1 Planning a Global Grant Project

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

Partners

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

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

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

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

Where to Find Partners

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

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

Community Assessment

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

Keep these general assessment principles in mind:

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

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

Refer to **Community Assessment Tools (605C)** for ideas on gathering information.

Project Plan

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

Appoint a Project Committee

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

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

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

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

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

Develop Sustainable Solutions

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Consult with Technical Experts

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

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

Identify Measurable Outcomes

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

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

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

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

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

Financial Management Plan

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

The financial management plan should include measures to

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

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

Budget

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

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

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

Financing

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

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

- District Designated Fund, matched 100 percent by The Rotary Foundation
- Rotarian cash contributions (outright gifts to The Rotary Foundation from Rotarians or funds from Rotarian-led fundraisers), matched 50 percent by World Fund (minimum award: US$15,000)
- Non-Rotarian cash contributions (donations from other organizations or parties; these are not sent to or matched by the Foundation)

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

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

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

Bank Account

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

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

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

Document Retention

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

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

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

Inventory

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

Following are examples of documents to retain.

Documents needed for global, packaged, and district grants

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

Local Laws

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

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

Questions to consider

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

How can we make the activity sustainable?

Is there strong community support for the project?

How will we measure the project's success?

Who will benefit from the project?