GRANT MANAGEMENT SEMINAR
Leaders' Guide

for Future Vision Pilot Districts

ROTARY INTERNATIONAL®

EN—(210)

This is the 2010 edition of the *Grant Management Seminar Leaders' Guide*. The information in this publication is based on the club memorandum of understanding, the Terms and Conditions for Rotary Foundation District Grants and Global Grants, and The Rotary Foundation Code of Policies. Please refer to those resources for exact guidelines. Changes to these documents by the Foundation Trustees override policy as stated in this publication.

Questions?

For questions about...	**E-mail...**
Grant management, qualification	fvqualification@rotary.org
District grants, global grants	futurevision@rotary.org
This leaders' guide, training	leadership.training@rotary.org

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The Planning and Organization section of this leaders' guide is intended for the district Rotary Foundation and district training committees. In addition to logistical information, it includes directions on how to use the session guides, which should be copied and distributed to each training leader. The Sessions section includes session guides that should be distributed to the appropriate training leaders.

Planning and Organization

The *Grant Management Seminar Leaders' Guide* provides the information necessary to convene a district Rotary Foundation grant management seminar, which is a requirement for club qualification. This training will provide club members with the skills needed to successfully manage grants and provide proper oversight of grant funds. District leaders are encouraged to adapt the guide to include local laws, inserting examples, questions, and key points to meet local needs.

This leaders' guide is produced in nine languages and is available to all pilot districts to support the grant management and qualification training districts have agreed to provide to clubs as part of the district memorandum of understanding (MOU). The guide, slides, and participant manual are available at **www.rotary.org/en/fvdistrict**.

For general training and logistical information for a district meeting, consult the *District Training Manual* (246).

Excerpt from the District Memorandum of Understanding, section 5

Clubs must be qualified in order to be eligible to receive Rotary Foundation Global Grants, and it is the responsibility of each district to qualify interested member clubs.

A. Using Rotary Foundation training resources, the district must provide grant management and qualification training for all clubs interested in receiving grant funds. Districts may provide training at the presidents-elect training seminar, district assembly, or district conference.

B. The district may set up its own qualification plan, terms and conditions, and guidelines for qualifying its member clubs, provided they meet TRF minimum requirements:
   1. The club agrees to and signs the club memorandum of understanding as provided by TRF.
   2. The club president-elect or a club-designated appointee attends grant management and qualification training.

Purpose of District Rotary Foundation Grant Management Seminar

The purpose of district Rotary Foundation grant management is

- To prepare club members to successfully manage a Rotary Foundation grant
- To qualify clubs to receive Rotary Foundation Global Grants

Agenda

This leaders' guide has been created to support the sessions included in this sample agenda.

Start	Finish	Suggested duration	Program activity
		30 min.	Registration
		20 min.	**Opening Plenary Session**
		60 min.	**Session 1:** Creating a Project
		60 min.	**Session 2:** Applying for a Grant
		20 min.	Refreshment Break
		90 min.	**Session 3:** Project Implementation
		30 min.	**Session 4:** Qualification
		30 min.	**Closing Plenary Session**

When planning your training seminar, consider the following modifications to the sample agenda:

- Include time for transitions, breaks, and a meal, if appropriate.
- Allow more time for discussion and activities.
- Make topics more relevant to participants by using club- and district-specific examples to illustrate points.
- Include information about your district's policy on how the Rotary Foundation District Grant will operate.
- Add topics related to grant management that are specific for your district; develop session guides to help the training leader conduct the session.
- Apply training techniques that are culturally appropriate.
- Add interest to the program by using a variety of formats, including panel discussions, audiovisual presentations, and group activities (see "Interactive activities," page 6).

Logistics

The district Rotary Foundation grant management seminar can be held in conjunction with the presidents-elect training seminar, the district assembly, or the district conference. Your district might also consider holding a stand-alone or multiple seminars if the above options do not work for your district. Incoming club leaders should attend this session before their year of service begins so that they have time to submit the signed club memorandum of understanding, implement its requirements, and meet additional district requirements (if any), and are ready to use Rotary Foundation Global Grant funds at the start of their year.

Presidents-elect or an appointed club member must attend the district Rotary Foundation grant management seminar in order for their clubs to be qualified. In addition, the Foundation recommends including the following participants whenever possible:

- Incoming club Rotary Foundation committee chairs or members
- Incoming club secretaries
- Incoming club treasurers

Organizers should include:

- Governor-elect (responsible for the overall program)
- District governor (assists the governor-elect)
- District training committee members (responsible for planning the seminar and preparing training leaders)
- District Rotary Foundation committee chair (consults on the content of the seminar and responsible for managing Foundation activity in the district under the direction of the governor)
- District Rotary Foundation grants subcommittee chair (consults on the content of the seminar and responsible for overseeing the qualification of clubs)

Materials

The *Grant Management Manual*, available at **www.rotary.org/en/members/runningaclub/fv**, provides background, supporting information, and worksheets for each session of this seminar. All club members who attend are expected to read these documents in preparation for the seminar. It is recommended that the district send out these links in advance.

In addition, participants should read the following documents that outline how to manage and use Rotary Foundation grants:

- Club memorandum of understanding (MOU) (**www.rotary.org/RIdocuments/en_pdf/fv_club_mou_en.pdf**)
- Terms and Conditions for Rotary Foundation District Grants and Global Grants (**www.rotary.org/RIdocuments/en_pdf/fv_grant_terms_conditions_en.pdf**)

A copy of the session worksheets at the end of this manual should be provided to each participant.

Promotion

It is important to promote the value of the seminar to all incoming club leaders. The district governor should include promotional materials and information on the district Rotary Foundation grant management seminar in the governor's monthly letter and on the district website and provide a contact person for those who would like to know more. Assistant governors and others who help with promotion should

- Send a letter of invitation with registration materials to each club at least two months in advance, then issue reminders as the seminar approaches
- Follow up with a personal phone call or e-mail

Preparing Training Leaders

The training leaders selected to facilitate discussions will likely have varying degrees of experience. Preparing them to facilitate sessions will ensure uniformity and consistency in the training and information they deliver. The district training committee should plan and conduct this training at the time set by the district governor-elect, if possible, focusing on facilitation skills and providing an opportunity for training leaders to practice leading one of the sessions. More information on preparing training leaders is available in the *District Training Manual*. The district training committee should provide training leaders with the following materials:

- "How to Use the Session Guides" (pages 5-6)
- Guides for sessions they are facilitating
- Copy of the agenda
- A flip chart and markers
- Projector and screen

How to Use This Leaders' Guide

Training leaders are encouraged to add district-specific grant and qualification requirements and local laws to provide a program relevant to the clubs in their district. The electronic versions of this leaders' guide are provided to help you adapt the content. This publication contains guides for plenary sessions and facilitated discussion sessions.

Plenary session guides

The opening and closing plenary session guides include suggested speaking points for the governor-elect. These should be customized to clubs in the district.

Facilitated group discussion session guides

The facilitated group discussion method encourages participants to share their own knowledge and experience and to learn from their peers. The guides for these sessions provide training leaders with an outline to lead participant discussions. Training leaders should remain flexible, allowing group discussions to flow while ensuring that the topic is covered. For more information on facilitated discussion, consult the *District Training Manual.*

How to Use the Session Guides

All session guides present a standard format that includes the following components.

Discussion questions

Discussion questions are sample questions that training leaders can pose to participants to encourage discussion about a key concept.

Sample responses

Sample responses are examples of answers participants might give when answering a discussion question. Training leaders may wish to use the sample responses to encourage discussion if participants are having difficulty responding to a question. Not all sample responses have to be shared with participants.

Key points

Key points help training leaders emphasize important concepts. Training leaders are encouraged to restate key points in their own words.

Training leader's notes

Training leader's notes contain information, suggestions, and directions to help training leaders facilitate sessions.

Slide prompts

Slide prompts indicate when a slide should be displayed to introduce a session or list key points. The slides for this leaders' guide are provided at **www.rotary.org/en/fvdistrict** so they can be modified to meet district needs. Insert photos or graphics to customize the slides to your district.

Worksheet prompts

Worksheet prompts signal the training leader to refer to a worksheet for the session. The worksheets are located at the end of each session guide and in the participant manuals.

Interactive activities

Training leaders can choose to incorporate interactive activities into sessions to refocus attention and maintain interest. Interactive activities create an atmosphere that allows participants to express ideas and apply what they have learned in the session. A balance of facilitated discussion and activities will maximize retention of material. Consider using these activities or others like them:

- **"Getting to know you" activity**
  Participants share something about themselves and a given topic to get acquainted with one another and begin thinking about the session topic. If participants do not know each other, this activity creates a more comfortable learning environment that promotes participation.
- **Pair and share**
  Participants independently consider a question, discuss it with a partner, and then share ideas with the entire group, if time allows. Pairing ensures that everyone has an opportunity to share their own ideas.
- **Voting**
  Participants can indicate their preference for topics listed on a flip chart by placing a mark next to the one or two they are most interested in. This activity quickly assesses participant needs and concerns.
- **Small groups**
  Dividing participants into small groups to discuss a topic increases dialogue and incorporates movement during the session. Participants can be grouped randomly by assigning numbers or based on a common interest, such as a hobby. Groups of three to five individuals are recommended.
- **Role play**
  Participants act out assigned roles to demonstrate a specific idea or situation. This strategy works best with small groups where participants do not feel inhibited.
- **Closing activity**
  At the end of the session, participants think about one new thing they learned and an action they will take because of what they learned. This activity allows participants to reflect on what they have learned and plan how they will implement it.

Sample Page

Section title: For your information only.

Recommended time allocation for section.

Time guide: Enter the time according to your agenda.

Slide prompt: Signals when to display a slide.

Key points: Important information that should be emphasized and put into your own words.

Activity prompt: Used at the discretion of the training leader to increase participant involvement.

Handout prompt: Signals when to refer to a handout during the session.

NOTES

Project Planning

(30 MINUTES) _____ TO _____

SHOW SLIDE 13
Project Planning

KEY POINTS

- Rotarians must manage all projects that receive funding from The Rotary Foundation.
- Each grant must have a committee of three Rotarians to manage the project.
- Roles and responsibilities should be assigned everyone on the committee.
- Anyone that might have a perceived conflict interest should not be appointed to this comm tee.

Discussion questions: Pose questions to participants to elicit discussion about key concepts.

Who would you include on the three-person committee?

Sample responses

— *Club Rotary Foundation committee members*

— *Club member with project management/grant experience*

Sample responses: Used to generate discussion.

REFER TO WORKSHEET 4
Project Planning Checklist

Training leader's notes

- Allow 15 minutes for this activity.
- Participants will read the checklist on their own and note the items they had not considered before.
- For the last 10 minutes, ask participants to discuss the items they had not considered before and see if anyone else in the room has experience with planning that portion of the project.

Training leader's note(s): Instructions about facilitating the session.

Evaluation

Evaluation is an essential part of every training program. It encourages feedback from participants and training leaders that can be used to improve subsequent training sessions. A sample evaluation form is provided on pages 9-11. Please adapt it as needed to reflect your seminar.

