

# A GUIDE TO GLOBAL GRANTS



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# A GUIDE TO GLOBAL GRANTS

This is the 2016 edition of A Guide to Global Grants, which replaces the Grant Management Manual. It's for all Rotary members who are interested in applying for global grants or developing more effective and sustainable service projects. Members and leaders can also use this publication as a training resource at district grant management seminars. The information it contains comes from [The Rotary Foundation Code of Policies, Terms and Conditions for Rotary Foundation District Grants and Global Grants](#), and [Areas of Focus Policy Statements](#). Any changes to those policies override statements in this publication.

## QUESTIONS?

If you have questions about your role, contact your district's leaders, such as the district Rotary Foundation committee chair. You can also consult experienced Rotary members who have worked with global grants or served as club Rotary Foundation committee chair.

The [Rotary Support Center](#) can answer general questions on grants and qualification. Our staff at Rotary headquarters and our international offices offers support in eight languages. [Regional grants officers](#) are also available to answer specific questions about grants.

If you have questions about this manual or other Rotary training materials, send them to [learn@rotary.org](mailto:learn@rotary.org).

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# INTRODUCTION

As Rotary club members, we contribute our skills, expertise, and financial support to promote peace, fight disease, provide clean water, save mothers and children, support education, and grow local economies. Rotary's global grants support these efforts in communities worldwide. This guide will help you plan a sustainable project, identify measurable outcomes, apply for a global grant, and manage your grant funds. Building sustainable projects that have measurable and lasting outcomes and managing grant funds responsibly are requirements for all Rotary global grants. They are also important practices for all of the community and international service work that your club supports.

Although every Rotarian can make a difference, not every Rotary project is eligible for global grant funding from The Rotary Foundation. Read on to determine whether your project is eligible.

# GLOBAL GRANT REQUIREMENTS

Rotary members must be actively involved in all global grants, and all projects must comply with the [Terms and Conditions for Rotary Foundation District Grants and Global Grants](#).

## YOUR PROJECT MUST:

- Have a long-term, sustainable impact
- Include activities that clearly fit into one of Rotary's areas of focus
- Invest at least \$30,000 within a community
- Address an important need identified by the community itself
- Strengthen the community's capacity to meet its own needs



## YOU MUST:

- Apply for a grant through Rotary.org
- Actively involve the benefiting community in the project
- Partner with a club in another country
- Qualify your club for global grants every year
- Act as primary sponsor of no more than 10 active global grants at a time
- Develop a project plan that includes a budget and a financial management plan
- Measure progress toward the outcome
- Stay up-to-date in reporting for all active grants





Both clubs and districts can use global grants and can serve as host or international sponsors, but this guide refers to sponsors as clubs.



Look for the vocational training  and scholarships  icons throughout this publication for more information on their grant requirements.

## ELIGIBLE ACTIVITIES

Global grants support international activities within Rotary's areas of focus:

- **Humanitarian projects** provide sustainable, measurable outcomes that address real community needs.
- **Vocational training**  builds skills within a community through targeted educational programs or by supporting teams of professionals who travel abroad to build their own capacity or the capacity of the community they visit. Learn more about [vocational training teams](#).
- **Scholarships**  fund international graduate-level study by people seeking a career within an area of focus. Read the [Global Grant Scholarships Supplement](#) for more information.

# CLUB QUALIFICATION

At Rotary, we want every grant to demonstrate that we're ethical, responsible leaders who make every donation count. Rotary's commitment to sound financial management makes it easier for all of us to find donors, partners, and communities that are ready to work with us.

Through our qualification process, your club agrees to follow our financial and grant management practices and contributes to Rotary's reputation as a global leader in health, peacebuilding, and international development.

Qualifying your club for global grants takes three steps:

1

**Attend a grant management seminar.** Rotary members involved in grant-funded projects should participate in a grant management seminar in the district. If the members involved in the project cannot attend, your club can send its president-elect or another member. A minimum of one representative from your club must attend the grant management seminar.

2

**Complete the club memorandum of understanding (MOU).** The MOU is an agreement between your club and district that outlines the Foundation's minimum requirements for managing grants. Your club president and president-elect review the MOU, sign it, and submit it to your district.

3

**Agree to any additional qualification requirements set by your district.** Rotary's policies establish a shared standard for all Rotary clubs. Your district might have additional requirements.

**Complete these steps annually to stay qualified.**



## POINTS TO REMEMBER

If you're thinking about applying for a global grant and your club is qualified to do so, be sure that your project meets the criteria for global grants. Global grant activities must be supported by the benefiting community and led by Rotary members, and they must have measurable results and an impact that will continue after the grant funds have been spent.



If your project doesn't fit these criteria, it may be eligible for a **district grant** or other funding options. Contact your district leaders for more information.



Contact the district Rotary Foundation chair of your project's prospective sponsor club to find out if it is qualified.

