groups:

- Group dynamics can provide worthwhile information that individual data collection doesn't.

- They're useful for gaining insight into a topic that's not easily quantifiable.

- They're effective in communities with low literacy levels.

- They offer relevant information from specific groups (teachers, doctors, Indigenous communities, etc.).

Challenges with focus groups:

- Facilitators are susceptible to bias.

- A few people may dominate or derail a discussion.

- Analyzing the data may require significant time.

- You'll likely need to have several focus groups to represent the whole community.

Focus group

Tips for conducting a focus group

- Select a location that's convenient, private, and comfortable for a small group discussion, and choose a time when participants can attend.

- If your facilitator is a community member, provide guidance beforehand about how to manage the discussion.

- Arrange for another facilitator to record the session or take notes on the group's responses, making sure participants can examine them. Periodically ask the group if the notes are accurate.

- Invite Rotary Community Corps members to participate in focus group activities.

- Invite six to 12 participants, an ideal size for a focus group. Make sure they're representative of the community and are willing to provide feedback.

- Explain the purpose of the focus group and state your goals honestly. Establish rules to promote positive interaction and confidence in the process.

- Introduce the main topic and guide the discussion using your prepared questions. Establish a schedule beforehand, such as 10-15 minutes per question.

- Encourage each person to answer each question, and allow adequate time for their responses. Listen carefully to the ideas expressed and ask for clarification if needed, but avoid confrontations or debates.

- Invite participants to respond to comments. Ensure the discussion and comments stay focused on the topic.

Focus group

Preparing questions

Develop a list of concepts you want to discuss to help you understand people's perceptions of the community's strengths and challenges and learn what ideas they have for projects. Make sure your questions will guide the discussion and encourage people to share their ideas. Here are some common types of focus group questions:

- **Opening questions** get participants talking and feeling comfortable. They should be easy to answer.
  - o How long have you worked at the school?
  - o What do you teach or which role do you hold?

- **Introductory questions** get the group thinking about the topic and focus the conversation.
  - o What are three strengths of the school?
  - o If you could change three things at the school, what would that be and why?

- **Transition questions** prepare participants for the in-depth conversation.
  - o Why do you think 50% of girls stop attending the school after their second year?

- **Key questions focus** on major areas of concern and guide most of the discussion.
  - o What activities or training does the school have to encourage girls to keep attending school after their second year?
  - o What does the school need to do to encourage girls to return after their second year?
  - o What do families need so that they can send their daughters back to school after the second year?

- **Closing questions** conclude the discussion and allow people to express any final thoughts.
  - o Who else might be interested in sharing why they didn't send their daughters to school after the second year?
  - o Who else should we talk to about what prevents them from sending their daughters back to school?

Following up with participants

- Thank participants for their time and input.
- Consider how you'll maintain the relationship with them.

- Share your conclusions with participants and, if appropriate, invite them to help determine what will happen next.

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Interview

Interviews are one-on-one conversations between a facilitator (the interviewer) and a community resident or other person with a relevant relationship to the community (the respondent). Interviews allow you to gain a more thorough understanding of someone's ideas and feelings. In an interview (unlike with surveys), the facilitator can ask questions that weren't prepared in advance to follow up on a response. And unlike in group assessments, such as community discussions and focus groups, the respondent has the facilitator's complete attention and is more likely to share personal opinions.

Advantages to interviews:

- They allow the facilitator to follow the flow of conversation and ask spontaneous questions.

- They encourage the respondent to speak honestly and give spontaneous answers.

- They're the most accurate and thorough way to obtain qualitative data from people.

- They're effective in communities with low literacy levels.

- They add valuable information as a follow-up to other assessment methods.

Challenges with interviews:

- They require significant time.

- They involve only one person at a time.

- Conducting an effective interview requires practice and some skill.

- It can be difficult to find willing respondents for impromptu sessions, so schedule interviews in advance whenever possible.

Rotary

Interview

Tips for designing and conducting an effective interview

- **Identify your goals.** What insights do you hope to gain from this interview? Are there specific issues in the community that you want to better understand? Design questions that will provoke constructive answers.

- **Select an accessible location and convenient time.** Host the discussion at a venue that is easy to find and easy to access. Consider the participants' schedules when determining a time and whether several sessions at different times and locations would allow more residents to participate.

- **Invite participants who represent the community.** Whose opinions are you interested in understanding? Will you identify specific individuals to invite for interviews, or will you try to find participants by chance in a public place? Consider people from groups who may be typically overlooked. Consider how you'll address potential language barriers. Will you need interpretation support or will you offer to schedule an alternate time with an interviewer who can communicate with them more easily?

- **Prepare the interview questions.** Keep your questions as straightforward and concise as possible. Rather than asking questions that participants could answer with just "yes" or "no," ask open-ended questions that allow them to explain their responses. If you have complex questions, ask them toward the end of the interview. If you have sensitive questions, be sure to conduct your interview in a private place. Choose words that are clear and conversational.