Training leaders should evaluate the content and logistics of the training as well as its effectiveness in preparing them for their role. The sample evaluation form on pages 12-13 is for use after training leaders have conducted the district Rotary Foundation grant management seminar sessions and are able to evaluate both their own training seminar and the district Rotary Foundation grant management seminar. Adapt the sample evaluation form as needed.

Results of evaluations should be shared with the governor-elect and his or her district trainer. The data collected can improve the training they will conduct the following year.

Sample District Grant Management Seminar Participant Evaluation

We appreciate your time and thoughtful answers to the following questions. Your feedback is vital to assessing the success of our training methods and will help improve future seminars.

Participant Information

Club officers only

Please check the club office you will assume on 1 July.

☐ President ☐ Secretary ☐ Treasurer
☐ Committee chair ☐ Other

Committee chairs only

Please check the club committee you will chair starting on 1 July.

☐ Administration ☐ Membership ☐ Public relations
☐ Service projects ☐ The Rotary Foundation ☐ Other

Program

Please rate your level of knowledge about the following topics using the scale below.

TOPIC	BEFORE THIS SEMINAR			AFTER THIS SEMINAR		
	No knowledge	Somewhat knowledgeable	Knowledgeable	No knowledge	Somewhat knowledgeable	Knowledgeable
Stewardship						
Creating a project						
Applying for a grant						
Fundraising						
Project implementation						
Evaluating a grant project						
Reporting						
Qualification						

Program Presentation

Please rate the following statements using the scale below.

	Agree	Somewhat agree	Somewhat disagree	Disagree	Not applicable
The plenary session speakers were informative.					
The training leaders led effective group discussions.					
An adequate variety of training methods was used.					
The slides enhanced the overall learning experience.					
My manual was a useful resource.					
I am prepared to lead Rotary Foundation grant activities for my club.					
The group discussions gave me practical ideas that I want to use in my club.					
I know how and where to find the resources necessary to create a successful Rotary Foundation grant.					
I will be able to use much of what I learned during this seminar.					
The district leadership team is a good resource for information about grants.					
This seminar helped me understand my club's role in grant management.					
The grant management seminar helped me understand my district's role in grant management.					

Please use the space below to provide specific suggestions on how the topics discussed can be improved for future grant management seminars.

Logistics

Please rate the following statements using the scale below.

	Agree	Somewhat agree	Somewhat disagree	Disagree	Not applicable
I received timely notice of the seminar.					
I received all the information I needed in my registration packet.					
The date for the seminar was convenient.					
The location for the seminar was convenient.					

Additional comments or suggestions:

I would like additional information about:

Name (optional): _____

Club name (optional): _____

Contact information (optional): _____

Thank you for completing this evaluation.

Sample District Grant Management Leader Evaluation

As a training leader, your perspective on your own training, the seminar, and the training materials is invaluable. Your input will help shape preparations for next year. Thank you again for your willingness to serve and your comments on this year's seminar.

Which sessions did you lead? (check all that apply)

Sessions

☐ Creating a Project
☐ Applying for a Grant
☐ Project Implementation
☐ Qualification
☐ Other, please specify: _____

Sessions

Please rate the following statements using the scale below.

	Agree	Somewhat agree	Somewhat disagree	Disagree	Not applicable
The *Grant Management Seminar Leaders' Guide* was easy to use.					
I had enough time to prepare for the grant management seminar.					
The time allocated for each session was adequate.					
If insufficient time was allowed for any topics, please list them:					
The participants I facilitated were well prepared to discuss the designated topics.					
The duration of the training meeting was appropriate.					
The session guides were effective in my group discussion.					
The participants in the sessions I facilitated understood the material presented.					

	Agree	Somewhat agree	Somewhat disagree	Disagree	Not applicable
The training methods were conducive to participation.					
The slides contributed to the participants' learning experience.					
The handouts contributed to the participants' learning experience.					

Logistics

Please rate the following statements using the scale below.

	Agree	Somewhat agree	Somewhat disagree	Disagree	Not applicable
The size of the group discussion rooms was adequate.					
The date of the meeting was convenient.					
The location was convenient.					

List any topics that should have been included in this seminar.

How can the grant management seminar be improved?

Additional comments:

Thank you for completing this evaluation.

Opening Plenary Session

The opening plenary session is the first opportunity for the governor-elect to address seminar participants, and it sets the tone for the entire seminar. The plenary address should inform, motivate, and inspire participants. Governors-elect should use the outline and slides below as a framework to develop this opening speech.

Learning Objectives

At the end of this plenary session, participants will be able to

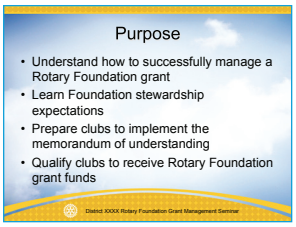
1. Understand the relationship between stewardship and good grant management and how they are necessary for implementing a project
2. Identify what it means to be a qualified club
3. Understand the components of a successful project

Materials
Slides 1-7
Worksheet 1: Club Memorandum of Understanding Worksheet

District Rotary Foundation Grant Management Seminar

Slide 1

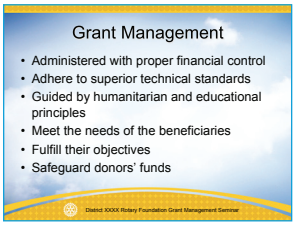
- Welcome participants to the District XXXX Rotary Foundation Grant Management Seminar.
- As clubs in the Future Vision pilot, this is new training that will give you the tools to successfully manage Rotary Foundation grants.



Purpose

Slide 2

- Outline the purpose of this training to help participants
  - Understand how to successfully manage a Rotary Foundation grant
  - Learn Foundation stewardship expectations
  - Prepare clubs to implement the memorandum of understanding
  - Qualify the club to receive Rotary Foundation grant funds
- Explain how the Future Vision Plan gives clubs and districts more decision-making power.
- Explain how this training seminar gives clubs the tools to manage the extra responsibility (see club MOU section 1B).



Grant Management

Slide 3

- Explain that good grant management for clubs ensures that projects
  - Are administered with proper financial control
  - Adhere to superior technical standards
  - Are guided by humanitarian and educational principles
  - Meet the needs of the beneficiaries
  - Fulfill their objectives
  - Safeguard donors' funds

Successful Grant Projects

Slide 4

- Explain what a project needs to be successful
  - Community needs assessment
    - Projects should address a real need in the community.
    - Projects desired and initiated by the community will help ensure project sustainability because the beneficiaries are more likely to continue a project or activity that they need.
    - Projects shouldn't be imposed by international partners.
  - Partnerships with regular communication and joint oversight
    - Rotarians should partner with the community and other organizations with technical expertise; however, projects must be managed by Rotarians.
    - Working together is more than financial participation; it is also using each partner's expertise to implement the project or activity.
  - Effective implementation plan with achievable goals developed by Rotarians

- Proper stewardship and oversight of grant funds
  - Clubs are held responsible for their use of grant funds.
  - By establishing a financial management plan before applying for grants, clubs ensure that they will have the necessary processes in place to manage funds before any money is received.
  - An established financial management plan increases transparency and the likelihood that club members will discover any potential misuse or mismanagement of grant funds early in a project's implementation.
  - When multiple Rotarians are involved in decision making, there is better monitoring of how funds are spent for each grant.

Stewardship

Slide 5

- Discuss the importance of Rotarian supervision of the project to protect the interests of The Rotary Foundation.
- Explain that stewardship is part of the existing core Rotary values such as The Four-Way Test and the Declaration of Rotarians in Businesses and Professions. Emphasize that clubs must follow standard business practices for managing these funds, follow the implementation plan as approved by the Trustees, and report irregularities to the Foundation.
- Stress that good stewardship is achieved by putting systems in place that create clubwide awareness of the use of funds. Widespread knowledge helps prevent mismanagement.
- Outline how stewardship is the responsible fiscal management and oversight of grant funds, which is the foundation of effective grant management and results in better projects that genuinely help beneficiaries.
- Explain the relationship between the club's level of oversight, transparency, and accountability for managing Foundation grant funds and the donors' confidence in giving to our Foundation.
- Highlight the importance of reviewing financial records to confirm proper use of funds.
- Highlight the importance of submitting timely, complete, and accurate reports, which documents your club's good stewardship of funds to all donors to The Rotary Foundation.

Qualification Requirements

Refer to Worksheet 1

Club Memorandum of Understanding Worksheet

Slide 6

- Explain that clubs must qualify to receive Rotary Foundation Global Grant funds. The process ensures that clubs are aware of all TRF requirements *before* receiving grant funds, and provides clubs with the tools needed to complete these requirements and successfully manage their projects.
- Review the requirements of qualification:
  - At least one club member must attend this seminar and then share the information with fellow club members.
  - The club president and club president-elect have to sign and agree to the club memorandum of understanding (MOU), which explains the Foundation's minimum requirements for managing grants.
    - The club MOU is a binding agreement between the club and the district.
    - Before signing, clubs should understand and have the resources to implement the club MOU.
  - Additional district requirements [add requirements to slide]
- Have each participant look at the Club Memorandum of Understanding (MOU) Worksheet, and explain how this document is a collection of stewardship practices that have been put in place to ensure the proper management of global grants and that would benefit how they manage all funds under the control of their Rotary club.
- Highlight that the Club MOU Worksheet includes an explanation of each of the sections, questions your club should answer to implement that section, and an area to take notes.
- Encourage participants to use this worksheet throughout the seminar and to ask questions as needed.

Terms of Qualification

Slide 7

- Explain the terms of qualification:
  - Once a club successfully completes the qualification requirements, the club will receive qualified status for one Rotary year (see club MOU section 1A).
  - All club members understand that the club as an entity is responsible for the use of grant funds.
  - The club must disclose any conflicts of interest in compliance with the Conflict of Interest Policy for Grant Participants as outlined in The Rotary Foundation Code of Policies.

- The club must cooperate with all site visits, reviews, and audits.
- Misuse of grant funds will cause a club's qualification status to be suspended.
- Failure to implement the club MOU could result in losing qualified status.
- Clubs that wish to participate in global grants must renew their qualification each year by attending training, having the president and president-elect sign the club MOU, and implementing any additional district requirements.

Agenda

- Review the agenda for the seminar

Session 1: Creating a Project

(60 MINUTES)

Learning Objectives

At the end of this session, participants will be able to

1. Identify best practices for choosing a project
2. Develop a plan to implement their project
3. Understand what is needed to establish a financial management plan

Session Outline

Introduction	5 minutes
Choosing a Project	20 minutes
Project Planning	30 minutes
Review	5 minutes

Materials

Worksheets

2: Summary
3: Needs Assessment
4: Project Planning Checklist

Slides

8: Title
9: Learning Objectives
10: Successful Grant Projects
11: Needs Assessment
12: Partners
13: Project Planning
14: Creating a Budget
15: Learning Objectives

Training leader's notes

- For information on facilitating this session and a list of interactive activities, refer to "How to Use the Session Guides" at the beginning of this leaders' guide. It is available from your district training committee.
- Review this session guide before the seminar and insert information on local laws, district requirements, and district examples where appropriate.
- Refer to the *Grant Management Manual* for more information.
- When you see this symbol , consider doing an interactive activity.
- During the session, refer participants to the club memorandum of understanding (MOU), and explain the sections relevant to this session.
- Have copies of the district MOU, club MOU, the Terms and Conditions for Rotary Foundation District Grants and Global Grants, *Communities in Action,* and *Community Assessment Tools* for reference.