# 1 MAKE A SUSTAINABLE IMPACT

At Rotary, we want our projects to have a lasting impact, long after the vocational training team goes home, the scholar finishes her studies, and your club has submitted its final report on your project to the Foundation.

# SUSTAINABILITY

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

How can you make your project sustainable? Be sure to:

- **Start with the community.** Host sponsors should work with members of the benefiting community to identify a need and develop a solution that builds on community strengths and aligns with local values and culture.
- **Encourage local ownership.** It's a true sign of a project's success when community members embrace the project as their own. Empowering community members to assess their needs and plan projects that address them leads to the most effective projects and the most sustainable outcomes. Identify key community members who can help pioneer lasting improvements.
- **Provide training.** A project's success depends on people. By providing training, education, and community outreach, you strengthen beneficiaries' ability to meet project objectives. Confirm that a plan is in place to transfer knowledge to new beneficiaries. Collaborate with local organizations to provide this training.
- **Buy local.** Purchase equipment and technology from local sources whenever possible. Make sure that spare parts are available locally, too. Build capacity so that community members can operate, maintain, and repair equipment on their own. Compensate your project's vendors appropriately so they have an incentive to continue providing supplies.
- **Find local funding.** Getting funding from local governments, hospitals, companies, and other organizations integrates your project into the local community and supports your project's long-term success.
- **Measure your success.** First, gather data before you begin the project to determine where you are starting from. Include clear and measurable outcomes in your project plan, and decide how you'll collect data throughout your project and afterward. Maintaining a strong relationship with the community can help you collect data and also address any issues that the data bring to light.

Global grants require these practices. In your application, you'll explain how your project will include each of them.

For examples of projects that show these sustainability practices in action, take the Rotary Grants: Building a Global Grant course on Rotary's [Learning Center](#). You can also contact your [regional grants officer](#) to discuss how you can incorporate these practices into your project.



Consider sponsoring a **Rotary Community Corps**, a team of community volunteers who advise on and assist with the project. They can also build capacity within the community and oversee the project's continuation after the grant is complete.



# MAKE A SUSTAINABLE IMPACT

Start with the community



Encourage local ownership



Provide training



Buy local



Find local funding









Measure your success



# MAKING AN IMPACT IN OUR AREAS OF FOCUS

The world has no shortage of problems. To focus Rotary clubs' efforts, The Rotary Foundation has identified areas where Rotary can contribute to lasting change. Here's how you can get started.

First, choose at least one [area of focus](#) that you want to work in for the benefiting community. These specific causes help us align our local work and maximize our global impact.

-  Promoting peace
-  Fighting disease
-  Providing clean water
-  Saving mothers and children
-  Supporting education
-  Growing local economies

Then consider setting a high-level goal within the area you've chosen, thinking about the impact you want to make, not necessarily the activity that a global grant would fund. For example, to support education, we need to reduce gender disparity in education in our community. Or, to save mothers and children, we need to make sure that more women can deliver their babies safely.

Last, choose a project that will achieve the goal. Read the [Areas of Focus Policy Statements](#) for detailed information about eligible global grant activities and outcomes that fall within each area. Each policy statement includes:

- The goals Rotary hopes to achieve in the area
- Activities that are eligible for grants and within the scope of the area
- Elements that are needed to implement successful grants in the area

Use this as your guide for deciding what activity to use to achieve your high-level goal. For example, to save mothers and children, your club will train doctors and nurses at the local hospital so that more expectant mothers can have safe deliveries. Or, to support education, your club and local leaders will reduce gender disparity in your community by hosting a series of forums for parents on the importance of girls' education and will provide new facilities and resources for girls at a local school.

Learn more about each area of focus by taking the Rotary's Areas of Focus course in Rotary's [Learning Center](#). You can also read the [Rotary's Areas of Focus guide](#) for more information about eligible global grant activities that fall within each area.

## YOUR COMMUNITY'S NEEDS AND STRENGTHS

Making sure that projects meet the local community's needs and build on its strengths makes them more likely to be supported and continued by local community members after the grant has ended. It also ensures that the projects will work within the local culture and the community, and builds ownership from the beginning.

Since local participation and support is so important to a project's success, Rotary asks local sponsors to conduct a community assessment as the first step. This establishes that the project is being driven by data from the beginning, which gives it credibility. It is also one of Rotary's criteria for a project's sustainability. To get a thorough understanding of an issue, involve different groups of people — men and women, elders and youths, leaders and marginalized community members, traditional healers and experienced hospital administrators. Listening to these diverse perspectives helps your club learn about a community, recognize its strengths, and understand how you can use those strengths to address a significant need related to one of Rotary's areas of focus.

### Here's how you can get started:

Decide how you want to conduct an assessment. [Community Assessment Tools](#) offers instructions for several types of assessments. You can use [district grant](#) funds to conduct a community assessment. Ask your district leaders if funds are available.