- **Practice.** Conduct some pretend interviews with your colleagues and solicit their feedback.

- **Share the questions in advance.** Many people will feel more comfortable if they know in advance what you want to ask about and have had time to think about and prepare their responses.

- **Establish a rapport.** Make sure the respondent is comfortable before you ask any questions.

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- **Set and follow a schedule.** Decide how much time to spend on each question, factoring in follow-up questions based on issues and ideas identified during the discussion.

- **Conduct your interview like a conversation.** Memorize your questions if possible so you can ask them naturally, changing the order and adding impromptu follow-ups as needed.

- **Take accurate notes.** If you're recording audio of your conversation, get the respondent's consent. Once you start recording, state the expectations of the interview process.

- **Be an active listener.** Show the other person that you're engaged and interested. Be considerate of the person's time. After all, this may be the first conversation in a long and productive service collaboration.

- **Ask people to elaborate on short responses.** Answers of just "yes" or "no" won't yield much useful information. Structure your follow-up questions in ways that require more detailed explanations.

Ask people to clarify or provide more information if you don't understand their responses. You may want to prepare specific prompts to request additional detail. For example:

Question: How easy is it to get health care in your community?

Prompts:

o For what reasons would you go to the hospital or clinic?

o What do people do if they need medical care but don't have insurance or funds to pay for it?

o How do people get to the health care facility?

- **Offer to follow up with the people you interview.** Ask them if they'd like to be involved in future assessments or community improvement activities. Be sure to follow through on these commitments.

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Survey

Surveys are a popular method of collecting information and opinions. In the context of a community assessment, a survey can reveal the community's perceived strengths, assets, weaknesses, and needs. Surveys can be general or focus on specific groups. Try to survey as many people as you can, focusing on the most relevant groups in the community — including marginalized groups. You can conduct surveys through email, by phone, or in person.

Advantages to surveys:

- They can be administered remotely.
- They can be repeated.
- They can be completed anonymously, which encourages candid responses.
- They're generally inexpensive to administer.
- They can be more inclusive of underrepresented community members who may not be able to provide feedback in person.

Challenges with surveys:

- Identifying prospective respondents and obtaining their personal contact information can be difficult.
- Emailed surveys are ineffective in places where internet access is limited.
- Phone surveys may be subject to sample or interviewer bias.
- Response rates for remote surveys are generally low compared to in-person assessments.
- In-person surveys may require a more significant investment of time or finances.
- Written surveys are ineffective in communities with low literacy levels.
- Written surveys don't allow for follow-up questions.

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Tips for designing an effective survey:

- **Compile and customize the questions.** Consider using existing tools from reputable organizations. Many are available online. For example, when you work on a WASH in Schools project, select questions from the Rotary tools for assessing needs and collecting data and modify them to fit the context.

- **Explain why you're asking the questions.** Participants are more likely to respond if they believe it will lead to a valuable outcome, such as change they want in their community. Emphasize that the questions are to determine the community's preferences and priorities, and that there are no right or wrong answers.

- **Keep it short and straightforward.** If your survey is too long, people may rush their responses or even abandon the survey before completing it. Make sure your questions are brief and specific.

- **Minimize bias in your questions.** Avoid leading questions such as "Would you like to see a new library in the vacant lot instead of a playground?" in favor of more neutral wording: "What would you like to see developed in the vacant lot? a) Library b) Playground c) Other (please describe)."

- **Conduct a small test of the survey.** This can reveal whether your questions are clear and specific.

- **Make adjustments as needed to improve it.** If you find that the questions aren't clear or the format isn't working, adjust the survey before asking more people to take part.

- **Make sure everyone can participate.** Offer the option to have unbiased volunteers help people complete the survey if they would have difficulty doing so on their own because of a disability, low literacy level, or other reason.

- **Explain what you'll do with the results.** Tell participants what you plan to do with the data and who will have access to it.

- **Ensure you have an appropriately representative sample.** The people you invite or select to complete the survey should be representative of the community's population.

- **Honor confidentiality.** If you have offered anonymity, ensure that the data you collect cannot be traced to the responder, and store and discard data as appropriate.

Types of survey questions

- **Multiple-choice questions.** Respondents select one or more options from a list. Multiple-choice questions work best when you can offer a fixed number of options.

  Example: What do you believe are the most pressing needs in your community (Select two.):

  ☐ Health care

  ☐ Quality of education

  ☐ Employment opportunities

  ☐ Public safety

  ☐ Other (please describe): _____

- **Open-ended questions.** Respondents answer questions in their own words. This format can elicit more nuanced responses, but the survey results won't be as easily quantifiable and will need to be individually analyzed.

  Example: If you could improve one aspect of your community, what would it be and why?

- **Demographic questions.** Information about the respondent (such as their gender, education level, income) can add context to responses and can reveal trends within a larger population.

  Example: What is your age?