Introduction

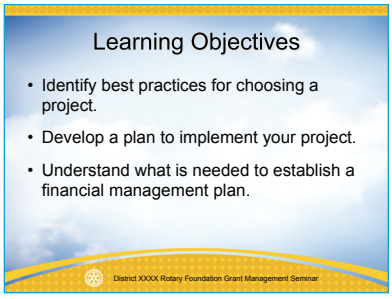
(5 MINUTES) _____ TO _____

SHOW SLIDE 8
Title

Training leader's notes

- Introduce yourself to participants, and explain your role as the facilitator of their discussion.
- Suggest group guidelines to ensure the discussions are effective, such as taking turns speaking, welcoming and accepting all comments, and limiting use of mobile phones.
- Consider starting the session with a "getting to know you" activity to determine participant's level of knowledge and involvement with The Rotary Foundation.
- Review the learning objectives for this session.
- Refer participants to the summary sheet, and encourage them to take notes.

SHOW SLIDE 9
Learning Objectives



REFER TO WORKSHEET 2
Summary

Choosing a Project

(20 MINUTES) _____ TO _____

SHOW SLIDE 10
Successful Grant Projects

KEY POINT

- As discussed during the plenary speech, successful grant projects:
  - Meet real community needs
  - Have frequent partner communication
  - Have an implementation plan with measurable goals and outcomes
  - Are sustainable projects that continue after grant funds have been expended
  - Practice proper stewardship of grant funds

SHOW SLIDE 11
Needs Assessment

KEY POINTS

- Successful projects meet real community needs.
- Rotarians need to work with various members of the community to find out what they need.
- Once the needs are identified, your club should consider which can be addressed with the resources and availability of your club and its potential partners, including other Rotary clubs, districts, The Rotary Foundation, or non-Rotary organizations.
- Choose a project that is based on the community's needs that your club can manage and support with its partners.
- Ensure the community supports the project by involving them in the selection of the project and its planning and implementation.

NOTES

- For information on how to conduct a community needs assessment, refer to *Communities in Action* and *Community Assessment Tools.*

Has anyone been involved in conducting a needs assessment before? If yes, briefly explain your experience.

REFER TO WORKSHEET 3
Needs Assessment

Training leader's notes

- Allow 10 minutes for this activity.
- Split the group into three smaller groups and assign each group with either option A, B, or C of the worksheet.
- Participants will read the case study, then find their assigned option and discuss its strengths and weaknesses for five minutes.
- For the last five minutes ask each group to report on their discussion.
- Use the key points below to summarize the activity.
- *If you have 20 minutes for this activity,* split the groups into three to four and ask them to read the scenario and all three options and then discuss the strengths and weaknesses of all three. For the last five minutes, ask the groups to report on which option they think is the best and why.
- Use the answer key at the end of this session to check responses.

NOTES

KEY POINTS

- Option B is the best because it serves the need of the original 25 beneficiaries and adds sustainability by providing training and increases the skills of community members and resources in the community. It is the only option that helps the community itself address this issue over the long term.
- Option C is also successful in providing people in need with bed nets. However, it is not sustainable and more money will be needed to provide additional bed nets or to train people to produce them.
- Option A is problematic because, although it was a good idea, neither the community nor the host Rotarians had the resources to create and run a manufacturing plant.
- Even well-intentioned activities can be ineffective or unsustainable if the community does not have the desire, training, or ability to maintain the activity.

What has been your experience as a partner on a project? What has gone well, and what hasn't worked?

SHOW SLIDE 12

Partners

NOTES

KEY POINTS

- With partners, Rotary clubs work to meet the Foundation's mission to enable Rotarians to advance world understanding, goodwill, and peace and allow a club to implement a project they could not do on their own.
- Partners can be other clubs, districts, The Rotary Foundation, or non-Rotarian organizations.
- For global grants, projects must have host and international partners.
- For a successful international project, host partners should be involved in all stages from identifying the need, to planning the project, to implementing it and reporting on it.
- For district grants, clubs can partner with clubs in the district or with other districts and their clubs.
- Good communication between the host and international partner helps keep both partners involved and allows them both to provide oversight.
- During the pilot, consider creating new partnerships and expanding the club's Rotary network.

How often and what is the best way to communicate with your partner?

KEY POINTS

- Provide an update or check in with your partners on a monthly basis.
- Make sure everyone has the e-mail of the respective club presidents and project committees in case someone is unavailable or there is an e-mail problem.
- If there is not reliable e-mail service, set up an alternate plan for communication such as fax.

Project Planning

(30 MINUTES) _____ TO _____

SHOW SLIDE 13
Project Planning

KEY POINTS

- Rotarians must manage all projects that receive funding from The Rotary Foundation.
- Each grant must have a committee of three Rotarians to manage the project.
- Roles and responsibilities should be assigned to everyone on the committee.
- Anyone that might have a perceived conflict of interest should not be appointed to this committee.

Who would you include on the three-person committee?

Sample responses

— *Club Rotary Foundation committee members*

— *Club member with project management/grant experience*

— *Club member with financial background*

— *Club member who has experience with country of partner*

NOTES

KEY POINTS

- Start planning your project by setting measurable, sustainable, and achievable goals:
  - Establish the current data available within the community.
  - Set measurable project goals that build on that data.
  - Consider how the project will continue or be maintained after grant funds are spent.
- Include details and a timeline for the purchase and distribution of goods, construction, training, and any other activities.
- Develop a thorough budget.
- Develop a timeline.
- Consider your liability for the project and ensure your club is protected.
- Set up a process for retaining documents related to the grant (see club MOU section 4).

SHOW SLIDE 14
Creating a Budget

KEY POINTS

- Your budget should be realistic and comprehensive to ensure adequate funding.
- When choosing a supplier, Rotarians should use a competitive bidding process to ensure that they get the highest quality goods at the best prices.
- Keep records of any bids submitted with grant files for reference and in case of an audit (see club MOU section 4).
- Disclose any potential conflicts of interest related to the budget (see club MOU section 1C).

NOTES

REFER TO WORKSHEET 4
Project Planning Checklist

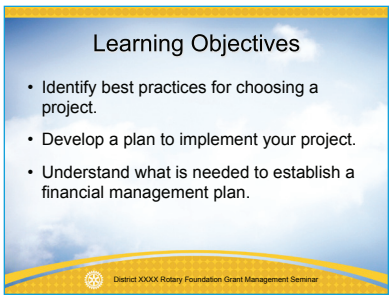
Training leader's notes

- Allow 15 minutes for this activity.
- Participants will read the checklist on their own and note the items they had not considered before.
- For the last 10 minutes, ask participants to discuss the items they had not considered before and see if anyone else in the room has experience with planning that portion of the project.

Review

(5 MINUTES) _____ TO _____

SHOW SLIDE 15
Learning Objectives



REFER TO WORKSHEET 2
Summary

Training leader's notes

- Review the learning objectives to ensure that all topics were covered sufficiently. Answer any questions.
- Using the summary sheet, ask participants to share something they learned during the session and an action they will take as a result of this session. Participants can share with the person next to them or with the entire group.
- Thank participants.

Answer Key for Worksheet 3: Needs Assessment

Option A

Is problematic because, although it was a good idea, neither the community nor the host Rotarians had the capacity to create and run a manufacturing plant. In the end, the community would have been better served by the original project of providing bed nets.

Option B

Is best because it serves the need of the original beneficiaries and is sustainable by providing training and building capacity in the community. It is the only option that helps the community itself address the issue in the long term.

Option C

Is also successful in providing people with bed nets. However, it is not sustainable, and more money will be needed to provide additional bed nets or to train people to produce them.

Session 2: Applying for a Grant

(60 MINUTES)

Learning Objectives

At the end of this session, participants will be able to

1. Write a successful grant proposal and application
2. Understand good stewardship practices for fundraising

Session Outline

Introduction	5 minutes
Applying for a Grant	40 minutes
Financing	10 minutes
Review	5 minutes

Materials

Worksheets

5: Summary
6: Sustainability Case Study
7: Global Grant Proposal

Slides

16: Title
17: Learning Objectives
18: Applying for District Grants
19: Rotary Foundation Mission
20: Applying for Global Grants
21: Areas of Focus
22: Principles of Sustainability
23: Global Grant Financing
24: Financing Guidelines
25: Learning Objectives

Training leader's notes

- For information on facilitating this session and a list of interactive activities, refer to "How to Use the Session Guides" at the beginning of this leaders' guide. It is available from your district training committee.
- Review this session guide before the seminar and insert information on local laws, district requirements, and district examples where appropriate.
- When you see this symbol , consider doing an interactive activity.
- During the session, refer participants to the club memorandum of understanding (MOU), and explain the sections relevant to this session.
- Have copies of the district MOU, club MOU, the Terms and Conditions for Rotary Foundation District Grants and Global Grants, and *Communities in Action* for reference.

Introduction

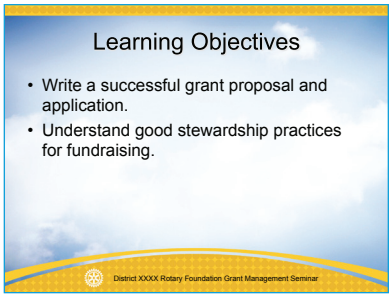
(5 MINUTES) _____ TO _____

SHOW SLIDE 16
Title

Training leader's notes

- Review the learning objectives for this session.
- Refer participants to the summary sheet, and encourage them to take notes.

SHOW SLIDE 17
Learning Objectives



REFER TO WORKSHEET 5
Summary

Applying for a Grant

(40 MINUTES) _____ TO _____

KEY POINTS

- Under the Future Vision Plan, there are two types of grants available: district and global grants.
- For a district grant, clubs apply to the district, following guidelines developed by the district and the Trustees of the Foundation.
- For global grants, clubs apply to The Rotary Foundation, following guidelines developed by the Trustees of the Foundation.

SHOW SLIDE 18

Applying for District Grants

KEY POINTS

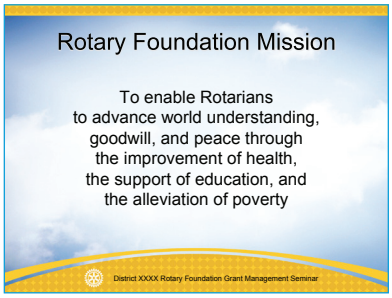
- The Rotary Foundation gives a block grant to each district to then distribute to clubs.
- The Rotary Foundation has established broad parameters for the types of activities that can be funded:
  - Relate to the mission of TRF
  - Can be local or international
  - Can support service projects, scholarships, or vocational training teams
- Districts may develop their own policies for clubs interested in participating
  - How to apply for funds
  - The amount of funding available
  - Types of activities it will support

NOTES

Training leader's note

- Include district-specific requirements for district grants with these key points and on the slide.

SHOW SLIDE 19
Rotary Foundation Mission



What types of projects would support The Rotary Foundation's mission?