Then, based on the assessment's results, determine which needs you are able to address through a global grant. You may have to consider scope and budget. Once you've identified a possible project, make sure that:

- It falls within Rotary's global grant guidelines
- It's technically feasible
- You and your partner club are qualified to address this need through your collective expertise and resources
- The issues aren't already being addressed by another organization

Once you've completed the assessment and chosen a suitable goal and a project that will achieve it, you've laid the groundwork for making lasting improvements in the lives of community members.



## POINTS TO REMEMBER

Project sustainability depends on a number of elements. Rotary has chosen six areas of focus to work in and has set the addressing of real community needs as an essential feature of any projects it funds through global grants. Sustainable projects that have long-term impact help us make meaningful change in the communities we live in and serve.

# 2 PARTNER TO MAXIMIZE YOUR IMPACT

Collaboration is as much a part of Rotary as service is. We bring together leaders, within our community and worldwide, to exchange ideas and take action. We feel the best collaboration takes place when leaders of different cultures work together on a project. That's why we've made international partnerships a required element of global grants.

# PARTNERSHIP REQUIREMENTS

To apply for a global grant, two or more Rotary clubs must work together.

- The **host sponsor** is the partner in or near the community that’s implementing the project.
- The **international sponsor** works with the host sponsor, but it’s located outside of the host sponsor’s country.




All sponsors must meet global grant requirements and eligibility. Contact a prospective sponsor club’s district Rotary Foundation chair to find out whether it’s qualified.

## SPONSOR ROLES

Host and international sponsors have different responsibilities. However, the roles of each sponsor also depend on the clubs involved, the community’s strengths, and the nature of the project. As in all good relationships, communication is the key.



Use **Rotary Ideas** to connect with partners around the world and find funding, volunteers, or donated goods. Learn more by taking the course *Developing and Promoting Your Service Project in Rotary’s Learning Center*.

 <h3>Host sponsor</h3> <ul style="list-style-type: none"><li>• Initiates the project</li><li>• Conducts a community assessment</li><li>• Manages project implementation and budget</li><li>• Provides local assistance and support to vocational training ⚙️ teams and scholars 🏠 during their time abroad</li><li>• Receives project funds</li></ul>	 <h3>International sponsor</h3> <ul style="list-style-type: none"><li>• Provides financial assistance, technical support, and other guidance</li><li>• Performs project tasks that can be done remotely, as well as participating in service during site visits</li><li>• Prepares any vocational training ⚙️ teams or scholars 🏠 for travel and study abroad</li></ul>
 <h3>Both sponsors</h3> <ul style="list-style-type: none"><li>• Must be qualified to participate in a global grant</li><li>• Develop a project plan</li><li>• Have project committees that collaborate with each other</li><li>• Partner with a cooperating organization (a nongovernmental organization, community group, or government entity) if needed</li></ul>	

## COOPERATING ORGANIZATIONS

Collaborating with another organization can enhance the quality and effectiveness of your project. A cooperating organization can provide technical expertise, advocacy, training, education, or other support. If you work with a cooperating organization, both clubs and the organization must complete a [cooperating organization memorandum of understanding](#) before beginning your project. Although other organizations and volunteers may play a large role, the project sponsors are ultimately responsible for the outcome of a project.



### POINTS TO REMEMBER

All Rotary sponsors are equally responsible for the success of a global grant-funded project. A successful partnership is one in which each partner attends to its tasks while communicating and collaborating with the others to manage the project well.

# 3

# PLAN YOUR GLOBAL GRANT- FUNDED PROJECT

A thorough project plan sets your project up for success. Clearly assign responsibilities. Collect baseline data and decide how you'll measure the impact of your project. Create a realistic budget.



## DEVELOP A PROJECT PLAN

Collaboration is essential to developing your project plan. The sponsoring clubs should work together and agree on how to manage each part of the project and how to follow Rotary's global grant guidelines. At the very least, your plan should document:

- The impact you wish to have on the community
- Measurable goals and outcomes of the project
- Actions needed to implement each step of the project
- Assignment of responsibilities so that all work is covered
- Ongoing monitoring and data collection in the benefiting community
- Possible alternative approaches if activities do not yield the desired impact

Involve community members in the planning process. They can create the project plan with you or review it and provide feedback. The most successful plans allow Rotarians and community members to take action together. That collaboration — and the active involvement of Rotarians — should be clearly visible to anyone who sees your project plan.

### Create a timeline

With so many tasks and responsibilities to keep in mind, a timeline helps you make sure that everything is done in a timely manner and no tasks are forgotten. Think about how much time is needed for each step of your project's planning, implementation, and follow-up. Include events and tasks such as:

- Community assessment
- Project committee meetings
- Training
- Major meetings with the benefiting community and cooperating organizations
- Follow-up on meetings, conversations, and agreements
- Scheduled communications to sponsors, beneficiaries, cooperating organizations, and any other stakeholders
- Project implementation milestones and benchmarks
- Ongoing monitoring throughout the project
- Evaluation in the middle and at the end of the project



The **Develop Projects** page of My Rotary has resources to help you throughout the life of your project.