  ☐ 18-24

  ☐ 25-34

  ☐ 35-44

  ☐ 45-54

  ☐ 55-64

  ☐ 65+

- **Rating scales.** Respondents rate their opinion of a statement or set of statements using a range of feelings or attitudes. To avoid confusion, try to present all statements positively rather than negatively. For instance, use "The number of teachers is sufficient" rather than "The number of teachers is not sufficient."

Example: Please respond to each statement about your school:

	1 Strongly disagree	2 Somewhat disagree	3 Neither agree nor disagree	4 Somewhat agree	5 Strongly agree
The number of teachers is sufficient.					
Our teachers are well qualified.					
Our teachers continue learning and improving their skills.					
Our school provides a safe environment for children.					
Our classrooms are well equipped.					
I am familiar with my child's curriculum.					
I regularly help my child with homework.					
Our school provides nutritious meals.					

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Who to consult with throughout the assessment

Engaging with people and groups who live and work in the community and can offer unique perspectives and ideas is critical to a thorough assessment. Consider these suggestions about who to consult with as part of this process.

The list is divided by areas of focus, but it's also important to consider who might be affected outside the planned area of focus. In a medical outreach program (disease prevention and treatment, for example, could you also include the responsible disposal of the medical waste produced (environment)? Could your teacher training initiative (basic education and literacy) positively contribute to peacebuilding and conflict prevention?

Explore the connections between the areas of focus to maximize the peacebuilding potential of your project. Use the Positive Peace Project Design Tool to help you identify how different kinds of projects can have an impact on peace.

Peacebuilding and conflict prevention

These projects need to use "do no harm" and conflict-sensitive approaches to carrying out assessments and designing the project. Always consider if your intervention could have unintended effects that would reinforce divisions in society. When you assess communities in conflict, people who have experienced trauma, or other sensitive populations, it's crucial to work directly with people and organizations that understand the dynamics of the situation and have specialized training to understand how to implement a project in the community. This will help ensure that assessments are conducted appropriately, with the best possible outcome. Consult with:

- Groups that are engaged in conflict or at risk of it
- Civil society organizations
- Schools and educational institutions
- Peace committees or peace organizations in the community
- Local business and economic development organizations
- Local government and law enforcement authorities
- Marginalized or underrepresented groups within the community
- People who have experienced violence, refugees, or internally displaced people
- Depending on the project: young people at economic risk, communities that have been persecuted or marginalized, or other groups affected by conflict or violence
- Rotary Peace Fellows or Positive Peace Activators who live or work in the area

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Disease prevention and treatment/Maternal and child health

- Individual health care recipients, prioritizing those at high risk for the condition or disease being addressed
- Community health centers and hospitals
- Mobile outreach systems
- Community health care workers
- Skilled birth attendants
- Health care professionals (nurses, doctors, midwives, technicians, specialists, etc.)
- Officials from the ministry of health

- Access and continuum of care structures:
  o Prevention, primary care, and referral systems
  o Transportation providers
  o Hospitals
  o Follow-up and rehabilitation services
  o Chronic care support and palliative or hospice care systems

Not sure where to start?

One way to promote community involvement is to work with Rotary Community Corps. These are teams of nonmembers who work with Rotary clubs to improve their communities. If your club sponsors an RCC in the community, work directly with the group. If not, encourage local volunteers to form one. Sponsoring a Rotary Community Corps is a great way for a club to collaborate with community members as true partners in service.

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Water, sanitation, and hygiene

- Community leaders, particularly women
- Officials from the ministries of water, sanitation, or environment
- Officials from the ministry of education, along with students, teachers, administrators, and parents (for WASH in Schools projects)
- Officials from the ministry of health (for projects in health care facilities)
- District or local government representatives
- Private and public utility companies

- Service providers (hand pump mechanics, community outreach workers, etc.)
- Farmers (irrigation)
- Water committees
- Water, sanitation, and hygiene advocacy associations

Disaster response

Working with people, institutions, community partners, and collaborators is essential to address emergency preparedness, disaster response, and recovery needs. Either before or after a disaster, these people and groups can help you identify where support is needed in a community:

↑ People directly affected by the crisis

↑ First responders, including emergency management institutions

↑ Organizations and institutions that specialize in disaster preparedness, search and rescue operations, and response and recovery efforts

↑ Government agencies and departments, including ministries of health, water and sanitation, the environment, education, emergency services, and law enforcement

↑ Institutions that oversee larger communal spaces, such as community centers, stadiums, or arenas

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Who to consult with throughout the assessment

Basic education and literacy

- Teachers
- Parents
- Students
- Youth who do not attend school
- School administrators
- School management committees
- Officials from the ministry of education
- Adult education institutes
- Vocational training institutes
- Community and technical colleges
- Libraries and librarians
- Local cultural leaders

Youth service

Your assessments may reveal opportunities to provide programs for young leaders like starting an Interact club to instill a passion for service or hosting a Rotary Youth Leadership Award (RYLA) event to help develop leadership skills and confidence in young people. Collaborate with the following groups and individuals to find out if a young leader program can add value:

- → Young people directly
- → Parents
- → Educators and school administrators
- → Youth community centers and groups
- → Government ministries of education and youth development