SHOW SLIDE 20
Applying for Global Grants

KEY POINTS

- Rotarians and Rotary clubs can apply to the Foundation for a global grant.
- Applications can be submitted at any time through Member Access on rotary.org and are a two step process: proposal and application.
- In order to be eligible to receive a global grant, your project or activity
  - Must meet one or more goals of the areas of focus
  - Be sustainable
  - Involve Rotary clubs in two pilot districts
  - Have a minimum budget of US$30,000
- District must confirm that a club is qualified to receive a global grant.

SHOW SLIDE 21
Areas of Focus

NOTES

KEY POINTS

- The areas of focus are
  - Peace and conflict prevention/resolution
  - Disease prevention and treatment
  - Water and sanitation
  - Maternal and child health
  - Basic education and literacy
  - Economic and community development
- Each area of focus has specific goals that should be used to refine projects that are developed to meet real community needs.

SHOW SLIDE 22
Principles of Sustainability

KEY POINTS

- To be sustainable, a project or activity must continue to have an impact even after Rotary Foundation funding is fully expended.
- Work toward multiple levels of sustainability: economic, cultural, social, and resource.
- Make optimal use of local resources, regional input, and indigenous knowledge as much as possible.
- Respect the natural resource base and avoid deterioration or destruction of the local environment.
- Attempt to reach the greatest number of beneficiaries as appropriate.
- Prepare individuals to contribute to new and innovative methods in professional fields reflected within a TRF area of focus.
- Prepare professionals to increase impact and improve effectiveness in the communities and vocations in which they work.

NOTES

- Utilize the input and skills of grassroots individuals and groups, such as Rotary Community Corps, to ensure continuation of projects and activities.

REFER TO WORKSHEET 6
Sustainability Case Study

Training leader's notes

- Allow 10 minutes for this activity.
- Review the worksheet with participants.
- Ask participants to split into groups of two to four to discuss the case study.
- Ask participants to designate one person to report back to the entire group.

What factors make this project sustainable?

KEY POINTS

- Providing the women's cooperative with the materials to enhance income-generating activities and the knowledge of proper business practices to capitalize on increased textile production will help the cooperative financially support itself after global grant funds are spent.
- The vocational training and literacy instruction ensures the members of the women's cooperative will be better equipped to achieve lasting economic stability and long-term financial independence.

NOTES

Who has experience with a grant proposal? What is important to include in a grant proposal?

KEY POINTS

- For Rotary Foundation Global Grants, clubs and districts will submit a brief proposal before a formal application is submitted to determine whether the activity fits within an area of focus.
- This process is designed to increase the acceptance rate of grant applications.
- Once a formal application is submitted, the Foundation may require additional levels of assessment, depending on the award amount or complexity of the project.
- Proposals will be submitted through Member Access on rotary.org.

REFER TO WORKSHEET 7
Global Grant Proposal

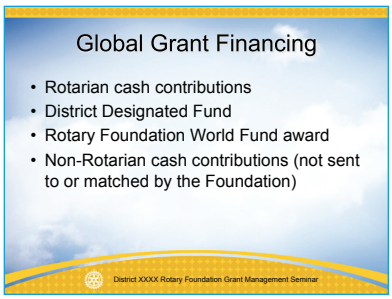
Training leader's notes

- Allow 15 minutes for this activity.
- Review worksheet 7 with participants.
- Ask participants to work in pairs to discuss how the grant proposal can be improved.
- In the last 5 minutes, ask each group to discuss one problem they found with the proposal and how they would change it.
- Use the answer key at the end of this session to check the problems participants find, and highlight those not mentioned.

Financing

(10 MINUTES) _____ TO _____

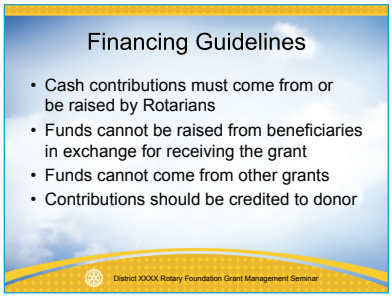
SHOW SLIDE 23
Global Grant Financing



KEY POINTS

- The minimum budget for a global grant project is US$30,000.
- There are four main sources for global grants financing:
  - Rotarian cash contributions (outright gifts from Rotarians or funds from Rotarian-led fundraisers; matched 50 cents to the dollar by the Foundation)
  - District Designated Fund (matched dollar for dollar by the Foundation)
  - Rotary Foundation World Fund award (minimum US$15,000)
  - Non-Rotarian cash contributions (donations from other organizations or party with vested interest; not sent to or matched by the Foundation)

SHOW SLIDE 24
Financing Guidelines



NOTES

KEY POINTS

- Cash contributions for grants must come from Rotarians or be raised by Rotarians in a community fundraiser, unless the funds are already available in the club or district.
- Rotarians cannot collect funds from beneficiaries in exchange for receiving the grant.
- Contributions cannot come from other TRF grant projects.
- Cash contributions should always be credited to the individuals who gave the funds. Rotarians cannot collect funds from individuals and claim the donation as their own, unless they have received explicit permission from the donors to do so.

How do you raise cash contributions for projects?

How do you cultivate further contributions from donors?

Sample responses

— *Recognize and thank donors.*

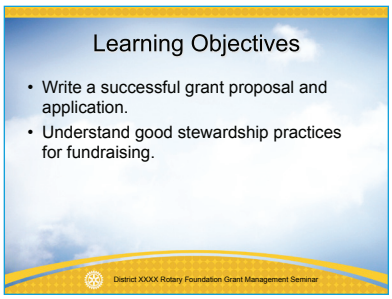
— *Spend funds on their intended purpose.*

— *Report on how grant funds were spent and who benefited.*

Review

(5 MINUTES) _____ TO _____

SHOW SLIDE 25
Learning Objectives



REFER TO WORKSHEET 5
Summary

Training leader's notes

- Review the learning objectives to ensure that all topics were covered sufficiently. Answer any questions.
- Using the summary sheet, ask participants to share something they learned during the session and an action they will take as a result of this session. Participants can share with the person next to them or with the entire group.
- Thank participants.

Answer Key for Worksheet 7: Global Grant Proposal

Global Grants Proposal

Before you begin, please read the ***Terms and Conditions.***

The gray shaded boxes indicate a problem with the proposal with an explanation. A better response is listed below in italics.

1. The host partner is a:

   ☒ Club
   ☐ District

   Primary Host Contact Information:

Last Name:	Smith	First Name:	John
E-mail Address:	johnsmith@email.com		
Phone:	+00-999-999-9999		
District:	1000	Club:	South Pole

2. The international partner is a:

   ☐ Club
   ☒ District

   Primary International Contact Information:

Last Name:	Jones	First Name:	Jane
E-mail Address:	janejones@email.com		
Phone:	+00-888-888-8888		
District:	1100	Club:	North Pole

3. Please describe the benefiting community including its location, using any relevant geographic and demographic information.

Every section of the proposal needs to be filled out. If a question in the proposal (or the application) is left blank, Member Access will not let the proposal be submitted to TRF.

Better response:

The South Pole is an extremely remote and isolated area and is approximately 40 km from the closest city, Freezing Town. It is a very mountainous region and, depending on the time of year, roads to Freezing Town can become impenetrable. While the community has made strides in its economic development, many people in the South Pole still have to live on less than US$1 per day. Access to health care is very limited, and many people in the area cannot afford to pay for it. Some members of the community would never receive any kind of health care if not for the free services provided by the South Pole Medical Clinic.

4. What community needs have been identified?

Insufficient health care

More detail is needed to show that a thorough needs assessment of the community has been done.

Better response:

There are several needs in the area, the most pressing being the lack of consistent access to general health care, which is what we are addressing with this project. Other major needs include improving primary education opportunities for children and improving vocational training programs to increase employment opportunities for young adults.

Provides information about the history and communication between the two clubs as well as a comprehensive understanding of the major needs in the community.

5. How are these needs currently being addressed with local resources and/or government agencies, NGOs, etc.?

They are not being addressed.

More detail is needed to describe how the needs are not being addressed.

Better response:

For the most part, the needs are not being addressed. The local government subsidizes a very small amount of the clinic's expenses. However, the amount they give the clinic could not possibly pay for the equipment and the training that the Rotarians will be able to provide with this grant. There are few NGOs in the area, since it is so remote.

6. Briefly summarize the proposed activity in 250 words or less, including the need it will address, the intended beneficiary(ies), and the potential benefits to the community.

The South Pole Medical Clinic serves over 7,500 people a year. The clinic is using equipment that is more than 25 years old. The Rotary Club of North Pole would like to purchase used (but still serviceable) medical equipment that would be an upgrade to the facility's current equipment.

A one-time purchase of equipment is not a sustainable project. In addition, while the equipment being provided may be helpful to the clinic, used equipment has a higher chance of breaking down and, therefore, a shorter lifespan.

Better response:

The South Pole Medical clinic serves over 7,500 people a year. The clinic is using equipment that is more than 25 years old. The Rotary clubs of North Pole and South Pole would like to provide new equipment that would be an upgrade to the facility's current equipment and would expand the treatment capabilities of the clinic. In addition, a vocational training team from the RC of North Pole will go to the South Pole. They will assist with the installation and train the clinic staff on how to properly use and maintain the new equipment. They will also provide training for the staff on new treatment techniques and procedures so that the clinic can provide new services to patients. The team also plans to train individuals on how to teach community members about basic health and hygiene.

New equipment will have a longer lifespan and more capabilities. Adding the vocational training team provides training for the clinic staff so that they know all the best techniques for current procedures and are trained to perform new ones. The team's presence will also help ensure that the equipment is installed properly and that the staff is trained on how to use and maintain it. Having this activity makes members of the benefiting community active participants in the grant and gives them knowledge to share that could benefit the whole community.

7. Please list any cooperating organization(s) or university(ies) involved in the proposed activity(ies).

N/A

8. Describe how the benefiting community will be involved in the activity(ies). Provide specific examples.

The staff of the clinic will be using the equipment and providing medical care.

There is nothing inherently wrong with the information provided in questions 8-12, but the answers are very vague. More detail would be helpful and would show how much work and forethought the clubs have already put into the project.

Better response:

The community members who are most involved in the project will be the staff of the clinic. They will be using the equipment and receiving most of the training from the vocational training team. In addition, with the help of the clinic staff, the team will identify and teach individuals to become basic health trainers, so that the importance of basic hygiene and health care will continue to be taught in the community.

The additional detail provided in questions 8-12 gives TRF more insight into the goals of the grant and the planning that has taken place.

9. Has the benefiting community confirmed that it would like the activity(ies) to take place?

Yes

10. With which area(s) of focus is the proposed activity aligned?
Check the box(es) that apply

- ☐ Peace and conflict prevention/resolution
- ☒ Disease prevention and treatment
- ☐ Water and sanitation
- ☐ Maternal and child health
- ☐ Basic education and literacy
- ☐ Economic and community development

11. Please describe how the activity(ies) will address the goal(s) of the area(s) of focus.

This project aligns with disease prevention and treatment. We will be providing equipment so that the clinic can provide better care to more people.

Better response:

This project aligns with disease prevention. We will be providing training and equipment so that the clinic can provide better care to more people and so that the community has a better sense of how to stay healthy and prevent disease.