## Work as a team

The host and international sponsors each have a project committee of at least three Rotary members. Having a project committee ensures that you have team support of your project. You all know the details of the project. You make decisions together. And you make sure you're meeting your goals and following your budget.

Each sponsor designates one primary contact to be responsible for all grant-related correspondence with Rotary. Also make a communication plan to keep your clubs informed. Ultimately, clubs, not individuals, are responsible for the outcome of a project.

## Plan for continuity

Every Rotary year, your club's leadership changes. When you form your committee, identify leaders who are committed to the project and expect to be able to stay involved through the life of the grant. At times, project committee members become unable to serve, so establish a process for replacing them if necessary. If a sponsor club designates its club president as a primary contact, ask him or her to serve on the project committee.

## Decide who will do what

Now that you have your project leaders in place, divide the key tasks from the project plan among them and others. Assign them to members of your team, cooperating organizations, community members, and others. For instance, if your plan includes managing local volunteers, make someone responsible for finding volunteers, greeting them at the site, providing meals and snacks, and thanking them for their work. Other essential responsibilities include community outreach, maintaining a good public image, and promoting the project using social media. Document those responsibilities and ask the assigned person to take ownership of each task. By assigning responsibilities at the beginning, you can save time later, ensure the jobs are done, and let your project committee focus on the overall outcome of your grant-funded project.

## Avoid conflicts of interest

Rotary members are leaders within their communities. They may be members of the board of a hospital or owners of a shipping company. While it's important to have community leaders involved in your project, no one with a financial interest in the project may serve on your project committee. Even the appearance of a conflict of interest can interfere with the success of a project. Ask committee members if they have any financial interest in the project and disclose all potential conflicts of interest on your application.

## Get expert advice

Rotary members have professional expertise. We apply that knowledge to look at challenges in new ways. We also know when we need to call in an expert. Sponsor project committees could look to any of the following groups for expert advice:

- Qualified club members (e.g., consult a civil engineer for a water project)
- Cooperating organizations that have the technical expertise and resources to help you develop and implement the project
- A [Rotarian Action Group \(RAG\)](#) related to your project
- Rotary's staff area of focus managers, who can help you craft grant-eligible project plans and offer guidance on best practices in the areas of focus
- The [Cadre of Technical Advisers](#) can offer technical expertise and they evaluate larger grant-funded projects for The Rotary Foundation Trustees

## IDENTIFY MEASURABLE OUTCOMES

When you measure your success, you can show that you made a difference. Rotary's reputation as an effective and committed humanitarian service organization depends on your club and the thousands of other clubs that contribute to our global impact. We want to measure the good we do in the world, so we've built it into our global grant requirements. Quantifying your impact also makes it easier to publicize what you've accomplished.

### Here's how you can get started:

Consider the outcome you want your project to have in the community and how that positive change can be measured. Use the [Global Grant Monitoring and Evaluation Plan Supplement](#) to find measurable data points and develop your evaluation plan, which you'll include in your grant application:

- Be specific about who will benefit from your project and what benefits they will receive
- Establish baseline data and set benchmarks to measure your progress during and after the project
- Specify your measurement methods
- Create a timeline

Budget 5 to 10 percent of project funds to cover evaluation expenses, such as local travel, services rendered by individuals or agencies, and supplies. Because measuring our success is so important, Rotary expects to see evaluation provided for in every global grant budget.

## CREATE A FINANCIAL PLAN

Before receiving grant funds, you must develop your financial management plan. Your plan helps you manage funds well, provide oversight, promote transparency, and reduce errors and any misuse of funds.

The financial management plan shows how you will:

- Disburse grant funds properly during project implementation
- Keep thorough financial records
- Manage a club- or district-controlled bank account

Mismanaging funds directly violates The Four-Way Test and Rotary's mission and values. Clubs that mismanage grant funds jeopardize the credibility of Rotary and the Foundation. If funds are misused, the sponsors are responsible for repaying them in full to The Rotary Foundation. The sponsors risk suspension from all Rotary Foundation activities or termination.

### Develop a budget

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

When projecting the cost of goods and services, gather at least three bids or quotes for each major expense to ensure that you receive the highest quality at the best price. During the competitive bidding process, identify any Rotary members associated with a bidding vendor and make sure that the Rotary member is not on the project committee to avoid a conflict of interest. When selecting a vendor, document the reason for your selection and keep records of all bids. You will need to include this information in your application.

## RAISE FUNDS

Global grants are a combination of funds raised by the sponsor clubs and matching funds from The Rotary Foundation. These matching funds enable Rotarians to do more thanks to the generous contributions of Rotarians from around the world. Every global grant includes a match of at least \$15,000 from The Rotary Foundation's World Fund, and project budgets are at least \$30,000. The amount of funding you contribute depends on your project's budget and whether you use cash or District Designated Funds. Sponsors can finance global grant projects and activities with:

- **District Designated Funds** — matched 100 percent by the World Fund
- **Rotary member cash contributions** — outright gifts to The Rotary Foundation from Rotary members or funds raised by Rotary members are matched at 50 percent by the World Fund
- **Nonmember cash contributions** — donations to the project account or to The Rotary Foundation from other organizations or parties (not including cooperating organizations or beneficiaries of the project) are eligible to be matched 50 percent by the World Fund

All cash contributions to The Rotary Foundation that are to be applied to a global grant require an additional contribution of 5 percent to cover the costs associated with processing these funds. While you are planning your project, use the [global grant calculator](#) to figure your budget automatically. When you apply for a global grant, the grant application tool will also make calculations as you enter information. Both will display the total amount required to fully fund the project.