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Community economic development

- Local government authorities
- Women's groups
- Government extension services
- Job research centers
- Entrepreneurs
- Officials from the ministries of trade, agriculture, social services, women's empowerment, and vocational services
- Farmers
- Unemployed youth and adults
- Business owners
- Banks
- Cooperatives (agricultural, savings and loan, etc.)
- Microfinance institutions
- Vocational training institutions
- Community colleges
- Technical and trade schools
- Universities
- Adult education organizations

Help young people get involved through service-learning

Service-learning is a proven method for encouraging young people to address the underlying causes of issues in their areas and create a lasting impact in their communities and in themselves. Find interactive courses about service-learning in the Learning Center, along with workbooks for youth participants and adult advisers.

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Environment

Assessing a community also means considering the local biological communities and their unique natural features. Think about how your project may affect local ecosystems, air and water, and who you might consult for perspective about the impact on local plants and animals. Seek opportunities to collaborate, avoid duplicating efforts, and learn from previous projects by talking to people and organizations in the area, such as:

- Community associations
- Local conservation groups
- Environmental leaders, especially women
- Representatives of Indigenous peoples, traditional peoples, or communal landowners in the region
- Officials from the ministries or departments of the environment, sustainable development, natural resources, forests or fisheries, or climate change (or the regional equivalents)
- Public and private utilities for water and energy
- Tourism sector representatives
- Parks and recreation departments
- Agricultural cooperatives, diverse types of farmers, and fishers
- Local mayoral offices
- Scientific institutions (for background data)
- Real estate experts and legal advisers
- University science and environmental departments, as well as relevant research centers
- Science teachers, school administrators, and students
- Representatives of environmental nongovernmental organizations in the country
- Park rangers, forest rangers, and conservation officers
- Water committees

Grants

The results of a community assessment can also help you determine whether you should apply for a grant from The Rotary Foundation to help address the community's priorities. Your project should be designed in response to what you discovered during your assessment. If you decide to apply for a global grant from The Rotary Foundation, the community assessment results need to be submitted within your application. See the Global Grants Community Assessment Results form for the specific questions you need to answer. Find more information about the global grant application process and tips for strengthening your project in A Guide to Global Grants.

Rotary

Preparing the community assessment report

After you've finished collecting information, it's time to analyze the qualitative and quantitative data and prepare a comprehensive overview of the community's strengths, priorities, challenges, and opportunities so you can decide how to best work with the community toward its goals.

Your report should include:

- The purpose of the assessment and relevant background

- Community details such as demographics, social dynamics, economic conditions, health indicators, and environmental factors

- A description of your methods

- An analysis of the strengths and limitations of your approach, including an acknowledgment of biases

- Data and key findings, including the community's history, culture, strengths, assets, weaknesses, and needs

- Issues or projects to consider prioritizing

Share your findings with the community and the people and organizations that participated in the assessment phase. Give them an opportunity to offer feedback. Remember that the report does not select a solution for any issue. Instead, it provides an overview of the data and the findings and identifies the community's priorities.

Continue working with community members, organizations, and institutions to prioritize which challenges to address first and work collaboratively to design solutions that meet their needs. Learn more about developing effective projects.

SUSTAINABILITY

For Rotary, sustainability means providing long-term solutions to community problems that community members themselves can support after the grant funding ends.

Start with the community

Identify a need and develop a solution that builds on community strengths and aligns with local values and culture.

Encourage local ownership

Identify key community members who can help pioneer lasting improvements.

Provide training

A project's success depends on people.

Buy local

Purchase equipment and technology from local sources.

Find local funding

Get local funding through governments, hospitals, companies, and other organizations.

Measure your success

Develop clear and measurable project outcomes and determine how you will collect your data.

MAKING A DIFFERENCE WITH
ROTARY GRANTS

Rotary members around the world have access to different kinds of grants from The Rotary Foundation to support service projects, offer scholarships, and organize other activities that make a difference in their own communities and far away. Explore four grant options that can help turn your vision into reality.