12. What will be the immediate and long-term outcomes of the activity(ies)?

Better care and more services available at the clinic. Community health improves.

Better response:

The immediate outcome will be that the clinic can provide a better level of care. Through the combination of the new equipment and the training provided by the vocational training team, the staff will be able to perform new procedures that have been unavailable to them before. They will now be able to see more patients and treat more complicated conditions that in the past would have required sending patients for treatment at another facility.

In the long term, the combination of the higher level of care provided by the clinic and the continuing health and hygiene training provide to the community (by community trainers) will lead to an overall improvement in health and well-being.

13. Explain how all involved parties will act to ensure the sustainability of the activity(ies).

The staff will provide required maintenance of the equipment to keep it in working order.

This answer doesn't provide any information about how the sponsors will continue to be involved. It also appears to show a lack of commitment from the sponsors to ensure sustainability.

Better response:

The RC of South Pole will maintain close contact with the clinic and make regular visits to ensure that the new equipment is working and is being properly maintained. The RC of South Pole will also maintain regular contact with the RC of North Pole to share their observations.

Volunteers from the RC of North Pole will continue to visit the clinic whenever possible. While providing care to the patients, volunteers will also train the clinic staff on the newest treatments and techniques.

Shows that the partner clubs have plans to monitor the project and ensure its continued success even after funds are expended.

14. Proposed Start Date:

09/01/2010

15. Proposed Completion Date:

10/01/2010

16. Proposed Budget (in US$):

Medical supplies	16,500
Training materials	1,000
International travel	10,000
Accommodations	4,000
Local travel	1,500

17. Proposed Financing:

DDF Amount in US$	5,000	12,500
Rotarian Cash Amount in US$	5,000	5,000
Additional Outside Funding in US$		
Requested TRF Match in US$	7,500	15,000
Total Financing in US$	17,500	32,500

The minimum budget for a global grant is US$30,000.
Funding request and budget total meet TRF requirements.

Session 3: Project Implementation

(90 MINUTES)

Learning Objectives

At the end of this session, participants will be able to

1. Understand how to monitor progress of their plan
2. Gain best practices for managing funds and record keeping
3. Discuss the importance of evaluating a project and applying lessons learned
4. Understand reporting requirements

Session Outline

Introduction	5 minutes
Successful Project Implementation	15 minutes
Group Activity	40 minutes
Evaluation	15 minutes
Reporting Requirements	10 minutes
Review	5 minutes

Materials

Worksheet

8: Summary

Slides

26: Title
27: Learning Objectives
28: Successful Project Implementation
29: Group Activity
30: Evaluation
31: District Grant Reports
32: Global Grant Reports: Frequency
33: Global Grant Reports: Content
34: Learning Objectives

Training leader's notes

- For information on facilitating this session and a list of interactive activities, refer to "How to Use the Session Guides" at the beginning of this leaders' guide. It is available from your district training committee.
- Review this session guide before the seminar and insert information on local laws, district requirements, and district examples where appropriate.
- When you see this symbol ⟲, consider doing an interactive activity.
- During the session, refer participants to the club memorandum of understanding (MOU), and explain the sections relevant to this session.
- Have copies of the district MOU, club MOU, the Terms and Conditions for Rotary Foundation District Grants and Global Grants, and *Communities in Action* for reference.

Introduction

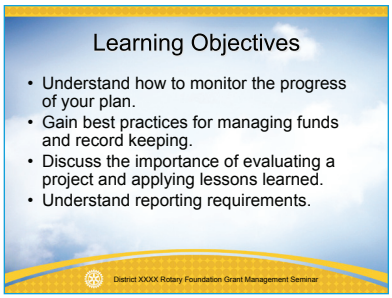
(5 MINUTES) _____ TO _____

SHOW SLIDE 26
Title

Training leader's notes

- Review the learning objectives for this session.
- Refer participants to the summary sheet, and encourage them to take notes.

SHOW SLIDE 27
Learning Objectives



REFER TO WORKSHEET 8
Summary

Successful Project Implementation

(15 MINUTES) _____ TO _____

What has been your experience with implanting a project in the past? What has gone well and what has not?

Training leader's note

- Record participants comments on a flip chart that has two columns labeled "Success" and "Challenge."

SHOW SLIDE 28
Successful Project Implementation

NOTES

KEY POINTS

- Communication is crucial to a successful implementation. You should communicate regularly with
  - Partners and the community about the progress of the grant
  - The club and district to report on how the funds are being spent
  - The Rotary Foundation or district according to the reporting requirements of the grant terms and conditions.
- The club must implement a financial management plan for grant funds, including a separate bank account, a plan to transfer the custody of the account if necessary, a plan to disburse funds, and any requirements related to local laws.
- Having detailed grant records simplifies reporting on use of grant funds, responding to inquiries, and increases the transparency of how grant funds are managed.
- For global grants, follow the Foundation-approved plan. Any changes to the scope or budget of your project requires the Foundation's approval.

What are some other ways to ensure your club's project is successfully implemented?

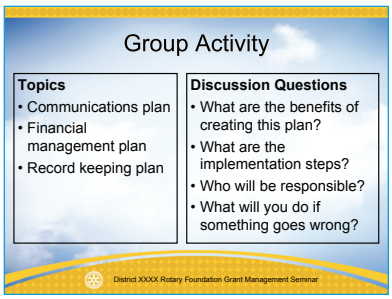
How can your club address the challenges we identified earlier?

Group Activity

(40 MINUTES) _____ TO _____

SHOW SLIDE 29
Group Activity

WORKSHEET 8
Summary



Training leader's notes

- Allow 40 minutes for this activity.
- Ask participants to turn to the summary worksheet to take notes on their discussion.
- Split the group into three smaller groups and assign each group with one of the following topics: communication plan, financial management plan, or record keeping plan.
- Distribute flip chart paper and markers to each group to use during their report to the full group.
- Participants will read the text provided on slide 29 for their assigned topic, then discuss the benefits and steps to implementing the plan for 25 minutes with their group.
- Participants should consider who they would assign to tasks, how they will plan for unanticipated challenges, and how many Rotarians should be involved.
- For the last 15 minutes, ask each group to take 5 minutes to report to the group using the questions below.

NOTES

- **What are the benefits of a communications plan? How will you implement it, and who will be responsible? What will you do if something goes wrong?**

- **What are the benefits of a financial management plan? How will you implement it, and who will be responsible? What will you do if something goes wrong?**

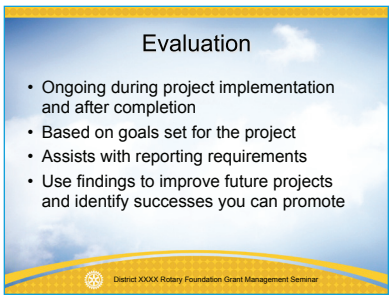
- **What are the benefits of a record keeping plan? How will you implement it, and who will be responsible? What will you do if something goes wrong?**

NOTES

Evaluation

(15 MINUTES) _____ TO _____

SHOW SLIDE 30
Evaluation



KEY POINTS

- Project evaluation happens during implementation and after it is complete.
- Use the goals you set during the planning stage to evaluate the success of your project or activity.
- The data you will use and your evaluation method should be set during the planning stage.
- Conducting an evaluation will also assist with your reporting requirements.
- Use lessons learned to replicate successes and adjust for challenges in the next project.
- Promote your project and activity successes both internally and externally. This will get others involved and interested in participating in the Foundation, and it's a great way to let donors know how funds were spent.
- Refer to *Communities in Action* for evaluation methods.

What are some ways your club can evaluate project success?

Sample responses

— *Survey project beneficiaries and participants before and after*

— *Analyze data from the community*

— *Compare the goals of the grant to the outcomes*

NOTES

Has anyone conducted an evaluation of a grant before? If yes, what did you learn from it?

What did you do with the information you got from your evaluation?

How did you promote your success to Rotarians in your club and district as well as to your community?

Reporting Requirements

(10 MINUTES) _____ TO _____

Why is reporting on the use of grant funds important?

KEY POINTS

- Reporting is a requirement (per Trustee policy), and it is a key component of proper stewardship and grant management.
- Reporting verifies that grants were managed properly and implemented in accordance with Rotary Foundation policies.
- Reporting encourages future giving by donors because they know their funds will be accounted for.
- If you have already completed an evaluation of the project and have maintained your records in accordance with the club MOU, completing TRF reporting requirements should be simple.

SHOW SLIDE 31
District Grant Reports

Training leader's notes

- Insert your district reporting requirements here and on slide 31.
- These requirements should include
  - When reports must be submitted (relative to when the funds were received) and how often
  - How reports should be submitted (to whom and using what form)
  - What reports should include (type of information and attachments, such as financial documentation)

NOTES

KEY POINTS

- Insert your district's reporting requirements for clubs receiving a district grant.

SHOW SLIDE 32
Global Grant Reports: Frequency

KEY POINTS

- Progress reports must be submitted via Member Access at rotary.org within 12 months of receiving the first global grant payment and every 12 months thereafter.
- Final reports must be submitted via Member Access within two months of completing the project or activity.
- Unused grant funds may be used for additional, eligible, and approved expenses. Any unused funds returned to The Rotary Foundation will be credited to the World Fund.

What kind of information should be included in global grant reports?

SHOW SLIDE 33
Global Grant Reports: Content

NOTES

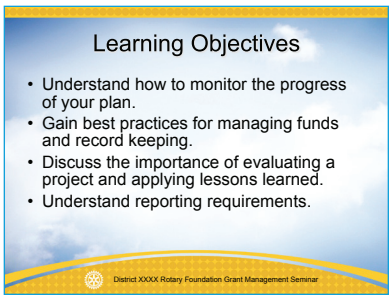
KEY POINT

- Grant reports must include the following information:
  - How both partners were involved in the grant
  - Information on the type of activity (humanitarian project, scholar, vocational training team)
  - Evaluation of project goals and how the funds met the goals of the areas of focus
  - How funds were spent
  - Number of beneficiaries and how they benefited

Review

(5 MINUTES) _____ TO _____

SHOW SLIDE 34
Learning Objectives



REFER TO WORKSHEET 8
Summary

Training leader's notes

- Review the learning objectives to ensure that all topics were covered sufficiently. Answer any questions.
- Using the summary sheet, ask participants to share something they learned during the session and an action they will take as a result of this session. Participants can share with the person next to them or with the entire group.
- Thank participants.

Session 4: Qualification

(30 MINUTES)

Learning Objectives

At the end of this session, participants will be able to

1. Understand the requirements of qualification
2. Manage their club's qualification

Session Outline

Introduction	5 minutes
Qualification	20 minutes
Review	5 minutes

Materials

Worksheets

9: Summary
10: Club Qualification Checklist

Slides

35: Title
36: Learning Objectives
37: Qualification Requirements
38: Maintaining Qualification
39: Club Qualification Checklist
40: Learning Objectives

Training leader's notes

- For information on facilitating this session and a list of interactive activities, refer to "How to Use the Session Guides" at the beginning of this leaders' guide. It is available from your district training committee.
- Review this session guide before the seminar and insert information on local laws, district requirements, and district examples where appropriate.
- When you see this symbol , consider doing an interactive activity.
- During the session, refer participants to the club memorandum of understanding (MOU), and explain the sections relevant to this session.
- Have copies of the district MOU, club MOU, and the Terms and Conditions for Rotary Foundation District Grants and Global Grants for reference.