Points for Paul Harris Fellow recognition will be awarded on the full amount of any cash contributions to the Foundation. Tax receipts, where applicable, will also be provided for the total amount of the cash contribution. The additional 5 percent is not matched by the Foundation.

No additional contribution is required when you use DDF for a grant project. Cash deposited directly into a project bank account is not subject to the additional 5 percent assessment, either. So let the Foundation payment coordinator know the amount of cash — if any — that is being sent directly to the project bank account. Note, however, that such contributions don't generate Paul Harris Fellow recognition points, and the Foundation doesn't issue tax receipts for them.



The World Fund provides funding for grants and programs that are available to all districts. Fifty percent of SHARE-designated contributions are directed to the World Fund. Donors can also direct the spendable earnings from an endowed gift entirely to the World Fund to be used for critical activities.

The Rotary Foundation never asks for funding from the community that benefits from a global grant-funded project. Since Rotary members have identified this community as one in need, we don't collect funds from beneficiaries in exchange for receiving the grant or as part of the funds raised by our members to match The Rotary Foundation's grant.

Community ownership is important. When developing a project plan with the community, identify the long-term costs of the project. Sponsor clubs can suggest that community members contribute to a community account to encourage ongoing support of the project and build community ownership, but the collected funds should not cover costs related to the project. Any funds collected from the community should provide additional services (e.g., each household that receives a tube well could be charged \$1 a month to be used for repairs after the grant is closed).



## POINTS TO REMEMBER

Work with your partner to create a project plan with measurable outcomes to guide the implementation of your project. Make sure each partner understands and completes its tasks and responsibilities. A good financial management plan and budget will help you determine how much funding your project will need and ensure that grant funds are spent as planned.

# 4

# APPLY FOR A GLOBAL GRANT

To apply for a global grant, sign in to My Rotary. If you don't have a My Rotary account, follow our **guide** to create one.

## GET STARTED

Discuss your proposed project and funding options with your district Rotary Foundation committee before you begin a global grant application. Your district may be able to provide District Designated Funds or other support or expertise. Rotary's online system will automatically notify your district governor and district Rotary Foundation chair that you're applying for a global grant.

### Using the grant application tool

When you and your club are ready to apply, go to the [grant application tool on My Rotary](#). Use the application [guide](#) for step-by-step instructions for completing your application. For tips on applying for a vocational training team grant, read the [Global Grant Vocational Training Team Member Online Application Process](#).

The Rotary Foundation accepts applications throughout the year. Give yourself plenty of time to complete the application and get authorizations from the necessary parties. If your project involves international travel, submit your application at least 90 days before it begins.

When you begin the application, you'll first be asked to complete a knowledge check to confirm that the project meets global grant requirements. Within the application, you will be asked to describe:

- The project's objectives
- Its activities
- The project plan and schedule
- Community needs
- Areas of focus
- Cooperating organizations and partners
- Volunteer travel
- Rotarian participation
- The project budget
- Financing

Applications are not reviewed until they are complete, so be sure to provide all the necessary information about your project.



Review a **grant application template** to prepare your responses before you start working on the actual grant application.



See a visual of the entire grant process in the **Global Grant Lifecycle** guide.




## What happens next?

Once your fully completed application has been submitted, it will be reviewed by your regional grants officer and other staff as necessary. Applications that request a match of more than \$50,000 are also reviewed by the Cadre of Technical Advisers. If additional information is needed, your regional grants officer will contact you to get a better understanding of the project, as well as recommending ways to enhance your project plan. Your regional grants officer is your main Rotary contact and will assist you throughout the life of your project.

## REVIEWS AND APPROVALS

Club and district officers have different levels of access to your grant application. Some are required to approve the project in the application tool at certain stages of review.

This table shows who in both sponsors' clubs and districts can see and edit your application and their role in the review.

	View application	Edit application	Authorize application
Primary project contact	●	●	●
Club president	●	●	●*
Club treasurer	●		
District Rotary Foundation chair	●	●	●
District governor	●	●	●**
District stewardship subcommittee chair	●	●	
District grants subcommittee	●	●	
District scholarship  subcommittee chair	●	●	

\*Signs legal agreement after application is approved by Rotary

\*\*Only if District Designated Funds are used for the grant

## GRANT INELIGIBILITY

If your grant application doesn't meet global grant criteria, your regional grants officer will work with you to make the changes needed to meet them. If you and your partner club can't make these changes, your project will not be eligible for global grant funding.