MORE INFORMATION:
rotary.org/grants

	DISTRICT GRANTS	GLOBAL GRANTS	DISASTER RESPONSE GRANTS	PROGRAMS OF SCALE GRANTS
How do we use these?	These can address community needs in alignment with the Foundation's mission.	These support larger, international projects that align with an area of focus. They can also support scholarships and vocational training teams.	These support relief and recovery efforts in communities affected by natural disasters. They can be used to provide basic items like water, food, medicine, and clothing.	These competitive grants allow Rotary members to work with experienced partners and expand proven activities that align with an area of focus to make a significant impact.
What's the time frame?	These are for short-term activities that have a limited scope.	Use these for longer-term, sustainable projects that address needs identified in a community assessment.	Your district works with local entities on relief or recovery activities within six months of a disaster.	These evidence-based, sustainable, and measurable programs are implemented over three to five years.
Do we need a partner?	No, but it's often a good idea to work with other local organizations.	You need to work with another club or district, either as the host sponsor or international sponsor.	No, but your district should collaborate with local organizations to meet critical needs.	You need to work with implementing and investment partners outside Rotary and should also collaborate with other Rotary entities.
Who can apply?	A district, which can distribute funds to clubs	Clubs and districts	A district	A club or district
Do we need to be qualified to apply for grants?	Your district needs to be qualified.	Both sponsors need to be qualified.	Your district needs to be qualified.	The club or district leading the program needs to be qualified.
What funding is available?	Your district can seek up to 50% of its District Designated Funds allocated for that year.	Global grants have a minimum project budget of US$30,000. You can ask for up to US$400,000 from the World Fund.	Districts can get up to US$25,000 if the Disaster Response Fund has funds available.	One US$2 million grant may be awarded each year. Sponsors need to secure US$500,000 from one or more investment partners outside Rotary.
How and when do we apply?	Your district applies by 15 May of the Rotary year for which you're requesting funds. Your club applies to the district.	Clubs and districts can apply throughout the year.	Your district applies within six months of the disaster.	Your club or district submits a concept note by 1 August. Select programs are invited to develop a full proposal that is due in January of the following year.

Rotary

Funding: $6.8m
Number of grants: 121

Basic Education and Literacy
Rotary members provide technology, teacher training, vocational training teams, student meal programs, and low-cost textbooks to communities. Get involved with Rotary to provide access to a bright future.

Peace and Conflict Prevention/Resolution
Up to 100 fellows a year train at six Rotary peace centers around the world to become the next generation of peacemakers. Get involved with Rotary to promote peace.

Funding: $2.5m
Number of grants: 67

Rotary's Impact

Funding: $11.2m
Number of grants: 198

Water and Sanitation
Rotary members carry out service projects that enhance water access, sanitation, and hygiene in communities around the world. Get involved with Rotary to improve health through clean water.

Funding: $5.1m
Number of grants: 69

Maternal and Child Health
Rotary members around the world improve access to essential medical services and support trained health care providers for mothers and children. Get involved with Rotary to improve health in developing communities.

Disease Prevention and Treatment
Polio has been reduced by 99% in the last 30 years, but children everywhere remain at risk until we eliminate the final 1%.

Funding: $14.2m
Number of grants: 265

Economic and Community Development
Rotary invests in people to create economic improvement in their lives and their communities. Get involved with Rotary to develop communities around the globe.

Funding: $7.8m
Number of grants: 148

WAYS TO GIVE

The mission of The Rotary Foundation 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.

Contributions to The Rotary Foundation make it possible for clubs to transform lives worldwide. Your generous support funds projects in six important areas:

- PEACE AND CONFLICT PREVENTION/RESOLUTION
- DISEASE PREVENTION AND TREATMENT
- WATER AND SANITATION
- MATERNAL AND CHILD HEALTH
- BASIC EDUCATION AND LITERACY
- ECONOMIC AND COMMUNITY DEVELOPMENT

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173-EN—(914)

The Rotary Foundation

FOR DOING GOOD IN THE WORLD

The Annual Fund provides ongoing support today, while the Endowment Fund helps secure Rotary's response to the pressing needs of tomorrow.

Use this brochure to explore the options available to you.

www.rotary.org/give

THE ANNUAL FUND

Annual Fund contributions help support our humanitarian activities, from local service projects to global initiatives. Your Rotary club or district can apply for grants from the Foundation to invest in projects and provide scholarships, all made possible through the ongoing financial support of Every Rotarian, Every Year.

Donors typically make annual gifts of cash or stock. Annual Fund contributions are eligible for the following donor recognition opportunities:

- Every Rotarian, Every Year
- Rotary Foundation Sustaining Member
- Paul Harris Fellow
- Paul Harris Society
- Major Donor
- Arch Klumph Society

THE ENDOWMENT FUND

Rotary's Endowment Fund ensures a strong future for the Foundation. Spendable earnings from the fund supplement the Annual Fund and support Rotary's highest priorities in perpetuity. The Foundation has set a goal of $1 billion for the Endowment Fund by 2017, ensuring its ability to meet current and future needs.

Donors typically support the Endowment Fund through outright and planned gifts. The opportunities in many countries include:

- Bequest commitments
- Life insurance
- Marketable securities
- Real estate
- Charitable trusts or annuities

Endowment Fund recognition opportunities include:

- Benefactor
- Bequest Society
- Major Donor
- Arch Klumph Society

In appreciation of an Endowment Fund contribution of $25,000 or more, the Foundation will establish a fund in the donor's name or in the name of a loved one.

World Fund or SHARE
- $25,000 or more names a fund

Global grants
- $100,000 or more to a specific area of focus
- $250,000 or more to a specific area of focus, tied to a district
- $500,000 or more adds geographic specificity
- $1 million or more offers a customized fund

Rotary Peace Centers
- $25,000 or more provides general support
- $100,000 endows an annual seminar at a Rotary Peace Center
- $250,000 endows a certificate fellow every year
- $500,000 endows a two-year fellow every four years
- $750,000 endows a two-year fellow every three years
- $1 million endows a visiting lecturer each year
- $1.5 million endows a two-year fellow every year

All figures are in U.S. dollars. The Foundation will be pleased to discuss ways to structure your gift to support your philanthropic and financial goals.