Introduction

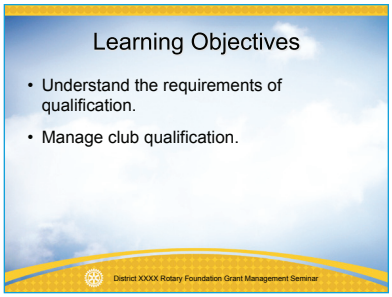
(5 MINUTES) _____ TO _____

SHOW SLIDE 35
Title

Training leader's notes

- Review the learning objectives for this session.
- Refer participants to the summary sheet, and encourage them to take notes.

SHOW SLIDE 36
Learning Objectives



REFER TO WORKSHEET 9
Summary

Qualification

(20 MINUTES) _____ TO _____

KEY POINTS

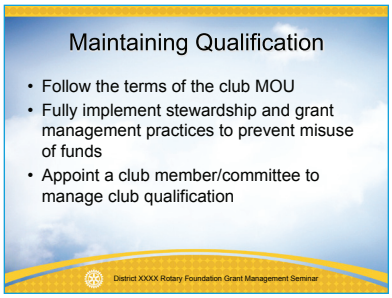
- Qualification is a process that ensures your club has the proper stewardship controls in place to manage Rotary Foundation grant funds in an effective, sustainable, and successful manner.
- The ability to manage funds in an effective, sustainable, and successful manner creates an environment that lends itself to good grant management. Stewardship and grant management must coexist.
- The process ensures that clubs are aware of all TRF requirements *before* receiving grant funds, and provides clubs with the tools needed to complete these requirements and successfully manage their projects.

SHOW SLIDE 37
Qualification Requirements

KEY POINTS

- By attending this training, you have completed the first step toward qualification. The second step is to have the club president and president-elect sign and submit the club MOU and complete any additional district requirements.
- Once clubs achieve qualified status, they will remain qualified for one Rotary year.
- Yearly renewal of the club MOU is required because club leadership changes annually.

SHOW SLIDE 38
Maintaining Qualification



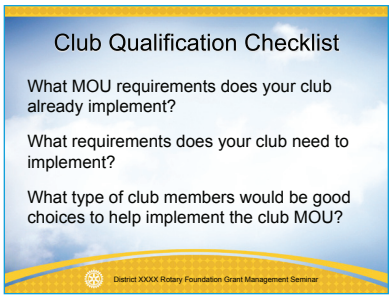
NOTES

KEY POINT

- In order to maintain their qualified status, clubs must
  - Abide by the terms of the MOU, the grant terms and conditions, and the Rotary and Rotary Foundation codes of policies.
  - Ensure that stewardship measures and proper grant management practices are implemented for all Rotary Foundation grants to prevent the misuse of funds.
  - Appoint one or more club members to manage club qualification. A committee with staggered terms is recommended for increased transparency, oversight, and continuity.

WORKSHEET 10
Club Qualification Checklist

SHOW SLIDE 39
Club Qualification Checklist



Training leader's notes

- Allow 15 minutes for this activity.
- Ask participants to turn to worksheet 10.
- Ask participants to discuss the following questions in pairs for 10 minutes.
- During the last 5 minutes, ask participants to share their responses and record them on flip chart paper.

NOTES

- What requirements of the MOU has your club already implemented?

- What requirements does your club need to implement?

- Who in your club will you ask to help implement the club MOU?

Review

(5 MINUTES) _____ TO _____

SHOW SLIDE 40
Learning Objectives

REFER TO WORKSHEET 9
Summary

Training leader's notes

- Review the learning objectives to ensure that all topics were covered sufficiently. Answer any questions.
- Using the summary sheet, ask participants to share something they learned during the session and an action they will take as a result of this session. Participants can share with the person next to them or with the entire group.
- Thank participants.

Closing Plenary Session

The closing plenary session should conclude the learning and discussions that participants have taken part in during this seminar. It is a final opportunity for the governor-elect to summarize important points to be addressed in the upcoming Rotary year. The governor-elect should use the outline below and corresponding slide as a framework for developing this closing address.

MATERIALS
Handout

Evaluation (see sample on pages 9-11)

Slide 41
Thank you

Summary of Accomplishments and Future Action

- Summarize what participants have learned and how this knowledge will help them in the coming year.
- Encourage participants to return to their clubs to share the information they have learned with all club members, begin to implement the requirement of the club MOU, and have their president and president-elect sign and submit the club MOU to the district Rotary Foundation committee.

Recognition

Thank and acknowledge participants for their participation.

Evaluation

Address the importance of evaluation for improving future training seminars and asking for additional support from the district.

Worksheet 1: Club Memorandum of Understanding

This worksheet lists the requirements of the club memorandum of understanding (MOU), explains them, and poses questions that your club will need to answer in order to implement them. Use this worksheet to develop an implementation plan for your club. Space is provided for taking notes during the district Rotary Foundation grant management seminar.

An official club MOU, provided by The Rotary Foundation (TRF) for clubs participating in the Future Vision pilot, will be distributed by your district. It is an agreement between your club and its district, explaining what the club is required to do to ensure proper implementation of grant activities and management of TRF grant funds. By authorizing the official club MOU, the club agrees that it will comply with all Foundation requirements.

Requirements	Explanation
1. Terms of Qualification A. Upon successful completion of the qualification requirements, the club will receive qualified status for a period of one year. B. By entering into this agreement and receiving Rotary Foundation grant funds, the club understands and confirms that the club, as an entity, is responsible for the use of grant funds, regardless of which individual(s) or group controlled the funds. C. The club must disclose any potential conflicts of interest and must comply with the Conflict of Interest Policy for Grant Participants as outlined in section 7.030. of The Rotary Foundation Code of Policies. D. The club must cooperate with all district and TRF audits.	When a Rotary Foundation Global Grant is awarded to a club, the entire club's membership, not a single member, is responsible for the grant funds and the outcome of the project. The club membership must understand that when it is embarking in a Foundation project, all members are responsible for the outcomes. **How will you communicate that all members of the club are responsible for global grant funds?** **Who in the club will ensure there are no conflicts of interest when a project is planned?**
	Notes

Requirements	Explanation
2. Club Leadership Responsibilities for Qualification A. A club member must be appointed to manage club qualification and ensure that stewardship measures and proper grant management practices are implemented for all TRF grants. B. The club must establish a succession plan for the transfer of grant records to ensure retention of information and documentation. C. The club president-elect or a club-designated appointee must attend grant management and qualification training arranged by the district.	Although the club members have shared responsibilities for Foundation funds, club leaders are responsible for ensuring the requirements of the MOU are met. A Rotarian or committee of Rotarians must be appointed to oversee the implementation of stewardship and grant management practices outlined in this MOU. **Who in the club will manage grants?** **If that person leaves, how will the club ensure that someone else can take over the job immediately?** **Notes**

Requirements	Explanation
3. Financial Management A. The club must maintain a bank account to be used only for Rotary Foundation Global Grant funds in accordance with applicable laws. 1. The account should be low- or noninterest-bearing, and any interest earned must be documented and used on eligible, preapproved grant activities or returned to TRF or the district. 2. Grant funds may not be deposited in investment accounts including but not limited to: mutual funds, certificates of deposits, bonds, and stocks. 3. Two Rotarian signatories are required on checks and withdrawals.	A financial management plan is required so that the club has a system for transparency and proper oversight of grant funds. This plan will also aide the club in its reporting responsibilities. **Who in the club will be responsible for the bank account for grant funds? How will the status of this account be reported to the board? To the full club?**
B. The club must create a financial management plan that includes measures to 1. Maintain a standard set of accounts, including a complete record of all receipts and disbursements, and maintain receipts for all expenditures equal to or over US$75 or more (or those of any amount required by applicable law). 2. Disburse grant funds, as appropriate, directly to Rotarians, vendors, and beneficiaries as approved in the grant application. Grant funds not immediately disbursed must be kept in the established project account without diversion, except for direct payment for grant activities or to return funds to the district or TRF. 3. Maintain separate statements of income and expenses, noting interest earned and recoveries if applicable. 4. Maintain a general ledger that separates funds according to each project. 5. Establish an inventory system for the control of equipment and other assets purchased with grant funds, and maintain records for items that are purchased, produced, or distributed through grant activities. 6. Perform monthly bank reconciliations. 7. Maintain a plan for transferring the custody of the bank accounts in the event of a change in leadership. 8. Ensure all grant activities, including the conversion of funds, are in accordance with local law.	**Who will oversee the financial management plan? How will this be monitored regularly?** **What will be the role of the club treasurer?** **Notes**

Requirements	Explanation
4. Document Retention A. The club must create a document maintenance system or club archives to maintain original documents for a minimum of five years or longer if required by applicable law, including, but not limited to: 1. Documents relating to qualification 2. All records and documentation of policies and procedures required by the club MOU 3. Documentation related to grants, including original documents for all grants, copies of proposals and applications, copies of grant agreements, copies of reports submitted to TRF and the district, receipts and invoices for all purchases made with grant funds, written or electronic correspondence B. Documents must be stored in a known location that is accessible to club Rotarians and must be provided to TRF or the district upon request or in the case of an audit.	One of most common reasons for overdue reporting is that clubs lack adequate records or information about the project or activity, often because club leadership changes or the project contact leaves the club. A document retention system helps centralize and organize information needed for reporting. **Where will your club store its documents related to qualification and grant activity? Will you use your club's current archive system or develop a new one?** **Who will oversee this process?** **What role will the club secretary have in this process?** **According to local laws, how long must you retain documents?** **Notes**

Requirements	Explanation
5. Report on Use of Grant Funds The club must report on the use of grant funds as outlined in the Terms and Conditions for Rotary Foundation District Grants and Global Grants.	Reporting on grant activities informs the Foundation, the district, and your fellow Rotarians on how funds are used. Information obtained from grant reports will also help the Foundation evaluate the pilot. **Who will be responsible for reporting grant activity to the full club, the district, and the Foundation?** **How and how often will this information be reported?** **How will this report be incorporated into the treasurer's monthly report to the board?** **Notes**

Requirements	Explanation
6. Method for Reporting and Resolving Misuse of Grant Funds The club must report any potential misuse or irregularities in grant-related activity to the district.	Because a great deal of effort, time, and dedication goes into fundraising and contributions, it is the responsibility of all Rotarians to ensure that Foundation funds are used correctly. Immediate reporting of problems and irregularities increases the likelihood of a timely resolution, which allows the community to still benefit from the project, and decreases the likelihood of the club being required to return funds. And being aware of the use of grant funds protects the donations of Rotarians and Rotary clubs from around the world. As part of its qualification process, your district is required to track, investigate, and resolve reports of misuse of grant funds before turning to TRF for intervention. Should you suspect any problems, contact your district Rotary Foundation committee immediately.
	Who in your club could serve as a monitor of grant activity?
	To whom should club members or members of the community report suspected misuse?
	Who do you share this allegation with at the district level?
	How do you ensure that all members understand their responsibility for reporting suspected misuse of funds?
	Notes

Requirements	Explanation
7. Authorization and Agreement	The club MOU is a legal document between the club and the district. By signing this agreement, the club president and president-elect are authorizing it, which enters the club into a legal agreement with The Rotary Foundation to abide by all TRF and RI policies.
	How will you ensure that all members of the club understand their responsibility as outlined in this agreement?
	Notes

Worksheet 2: Summary

Notes

Creating a Project

I learned . . .