Grant applications are most often denied because:

- The project doesn't fit any of Rotary's areas of focus
- The project isn't sustainable
- The project benefits another organization's programs
- A club partner has reached 10 open grants, the maximum number
- A club partner is not current on its reporting on other grants



### POINTS TO REMEMBER

Begin the grant application only after your club and partners have finalized the project plan and you have contacted your district about your project's need for funding. Answer every question clearly and concisely. Your regional grants officer will work with you to make any changes your application needs in order to meet global grant criteria.

# 5 IMPLEMENT, MONITOR, AND EVALUATE YOUR PROJECT

Rotary honors the commitments we make to our communities. Just as it is important to plan your project, it's also important to follow through with your plan and take responsibility for its outcome.

## PROJECT IMPLEMENTATION

It's crucial that you implement your project according to your project plan, because all of your partners and The Rotary Foundation have agreed upon it and are working within that plan. If challenges arise, communicate with all involved parties to address them promptly and collaboratively. Any changes to your plan must be approved by your regional grants officer.

As you carry out your project, keep reviewing your project plan with your project committee and team. Measure the project's success and get feedback from community members about its activities. Delegate tasks and regularly check in with club partners, cooperating organizations, and the community to identify and resolve issues before they threaten the success of your project. You should also provide regular updates to your fellow club members.

It's best to have an email list with the following people: all grant sponsors, cooperating organizations, involved community members, club members, and other interested parties. Keep everyone informed of progress, challenges, and solutions throughout the life of your project.


At a minimum, the host and international sponsors must:

- Communicate with each other and the benefiting community regularly about the grant-funded project
- Contact their regional grants officer as soon as questions arise
- Get preapproval from each other and Rotary for any changes to the project's scope or budget
- Report to the Foundation every twelve months

## MONITORING AND EVALUATION

Monitoring is the continual process of collecting specific data, and it uses the measures and benchmarks you outlined in your grant application to track the progress of your project. Evaluation is an assessment of how well your project is achieving its objectives. Together, they help you understand how to improve your project by examining its strengths and weaknesses and assessing its achievements in the short and long term.

You'll monitor the project from start to finish. This keeps the project on track by reminding everyone of its desired impact and checking that the activities taking place are resulting in measurable progress toward that goal. When problems are discovered, you can resolve them quickly, learn from them, and adjust your approach to the rest of the project. Integrate what you learn into your future projects to increase sustainability and success, and share your experience with other Rotary members.

The [monitoring and evaluation supplement](#) includes definitions of Rotary's terminology and a sample monitoring plan that you can customize to your project. The [scholarships supplement](#)  includes additional recommendations for monitoring global grant scholarships.



## FINANCIAL TRANSPARENCY

The financial management plan you develop during project planning helps you keep track of grant funds, promotes transparency to all involved, and safeguards against misuse. It also facilitates reporting. The financial management plan is a guide for recordkeeping.

Keeping track of finances and overall progress will help you monitor your budget, evaluate your success after the project is completed, and have all of your project information ready for grant reporting. Make sure everyone involved in the project keeps receipts, financial documents, and communications.

### Open a bank account

The Rotary Foundation recommends that grant funds be managed by the host sponsor club, unless there is a reasonable business purpose for managing the funds internationally.

The sponsor club should maintain a club-controlled bank account that is used solely for receiving and disbursing Foundation grant funds. Each open grant should have its own account. Grants are not intended to produce interest income for clubs, so keep grant funds in a low-interest or non-interest-bearing account. A checking account allows for flexibility in making the multiple disbursements that may be needed for grant transactions and ensures that bank statements will be available. The name on the account should identify the club, and two Rotary member signatories (payees) should be required for all transactions.

Have a succession plan for transferring control of the project bank account in case a signatory becomes unable to perform his or her duties. If account signatories change, be sure to notify your grants officer.

## Follow local laws

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

Situations in which local laws are not compatible with Foundation requirements (e.g., regarding bank account naming) are handled case by case. Contact your [payment coordinator](#) for more information.

## Transfer and disbursement of funds

After your global grant application is approved, your club must complete the payment requirements outlined in the approval notification, including:

- Provide the project bank account's information
- Name two Rotary members as signatories
- Sign the global grant legal agreement
- Submit cash contributions to The Rotary Foundation or deposit them directly into the project account

The approval notification also provides important information about making travel arrangements and getting travel insurance, in addition to the most up-to-date terms and conditions of your grant.

The Foundation sometimes pays large grant awards in installments, depending on the project's spending and implementation plan. The funds must be managed and distributed by a club; they may not be turned over to non-Rotary partners or entities to disburse. If a partner organization incurs expenses, the club should reimburse it from the project account after receiving a receipt.

If more than \$500 of grant funds remains unused, you're required to return the money to The Rotary Foundation. It will be credited to the World Fund, except when countries do not allow that.