TERM GIFTS

Rotarians and friends can choose to make a gift that is expended, generally the following year, on a global grant or for the Rotary Peace Centers. Term gift naming opportunities include:

Global grants
- $15,000 to a specific area of focus
- $30,000 to a specific area of focus, tied to a district

Rotary Peace Centers
- $60,000 to fund five fellows enrolled in the certificate program
- $75,000 to fund up to 10 internships or research projects
- $75,000 to fund one fellow enrolled in a master's program

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FOUNDATION RECOGNITION

The Rotary Foundation offers numerous opportunities for individuals who support our grants and programs to receive recognition and appreciation.

On My Rotary, you can view your Donor History Report, which includes your personal contribution history and recognition summary. You can also request this report by emailing rotarysupportcenter@rotary.org.

INDIVIDUAL RECOGNITION

Rotary leaders can use My Rotary or Rotary Club Central to view individual and club-level giving to identify recognition progress.

Rotary Foundation Sustaining Member

A Rotary Foundation Sustaining Member personally contributes $100 or more each Rotary year to the Annual Fund. These contributions count toward Paul Harris Fellow, Multiple Paul Harris Fellow, Paul Harris Society, Major Donor, and club recognition banners. Use the Rotary Foundation Sustaining Member stickers to recognize these donors in your club.

Use the Club Foundation Banner Report to see your club's Rotary Foundation Sustaining Members.

Paul Harris Fellow

Paul Harris Fellow recognition is given to anyone who contributes (or in whose name is contributed, using Foundation recognition points) a gift of $1,000 or more cumulatively to the Annual Fund, the PolioPlus Fund, or an approved global grant. Recognition consists of a certificate and pin. Use the Club Recognition Summary to see your club's Paul Harris Fellows.

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Certificate of Appreciation

Certificate of Appreciation recognition is given to honor a business or organization. Since Paul Harris Fellow recognition is only for individuals, a donor may use their Foundation recognition points to award a business or organization a certificate of appreciation.

Multiple Paul Harris Fellow

Multiple Paul Harris Fellow recognition is given at subsequent $1,000 levels. Recognition consists of a pin set with additional stones corresponding to the recipient's recognition amount.
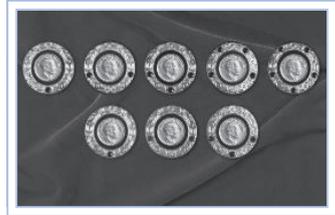
Level	Range*	Pin
+1	$2,000 to $2,999	one sapphire
+2	$3,000 to $3,999	two sapphires
+3	$4,000 to $4,999	three sapphires
+4	$5,000 to $5,999	four sapphires
+5	$6,000 to $6,999	five sapphires
+6	$7,000 to $7,999	one ruby
+7	$8,000 to $8,999	two rubies
+8	$9,000 to $9,999	three rubies

*Range can consist of a combination of cash contributions and Foundation recognition points received.

Paul Harris Society

The Paul Harris Society recognizes individuals who notify us of their intention to contribute $1,000 or more each Rotary year to the Annual Fund, the PolioPlus Fund, or an approved global grant. Recognition consists of a chevron-style pin and certificate provided by your district Paul Harris Society coordinator.

Paul Harris Society members are listed in the Paul Harris Society Report.

Major Donor

The Rotary Foundation recognizes individuals or couples whose combined giving has reached $10,000, regardless of the gift designation. This recognition level can be achieved only through personal contributions and not through recognition points. Major Donors may elect to receive a crystal recognition piece and pin(s) commemorating the gift at each new recognition level. Major Donors are listed in the Major Donor, Arch Klumph Society, and Bequest Society Report.

Level   Range
   1   $10,000 to $24,999
   2   $25,000 to $49,999
   3   $50,000 to $99,999
   4   $100,000 to $249,999

Arch Klumph Society

Donors who contribute $250,000 or more become members of the Arch Klumph Society. Portraits, biographies, and, in some cases, video clips are housed in the digital Arch Klumph Gallery on the 17th floor of Rotary International World Headquarters; another digital gallery travels to Rotary events around the world. Members also receive lapel pins and pendants, signed certificates, and invitations to the society's exclusive events, held worldwide. Special induction ceremonies are offered to members. Arch Klumph Society members are listed in the Major Donor, Arch Klumph Society, and Bequest Society Report.
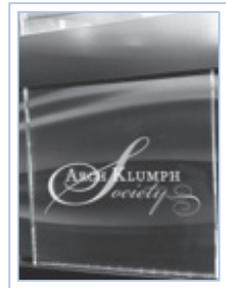
Trustees Circle — $250,000 to $499,999
Chair's Circle — $500,000 to $999,999
Foundation Circle — $1 million to $2,499,999
Platinum Trustees Circle — $2.5 million to $4,999,999
Platinum Chair's Circle — $5 million to $9,999,999
Platinum Foundation Circle — $10 million and above

Benefactor

A Benefactor is an individual who notifies The Rotary Foundation of a commitment for future gifts to the Endowment of $1,000 or more included in their estate plans or who makes an outright gift of $1,000 or more to the Endowment. Benefactors receive a certificate and insignia to be worn with a Rotary or Paul Harris Fellow

pin. They are listed in the Benefactor Report and identified in the Club Recognition Summary.