I will . . .

Contacts

Worksheet 3: Needs Assessment

Read the following case study about one community's needs. On the following pages you will find three possible options and their outcomes. Read the option that your group has been assigned and discuss the strengths and weaknesses of that option. Choose one person to report on your findings. As a group, determine which option had the best outcome.

Part 1 Case Study: Needs Assessment

Rotarian Paul Harris is a doctor at a local hospital. The hospital provides services for many people who have malaria. He sees the need to provide insecticide-treated bed nets to patients' families. Harris approaches his club, the Rotary Club of Morning Valley, and suggests that the club organize a fundraiser to provide bed nets for 5,000 families. The club feels that it has solicited a lot of community donations through the year and that, given the difficult economic times, a Rotary Foundation Global Grant might be a better option. Club members contact Rotarians they met at a project fair to try to find an international partner.

The Rotary Club of Cherry Tree expresses interest in partnering with RC Morning Valley. However, it notes that 5,000 bed nets only cost $5,000, which is under the minimum global grant budget of US$30,000. RC Morning Valley indicates that there are related needs in the community and perhaps the project can be expanded. It conducts a community needs assessment and finds out that it could develop a program to provide bed nets to anyone in need in the district. This would increase the total project cost to $40,000. Upon reviewing the community needs assessment, RC Cherry Tree is concerned that a project simply providing bed nets is not sustainable. Therefore, it asks RC Morning Valley to add two training components: training local people to distribute and explain proper use of the bed nets and training people to manufacture the bed nets in the local community as small enterprise development. The RC Cherry Tree Rotarians offer to visit the community and build a community manufacturing facility outside of the global grant funds. The host club likes the idea of training people to distribute the bed nets, but it is reluctant about the manufacturing facility. While there is a need for bed nets and for people to distribute them, a manufacturing facility already exists in the district capital, and it has an established clientele, including the local hospital. The host club is concerned that there will be more supply of bed nets than there is demand. Also, it worries that it will be difficult to implement and manage this small enterprise until it is up and running on its own, which might detract from the other components of the project.

What should the host club do?

Option A: Agree with the Rotary Club of Cherry Tree, and submit a global grant application.

Option B: Suggest a change to the project plan.

Option C: Decline the partnership.

→ If you chose option A, continue to page 78
→ If you chose option B, continue to page 79
→ If you chose option C, continue to page 80

Option A
Agree with the Rotary Club of Cherry Tree, and submit a global grant application.

As its community really needs the other components of the project and RC Cherry Tree seems so enthusiastic and generous, RC Morning Valley agrees to this idea. When the Foundation receives the application, community needs assessment, and cadre report, there is a series of e-mails back and forth to determine whether there is a need for the manufacturing plant. The club states that there is because it wants the application to be approved, and it isn't sure that there will be a problem. This back-and-forth takes a few weeks to resolve.

Results
In the end, the grant allowed numerous people to receive bed nets, use them properly, and several members of the community to learn practical and transferable skills. Unfortunately, once the bed net manufacturing facility was built, it was difficult for the host club to provide management advice. Local Rotarians helped with the bed net distribution training, but they needed two specialists from outside of the community to help run the manufacturing plant. The overhead costs to run the plant and pay for advertising impacted the profits, and the plant never broke even. It could not produce bed nets at a competitive price. Therefore, it only employed a few people, and because it was not a large-scale production, the employees didn't gain transferable skills that would allow them to be competitive if looking for a job at larger plants.

List the strengths of this option:

List the weaknesses of this option:

Option B
Suggest a change to the project plan.

The club explains its concerns to the international club and, instead of doing the small enterprise portion, suggests that it invests in sending community members to the larger manufacturing facility to train as apprentices. The international club is disappointed at first, but then realizes that it is a very good decision and supports the project anyway. It took three months for the above issue to be agreed upon by both clubs, which delayed the submission of the application. However, the extra time allowed for the partners to submit a more complete application, which was quickly approved.

Results
The grant allowed numerous people to receive bed nets that they could use properly and several members of the community to learn practical skills that are transferable. In addition, the apprenticeship program also provided community members with job-specific skills that would be useful at any manufacturing plant, knowledge of how a large-scale production plant works, and other valuable business skills. Ten years later, a person who participated in the apprenticeship program came back to the village and opened up a manufacturing plant and employed local people. The benefits of this project were widespread and sustainable.

List the strengths of this option:

List the weaknesses of this option:

Option C
Decline the partnership.

The club explains its concerns to RC Cherry Tree and concludes that it doesn't feel it can run the project at this time. It then requests district grant funds from its district to purchase the 5,000 bed nets for community members. Since the club is qualified, the district approves its request and gives it the funds.

Results
The project is quickly implemented, and the club is able to provide 5,000 households with bed nets. Later that year, it finds that 10,000 households still need bed nets; however, there are no grant funds remaining. In order to create a sustainable solution to this problem, the club will need to apply for a new grant.

List the strengths of this option:

List the weaknesses of this option:

Worksheet 4: Project Planning Checklist

Use this checklist to make sure you have considered each step of the planning process. Make note of any items that you have not previously considered when planning for a Rotary Foundation grant.

☐ Appoint a three-person committee

- ___ Disclose any potential conflicts of interest

☐ Assign roles for each member of the project committee

Role	Name of Rotarian responsible
Communication with grant partner	_____
Financial management	_____
Document retention	_____
Conducting a needs assessment	_____
Evaluation	_____
Reporting	_____

☐ Set goals and objectives that are measurable, sustainable, and achievable

☐ Develop a timeline for the purchase and distribution of goods, training, and funding

☐ Consider liability and protection issues (your club, as an entity, is responsible for the use of grant funds)

☐ Set up a process for retaining documentation in a location that is accessible to all club members

☐ Develop a budget and

- ___ Research actual costs for a realistic budget (budget should not change once it is submitted to the Foundation)
- ___ Use a competitive bidding process to determine the price of goods and services
- ___ Disclose any potential conflicts of interests

Worksheet 5: Summary

Notes

Applying for a Grant

I learned . . .

I will . . .

Contacts

Worksheet 6: Sustainability Case Study

Read the following example of a global grant, and discuss the question below.

Example

Rotarians in a club within District A seek to alleviate poverty in a neighboring community. In co-operation with Rotarians from a club in District B, they undertake a community needs assessment and determine that an effective approach to target economic development would be the support of a local women's cooperative. The two clubs apply for a Rotary Foundation Global Grant in order to fund:

- The purchase of a mechanized loom and raw materials to allow the cooperative to increase production of textiles for sale in local markets
- A literacy program for members of the cooperative
- A professional training seminar for the members of the cooperative, led in part by members of the host Rotary club, in order to provide guidance on the development of a business plan and the importance of accurate financial accounting

What factors make this project sustainable?

Worksheet 7: Global Grant Proposal

Read the following proposal for global grant funding. This proposal was sent back to the district because it does not meet the criteria for a global grant. Working with a partner, determine what needs to be changed to make this an acceptable global grant proposal. Make your changes directly on the proposal.

Global Grants Proposal

Before you begin, please read the ***Terms and Conditions.***

1. The host partner is a:

   ☒ Club
   ☐ District

   Primary Host Contact Information:

Last Name:	Smith	First Name:	John
E-mail Address:	johnsmith@email.com		
Phone:	+00-999-999-9999		
District:	1000	Club:	South Pole

2. The international partner is a:

   ☐ Club
   ☒ District

   Primary International Contact Information:

Last Name:	Jones	First Name:	Jane
E-mail Address:	janejones@email.com		
Phone:	+00-888-888-8888		
District:	1100	Club:	North Pole

3. Please describe the benefiting community including its location, using any relevant geographic and demographic information.

4. What community needs have been identified?

Insufficient health care

5. How are these needs currently being addressed with local resources and/or government agencies, NGOs, etc.?

They are not being addressed.

6. Briefly summarize the proposed activity in 250 words or less, including the need it will address, the intended beneficiary(ies), and the potential benefits to the community.

The South Pole Medical Clinic serves over 7,500 people a year. The clinic is using equipment that is more than 25 years old. The Rotary Club of North Pole would like to purchase used (but still serviceable) medical equipment that would be an upgrade to the facility's current equipment.

7. Please list any cooperating organization(s) or university(ies) involved in the proposed activity(ies).

N/A

8. Describe how the benefiting community will be involved in the activity(ies). Provide specific examples.

The staff of the clinic will be using the equipment and providing medical care.

9. Has the benefiting community confirmed that it would like the activity(ies) to take place?

Yes

10. With which area(s) of focus is the proposed activity aligned?
Check the box(es) that apply.

☐ Peace and conflict prevention/resolution
☒ Disease prevention and treatment
☐ Water and sanitation
☐ Maternal and child health
☐ Basic education and literacy
☐ Economic and community development

11. Please describe how the activity(ies) will address the goal(s) of the area(s) of focus.

This project aligns with disease prevention and treatment. We will be providing equipment so that the clinic can provide better care to more people.

12. What will be the immediate and long-term outcomes of the activity(ies)?

Better care and more services available at the clinic. Community health improves.

13. Explain how all involved parties will act to ensure the sustainability of the activity(ies).

The staff will provide required maintenance of the equipment to keep it in working order.

14. Proposed Start Date:

09/01/2010

15. Proposed Completion Date:

10/01/2010

16. Proposed Budget (in US$):

Medical supplies	16,500
Training materials	1,000

17. Proposed Financing:

DDF Amount in US$	5,000
Rotarian Cash Amount in US$	5,000
Additional Outside Funding in US$	
Requested TRF Match in US$	7,500
Total Financing in US$	17,500

Worksheet 8: Summary

Notes

Project Implementation

I learned . . .

I will . . .

Contacts

Worksheet 9: Summary

Notes

Qualification

I learned . . .

I will . . .

Contacts

Worksheet 10: Club Qualification Checklist

The following checklist summarizes the action steps that clubs must take to complete the qualification process, implement the club MOU, and maintain qualified status. Clubs should refer to the club MOU for the complete, binding list of qualification requirements. Clubs will receive qualified status for a period of one year.