Grant agreements are made only between the Foundation and clubs, and they are subject to the laws of the State of Illinois (because The Rotary Foundation is an Illinois corporation) and of the United States. Grant sponsors are also expected to follow their own countries' laws.

## Keep financial records

Follow your spending plan to use grant funds for their stated purposes and in a timely manner, and keep detailed records as you do so. For most grants, a single-entry financial journal or ledger is a sufficient accounting method.

Pay project-related expenditures by check or another traceable method. Keep original receipts for all expenditures above \$75. If one person makes electronic payments, keep paper records showing that the payment was approved by both signatories. Save detailed receipts, and record transactions in a ledger. For each transaction, the ledger should note the date, the amount, and the reason for the transaction. Transactions may include income, such as interest earned and recoveries.

Cash transactions are strongly discouraged, but if they can't be avoided, maintain a receipt book confirming cash payments, with all receipts made out to the club and signed by the vendor or service provider. All cash transactions must be approved by both sponsors. You can use signed vouchers to document them.

Below is an example of how Rotary sponsors can track the flow of a project's funds, by budget category, through its bank account and petty cash. Every transaction should be recorded.

Financial Journal							
Date	Transaction/Payee	Bank USD	Bank KES	Cash KES	Contract Fees	Supplies	Comment
01-Feb	Host Contribution	1,000					Host contribution directly into bank
01-Mar	From Foundation (+DDF)	30,000					Foundation grant disbursement into bank
08-Mar	Currency exchange	(5,000)	425,000				Move funds electronically from USD to KES account
09-Mar	ABC Contractors Ltd		(150,000)		150,000		Payment by KES check
01-Apr	Petty cash		(25,000)	25,000			Move funds into petty cash
02-Apr	XYZ Suppliers Ltd			(3,500)	1,500	2,000	Payment from petty cash for contract fees and supplies
15-Jul	Recovery		5,000		(5,000)		Refund from ABC Contractors Ltd into bank
<b>Balances / Totals</b>		<b>26,000</b>	<b>255,000</b>	<b>21,500</b>	<b>146,500</b>	<b>2,000</b>	

## Retain documents

Maintain detailed records to comply with the club MOU, local laws, and standard business practices. Make copies of all documents so that project activities can continue uninterrupted if there is a fire or other catastrophe. If local laws require you to submit original information to the Foundation, it is still necessary to keep copies of these documents.

### KEEP THESE DOCUMENTS FOR YOUR RECORDS:

- All grant correspondence, including email
- Beneficiary documentation, including:
  - The community assessment
  - Any cooperating organization memoranda of understanding
- Vendor documentation, including:
  - Quotes
  - Contracts
- Grant-related documentation, including:
  - Scholar🏠 and vocational training🔧 agreements
  - Receipts and invoices
  - Bank statements and other financial documentation
  - Inventory
  - Photos

Retain all documents required by the club MOU in a location that is known and accessible to more than one person. Keep all original grant-related documents, statements, and receipts for a minimum of five years after the grant is closed, or longer if required by local law. Scholars🏠 and vocational training🔧 team members need to submit receipts for expenses of \$75 or more that are covered by your grant budget.

## Track inventory

Establish an inventory system to track equipment and other assets purchased, produced, or distributed through the grant, identifying the person or entity that possesses the items. Rotary clubs are not allowed ownership of grant assets; all grant assets must legally belong to grant beneficiaries. A record of where grant assets are located also helps both the sponsors and the community even after project implementation. For



example, because deep tube wells are susceptible to geological changes that increase the chance of arsenic contamination, it may be necessary for the government to periodically locate these wells to test water quality.

For sustainability, purchase equipment and other goods locally, if possible, and in consultation with the benefiting community, so that it can be operated, maintained, and repaired even after the project is completed.

## REVIEWS, VISITS, AND AUDITS

In addition to providing technical assistance to Rotary members, the Foundation’s [Cadre of Technical Advisers](#) also evaluates global grant-funded projects for the Foundation’s Board of Trustees. The cadre may conduct these types of evaluations:

- **Technical review** — An evaluation of the technical feasibility of a project, based on the application and done only during the application review period; does not include a site visit or communication with the project sponsors
- **Site visits** — On-site evaluation of the technical feasibility of a proposed project by an advance site visitor, of the implementation of an ongoing project by an interim monitor, or of the impact of a completed project by a postproject monitor
- **Audits** — An evaluation of the financial management and oversight of grant funds, in which a cadre member meets on-site with the project sponsors and the benefiting community; The Rotary Foundation conducts audits randomly each year to ensure that grant funding is used as approved

Review Process by Grant Award Size				
	Technical review	Interim site visit	Advance site visit	Approval by Trustees
\$15,000-\$50,000	● (depends on technical difficulty)			
\$50,001-\$100,000	●	●		
\$100,001-\$200,000	●	●	●	●

Grants used exclusively for a vocational training team or scholarship are exempt from these requirements. For more detail on how the cadre evaluates projects, read the [Terms and Conditions for Rotary Foundation District Grants and Global Grants](#).