Bequest Society

Individuals or couples who notify The Rotary Foundation of their commitment to include future gifts to the Foundation of $10,000 or more in their estate plans are invited to join the Bequest Society. Each level of giving includes the benefits of the preceding levels:

$10,000	A Bequest Society pin and an exclusive art piece suitable for framing
$25,000	A Rotary's Promise crystal and a named endowed fund
$50,000	Separate named endowed funds
$100,000	A customized Rotary's Promise crystal
$250,000	Posthumous induction into the Arch Klumph Society
$500,000	Special seating and registration benefits at the Rotary International Convention

Legacy Society

Individuals or couples who substantiate future gifts to the Endowment of $1 million or more are invited to join the Legacy Society. These donors are listed in Rotary's annual report and are invited to exclusive Rotary International and Foundation events. Legacy Society members also receive special tokens of appreciation and all the benefits provided to Bequest Society members.

CLUB RECOGNITION

The Rotary Foundation offers clubs several opportunities to earn recognition for their support of its grants and programs.

The Club Foundation Banner Report displays a club's progress in the current Rotary year toward becoming a 100% Foundation Giving Club and a 100% Every Rotarian, Every Year Club, and toward qualifying for Top Three Per Capita in Annual Fund Giving banner recognition.

As of 2015-16, new club members (those who joined or transferred from another club during the current Rotary year) are not included in participation requirements for club banners (except for the 100% Paul Harris Fellow Club banner). However, new members' contributions will be used for per capita calculations.

Banner recipients listed in the Club Foundation Banner Report (available to club and district Foundation leaders on My Rotary or Rotary Club Central) may fluctuate throughout the Rotary year due to changes in membership and additional or redistributed contributions. Leaders can use the report to determine whether your club will qualify for the annual recognition banners listed below. Final banner certification is processed by The Rotary Foundation following the close of the Rotary year on 30 June. Club banners earned for the previous year are shipped to the current district governor in October or November. Request the District Foundation Banner Report at rotarysupportcenter@rotary.org.

100% Foundation Giving Club

This banner is awarded to clubs that achieve an average of $100 in per capita giving and 100% participation, with every dues-paying member contributing at least $25 to any or all of the following during the Rotary year: Annual Fund, PolioPlus Fund, approved global grants, or Endowment Fund.

100% Paul Harris Fellow Club

For a club to be eligible, every dues-paying member must be a Paul Harris Fellow at the time the district governor requests banner recognition. This recognition is a one-time-only award, but the intent is that the club will maintain its membership at the 100% Paul Harris Fellow level.

To obtain this recognition:

1. A club representative contacts the district governor after determining that all current dues-paying club members are Paul Harris Fellows.

2. The district governor confirms that all members are Paul Harris Fellows by using the Club Recognition Summary, and then notifies The Rotary Foundation by email at rotarysupportcenter@rotary.org.

The top of the Club Recognition Summary indicates whether the club received the 100% Paul Harris Fellow Club banner, along with the date this was achieved.

100% Every Rotarian, Every Year Club

Rotary clubs must achieve a minimum Annual Fund contribution of $100 per capita during the Rotary year, and every dues-paying member must personally contribute at least $25 to the Annual Fund during the year.

100% Rotary's Promise Club

Rotary clubs with 100% of members supporting the Endowment are eligible to request a Rotary's Promise Club electronic certificate. Commitments for future gifts to The Rotary Foundation of $1,000 or more included in an estate plan, or outright gifts of $1,000 or more to the Endowment, qualify as support.
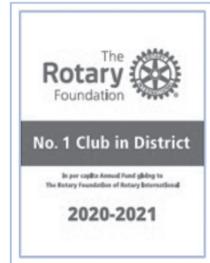
Top Three Per Capita in Annual Fund Giving

Banners are given to the three clubs in each district that give the most per capita to the Annual Fund. To be eligible, clubs must achieve a minimum of $50 in per capita annual giving.

100% Paul Harris Society Club

This recognition is awarded to clubs in which every dues-paying member has contributed a minimum of $1,000 to the Annual Fund, the PolioPlus Fund, or an approved global grant during the Rotary year.

End Polio Now: Countdown to History Campaign Certificate of Appreciation

This certificate is awarded to clubs that annually contribute $1,500 or more to Rotary's PolioPlus Fund.