## POINTS TO REMEMBER

Follow your project and financial management plans and communicate with your partners and the community regularly to prevent and quickly resolve obstacles. Maintain transparency when disbursing grant funds by tracking all expenses and inventory and retaining documents. Also report your activities and record data regularly.

# 6 REPORT YOUR PROGRESS AND OUTCOME

Rotary needs to know how your project is doing and the impact it's made so that we can measure and publicize the positive change we make in the world. Our credibility as a service organization depends on good stewardship of funds and effective project management. Reporting on your grant maintains your and your partner's accountability to Rotary, but also to your community, which will be affected by the outcome of the project.

# REPORTING REQUIREMENTS

Both host and international sponsors are responsible for reporting on the use of grant funds. Grant reports are submitted online through the [global grant application tool](#). The report asks questions about progress toward achieving your objectives, how Rotarians are participating in the project, expenditures and financial management, and more.

## Reporting timeline

You'll submit a project report within 12 months of receiving the first grant payment and every 12 months thereafter while the project is active. Final reports are due within two months of project completion. For details on how to submit a report and what to include, read the [guide on reporting on global grants](#).

You will see all your due dates for grant reports listed in the online system. Two months before a grant report is due, the primary sponsor will receive a reminder email. If a grant report is overdue, Rotary contacts sponsors to remind them to submit their required reports or risk club termination.

Zone, district, and club leaders receive copies of the letters to alert them to any problems and to allow them to work together to fulfill the reporting requirements. Grant sponsors that have overdue reports will not be awarded new grants until all previous reporting requirements are fulfilled.

For grants that support scholars 🏠 and vocational training ⚙️ teams, the sponsors are responsible for the use of grant funds by scholars and team members and for reporting to the Foundation. Inform scholars or team members of your responsibilities and maintain regular contact with them to ensure that grant funds are being spent as approved. For more information, see the [global grant scholarships supplement](#).



Make sure that the scholars 🏠 and vocational training ⚙️ team members take the predeparture orientation course on the **Learning Center**.

## Your final report

The final report will ask for information on all aspects of your project, as well as its outcome.

### Humanitarian Project Reporting Requirements

- Purpose of the project
- Project goals
- Evaluation of goals and how they addressed the areas of focus
- Results of your monitoring and evaluation plan and who collected the measurements
- Description of how sponsors were involved in the grant
- Number of project beneficiaries and how they benefited
- Itemization of how the funds were spent, including identity of vendors
- Role of cooperating organizations, if any
- Bank statement indicating that the account is closed (if it is a project-specific account) or that all grant funds and interest were spent

### Additional Reporting Submitted by Scholar

- List of coursework, research, and service activities you completed
- Description of the impact the studies had on your future professional goals
- Description of your interaction with local Rotarians and community

### Additional Reporting Submitted by Vocational Training Team Leader

- Method, schedule, beneficiaries, and results of the vocational training
- Statement on whether the vocational training met your and beneficiaries' expectations
- Description of your specific role on the vocational training team and the activities carried out during training



## POINTS TO REMEMBER

Rotary asks for grant reports to ensure good stewardship, but also so that we can show others how we change communities for the better. Submit your reports every 12 months while the grant is open, and the final report within two months after your project is complete. Include detailed information on your activities, progress, achievements, and outcomes. Submit all reports through the grant application tool.

# 7 GET EXTRA SUPPORT

The true strength of Rotary comes from our relationships and shared knowledge. When we need extra support or ideas, we can rely on district and zone leaders, Rotary specialists, and each other to find solutions.

If you could use help with a grant application, project, or activities, try these resources:

**District Rotary Foundation committee** — The members of your district Rotary Foundation committee can offer advice and guidance throughout your grant.

**Regional Rotary Foundation coordinator** — Your regional Rotary Foundation coordinator sees how other clubs and districts carry out their projects and can offer a fresh perspective and recommend approaches that succeed.

**Regional grants officers** — Regional grants officers at Rotary headquarters review your grant application and administer your grant.

**Area of focus managers** — These staff members at Rotary headquarters can offer guidance on grant use and project design.

**Cadre of Technical Advisers** — These Rotary members volunteer their time and professional expertise in Rotary's six areas of focus and evaluate the technical feasibility of projects, as well as reviewing project finances and grant management.

**Rotary Support Center** — Staff members at Rotary headquarters are available to answer your questions. Email them at [rotarysupportcenter@rotary.org](mailto:rotarysupportcenter@rotary.org) or call +1-866-9-ROTARY (+1-866-976-8279) toll-free within the U.S. and Canada. If you live outside North America, contact the [international office](#) that serves your part of the Rotary world.

**Rotary Grants discussion group** — Share ideas, ask questions, and get advice from other Rotary members.

**Rotary Ideas** — Find potential grant partners or post your own project needs.

**Rotary Showcase** — Share your success or look for ideas you can apply to your own project.

**ROTARY  
INTERNATIONAL**

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