Rotaract Giving Certificate

This certificate is awarded to Rotaract clubs that have at least five members who contribute a total of at least $50 during the Rotary year. The donors must be registered as members of the Rotaract club. Their gifts can be to any fund and in any amounts totaling $50.

FOUNDATION RECOGNITION POINTS

Foundation recognition points are awarded to donors who contribute to The Rotary Foundation through the Annual Fund, the PolioPlus Fund, or an approved global grant. Donors receive one Foundation recognition point for every U.S. dollar contributed to these funds. Contributions to the Endowment are not eligible.

Donors can extend Foundation recognition points to other individuals to help them become, or to name them as, a Paul Harris Fellow or Multiple Paul Harris Fellow. Foundation recognition points belong to the original donor until the donor uses the points or until the donor's death, at which time they expire (unless the donor is a Major Donor, in which case their points may be used by their surviving spouse or partner).

Note: Foundation recognition points do not count toward Paul Harris Society and Major Donor recognition.

Transfer rules

A minimum of 100 Foundation recognition points must be transferred at a time, and an authorizing signature is required when you complete the Paul Harris Fellow Recognition Transfer Request Form.

Note: Foundation recognition points may not be transferred from individuals to a club or district. Donors no longer need to be a Paul Harris Fellow to receive recognition points.

FOUNDATION RECOGNITION RESOURCES

- **Every Rotarian, Every Year brochure**: Information about the Annual Fund and SHARE

- **Rotary Foundation Sustaining Member stickers**: Badge stickers to celebrate Rotary members who have contributed $100 or more to the Annual Fund; available for order by club or district officers

- **Paul Harris Society brochure**: Information about Paul Harris Society recognition

- **Rotary Giving Works brochure**: Information about major gifts

- **Your Rotary Legacy commitment notification card**: Information about the Endowment, legacy recognition, and naming opportunities; includes a response card that is required for recognition

- **Arch Klumph Society brochure**: Information about the Arch Klumph Society

- **Understanding Foundation Recognition Points**: Fact sheet that answers common questions about the points system

- Useful recognition reports on Rotary.org and Rotary Club Central:
  Major Donor, Arch Klumph Society, and Bequest Society Report
  Paul Harris Fellow and Benefactor Report
  Club Foundation Banner Report
  District Foundation Banner Report

Engaging Members Through the Foundation

To engage members through The Rotary Foundation, focus on connecting members to local and global service, creating a strong club culture, and using technology and diverse events to build fellowship. Encourage members to share their passions, get involved in service projects, and connect with the larger Rotary community through training, events, and social media.

Foster community and connection

- **Host regular, varied social events**: Organize informal social gatherings, virtual dinners, or community outings to build camaraderie.

- **Create mentorship programs**: Pair new members with experienced Rotarians to help them navigate the organization and get involved.

- **Encourage storytelling**: Ask members to share their interests and experiences in meetings to make connections more personal.

- **Incorporate interactive elements**: Use polls, group discussions, or guest speakers to keep meetings engaging and provide fresh perspectives.

Highlight service and impact

- **Partner with local organizations**: Collaborate on community service projects that address local needs and involve community members in the process.

- **Show the impact of projects**: Invite beneficiaries of your service projects to share their stories with the club to demonstrate the difference Rotary makes.

- **Connect to global service**: Have Rotarians spotlight global Rotary projects and encourage members to visit other clubs or attend international events to see the worldwide impact.

Use technology and communication

- **Leverage social media**: Use social media to showcase service projects, announce events, and connect with community leaders.

- **Update the club website**: Ensure your club website is active, attractive, and regularly updated with news and information.

- **Embrace virtual options**: Offer video call-in options for meetings to increase accessibility for members who cannot attend in person.

Create a welcoming and dynamic club culture

- **Develop a new member orientation process**: Create a structured onboarding process for new members to make them feel welcome and integrated from day one.

- **Build trust and respect**: Cultivate an inclusive environment where members feel valued and have a sense of belonging.

- **Recognize contributions**: Celebrate member achievements publicly through social media, club newsletters, or small recognition events.

- **Listen to member feedback**: Conduct member satisfaction surveys to understand what's working and what could be improved.

GENERAL RESOURCES

MY ROTARY

The member website, known as My Rotary, includes everything you need to conduct your Rotary business. Familiar tools and applications are now found under Club & District Administration. Sign in so you can:

- Monitor club membership initiatives, service activities, and Foundation giving goals through Rotary Club Central

- Donate to The Rotary Foundation

- Learn more about Rotary Foundation activities

- Apply for grants in the Grant Center

- View your Donor History Report, which includes your contribution history and recognition summary

- Share your project impact and inspire others on Service Project Center

Reports

Rotary leaders can access the following reports through My Rotary, Rotary Club Central, or Rotary's Support Center.

Please note that Foundation giving reports should be used for authorized Rotary purposes only. By using these reports, you agree to abide by Rotary's Data Use Policy, which prioritizes protecting individual privacy and personal information. Leaders who have access to reports are strongly encouraged to read the policy and to take the Protecting Personal Data course in the Learning Center.

Notes