To Become Qualified

☐ The club president-elect or a club-designated appointee attends the district Rotary Foundation grant management seminar conducted by the club's district

☐ The club president and club president-elect sign and agree to abide by all stated terms in the club MOU and return the form to the district

☐ The club follows any additional district qualification guidelines, as determined by the district

Implementation

☐ Establish a succession plan for the club leadership to ensure retention of information and documentation related to qualification

☐ Open a club bank account for grant funds and select two members in good standing who understand their roles as account signatories, in accordance with MOU section 3

☐ Establish a financial management plan by

- ___ Maintaining a standard set of accounts
- ___ Disbursing funds in a timely and direct manner
- ___ Maintaining separate statements of income and expenses
- ___ Maintaining a general ledger
- ___ Establishing an inventory system
- ___ Ensuring grant activities are in accordance with local law
- ___ Performing monthly bank reconciliations
- ___ Planning for transferring the custody of the bank account(s)

☐ Establish a document retention system in a location accessible and available to Rotarians that maintains all documents required by the club MOU for a minimum of five years or longer if required by local law, including:

- ___ Original documentation for district and global grants
- ___ Club qualification documents
- ___ Documented plans and procedures

☐ Fulfill TRF and district reporting requirements for the use of grants

☐ Report potential misuse to the district

FUTURE VISION PLAN

Grant Management Addendum

The following additions to the *Grant Management Manual* are for use during 2010-11 trainings:

- Part 1 outlines additional information on non-Rotarian grant recipients, which includes scholars and vocational training team members. Where noted, information pertains only to scholars.
- Part 2 offers three new case studies for seminars that have returning participants.

PART 1: NON-ROTARIAN GRANT RECIPIENTS

SESSION 1: CREATING A PROJECT

Implementation plan (page 12)

When creating an implementation plan that includes non-Rotarian travel:

- Determine what types of scholars, if any, your club wishes to support. District grants offer maximum flexibility, while global grants must relate to an area of focus. Remember that global grants enable you to combine activities within a single grant (e.g., scholar or vocational training team plus a project).
- Establish timelines for selecting scholars or vocational training team members. These will vary from club to club or district to district for both district grants and global grants.
- Determine how and when you will conduct an orientation session.
- Have a crisis plan in place in the event of political unrest, natural disaster, or personal crisis.
- Consider how funds will be disbursed to scholars. The total grant amount will go to the bank account listed in the application, and then it is ultimately up to the host and sponsor club or district to determine how the funds will be handled.

SESSION 2: APPLYING FOR A GRANT

Global Grants (page 23)

Note the additional requirements for scholarships:

- Scholarship applicants must provide proof of admission at the time of application.
- DDF is drawn from the year in which the application is approved.

If you are seeking DDF, it is recommended that you work with your district to determine whether the district has established any deadlines related to global grant scholars. However, clubs can sponsor global grant scholars independently by using cash contributions.

SESSION 3: PROJECT IMPLEMENTATION

Communication (page 32)

Because global grants require partnership, the international sponsor of a global grant scholar needs to establish contact with potential host sponsors to ensure the availability of a host counselor and to decide whether the scholar will participate in club or district activities within the host country.

District grants don't require partnership, and districts are under no obligation to interact or facilitate contact with a district grant scholar who is traveling to their district. If your club wishes to inform the district or to establish such contact, it is your responsibility to make arrangements in advance.

The sponsoring club is responsible for the use of non-Rotarian grant funds and their timely reporting, and Rotarians should ensure that the recipients are aware of their responsibilities. Maintaining regular contact with non-Rotarian grant recipients not only helps to ensure the grant funds are being spent as approved but also allows the grant sponsors to know more about the grant recipients' experiences.

Before they leave on a Rotary Foundation grant, inform non-Rotarian grant recipients of the following requirements:

Orientation

- Grant recipients must attend an orientation session or complete the online orientation module.

> An orientation session provides an opportunity for your club to share expectations and to ensure that scholars and vocational training team members are prepared. The Foundation offers materials for clubs to use to develop orientations that can be supplemented by having the scholar participate in a local or regional orientation. It is recommended that orientation include information on the prevention and reporting of sexual harassment.

Reporting

- Scholars and individual vocational training team members must submit reports to their sponsoring club every 12 months for the term of the grant, including a final report within two months after completion of the travel period.

> You will be asked to upload a report on the grant, which should include a report from the scholar or vocational training team members.

Document Retention

- The sponsor club or district needs to collect and retain original receipts for expenses equal to or greater than US$75 (tuition, housing, travel, etc.). This will ensure that the sponsor club or district is able to maintain grant-related documentation for a minimum of five years in accordance with Foundation guidelines.

> Encourage scholars to set up an ATM/bank card to use to track expenses online during the time of the grant to make their reporting easier.

> If recipients must submit copies of receipts in order to retain the originals for tax purposes, please note this in your report to the Foundation.

Crisis Management

- Inform non-Rotarian grant recipients of the process for handling crisis situations.

PART 2: CASE STUDIES

Worksheet 3: Needs Assessment

Read the following case study about one community's needs. On the following pages, you will find three possible options and their outcomes. Read the option that your breakout group has been assigned and discuss its strengths and weaknesses. Choose one person to report on your findings.

Case Study: Needs Assessment

After conducting the same community projects for several years, members of the Rotary Club of Rolling Hills (host) are eager to identify new projects for the future. They decide to conduct a community needs assessment by hosting a community cafe, an event where community stakeholders gather over food and drink to discuss what issues the community faces. The club publicizes the event widely in the community and also invites members of the Rotary Club of Orange Grove (sponsor), a partner on previous projects, to observe as international friends of the community.

At the event, 25 community leaders and 15 Rotarians are grouped at different tables. Hosts at each table facilitate discussions about the following questions:

- What are the greatest needs in the community?
- What resources are available in the community that could be used to affect positive change?
- What is the issue in the community that you are the most passionate about and that you would volunteer your time to address?

The hosts take notes and collect answers. During the wrap-up discussion, community members have identified several needs: better quality of health care, employment opportunities and vocational training for youth, and ways to resolve violence and conflict among ethnic groups of the community. Individual participants express a high level of commitment to volunteering and mobilizing others in the community to address these issues.

What should Rotarians do with the information they gathered?

Option A: The Rotary Club of Orange Grove (sponsor) suggests applying for a global grant to fund a vocational training team to conduct conflict-resolution training in the Rolling Hills area.

Option B: The Rotary Club of Rolling Hills (host) suggests applying for a global grant to expand the local vocational training center.

Option C: Both clubs agree that health conditions in the community are a high priority and decide that additional research is needed to identify how best to improve the health of community members.

If your group was assigned option A, continue to page 95

If your group was assigned option B, continue to page 96

If your group was assigned option C, continue to page 97

Option A

The Rotary Club of Orange Grove (sponsor) suggests applying for a global grant to fund a vocational training team to conduct conflict resolution training in the Rolling Hills area.

The members of the Rotary Club of Rolling Hills (host) agree that, although the Orange Grove club has been an effective and valued partner, bringing in an outside training team won't adequately address the deeply engrained ethnic conflict in their community. They indicate, however, that a national institute in the capital provides conflict resolution and mediation training to community leaders across the country, and that a partnership with the institute might be possible. After lengthy discussions, Rotarians and the institute agree to partner and a global grant is approved.

Results

The grant allows 10 leaders from the community to attend a six-month conflict prevention program and receive a certificate upon completion. Rotarians from both clubs participate in choosing the students, facilitating their involvement, and supporting their educational experience. After completing the program, the leaders initiate an ongoing program of communication and mediation in their local community.

List the strengths of this option:

List the weaknesses of this option:

Option B

The Rotary Club of Rolling Hills (host) suggests applying for a global grant to expand the local vocational training center.

Orange Grove club members are enthusiastic about planning and implementing this project with the Rolling Hills club. Over several months, Rotarians from both clubs work with staff from the vocational training center to develop a clear plan of action to add two new training programs, a job placement program, and a microfinance partner to provide business start-up loans to graduates. A global grant application is submitted and subsequently approved without extensive or prolonged discussion.

Results

Rolling Hills club members effectively advertise the opportunity to attend the new vocational training programs to local youth. The programs are well attended, and some of the graduating students are placed in jobs. However, students who received loans quickly default on them. As a result, Rotarians work with the partnering microfinance institution to develop and implement a preloan education and mentoring program to improve the impact of the program.

List the strengths of this option:

List the weaknesses of this option:

Option C

Both clubs agree that health conditions in the community are a high priority and decide that additional research is needed to identify how best to improve the health of community members.

Rotarians from both clubs agree that the next logical step is to conduct a survey with the host health providers. They meet at the next RI Convention for further planning. After reviewing the survey data during their meeting, they decide to refocus their research on heart disease and to work with one of the health providers to establish baseline data that will guide the project's development. After the data is collected, the partners plan a project that includes treatment of heart disease and high cholesterol as well as an extensive community health campaign focused on strategies to prevent the disease. A global grant application is submitted and approved.

Results

The grant project allows community members to receive medical treatment for heart disease through bypass surgeries and angioplasties. A large number of community members receive ongoing treatment for high cholesterol. Orange Grove club members coordinate a vocational training team to provide medical training to nurses and doctors in the host country. Rolling Hills club members implement an extensive educational campaign about the prevention of heart disease. The campaign is well received by the community and taken up by local youth groups as an annual activity with Rotarian support.

List the strengths of this option:

List the weaknesses of this option:

Worksheet 6: Sustainability Case Study

Read the following example of a global grant, and discuss the question below.

Example 2
Community leaders ask a local Rotary club for assistance in establishing sustainable access to safe drinking water for their village. The Rotarians respond by developing a water and sanitation project in partnership with a Rotary club outside of their country. The two clubs apply for a Rotary Foundation Global Grant in order to fund • The equipment and labor needed to build the water system • The development of a permanent, community-led water committee to provide long-term system maintenance and upkeep • A Rotarian-run educational campaign to explain the user fees that will be collected by the water committee

What factors make this project sustainable?

Answer Key for Worksheet 7: Global Grant Proposal

Global Grants Proposal

Before you begin, please read the ***Terms and Conditions.***

The shaded boxes explain problems with the responses on the proposal and how to address them.

The host partner is a:

Club
District

Primary Host Contact Information:

Last Name:	Smith		First Name:	John
E-mail Address:	johnsmith@email.com			
Phone:	+00-999-999-9999			
District:	1000		Club:	South Pole

The international partner is a:

Club
District

Primary International Contact Information:

Last Name:	Jones		First Name:	Jane
E-mail Address:	janejones@email.com			
Phone:	+00-888-888-8888			
District:	1100		Club:	North Pole

Please describe the benefiting community including its location, using any relevant geographic and demographic information.

Every section of the proposal needs to be filled out. Submitting an incomplete proposal (or application) slows the review process.

Better response:

The South Pole is an extremely remote and isolated area and is approximately 40 km from the closest town, Freezing Town. It is a very mountainous region and, depending on the time of year, roads to Freezing Town can become impenetrable. While the community has made moderate strides in its economic development, many adults in the South Pole have received only a few years of formal education. As a result, the area has a low rate of adult literacy.

What community needs have been identified?

Insufficient adult literacy

More detail is needed to show that a thorough needs assessment of the community has been done. The Community Needs Assessment should include information and ideas from potential beneficiaries of the project. This will ensure that the project design addresses a pressing need that is felt by those individuals who will participate in the project and receive benefit from its implementation.

Better response:

There are several needs in the area, including lack of job opportunities, insufficient health care, and low educational achievement by children and adolescents. The two sponsoring Rotary clubs collaborated on a community needs assessment in which community members reported that low adult literacy is a common problem. The sponsors heard repeatedly that community members, due to their own low literacy skills, felt incapable of tackling the problems in their community and supporting their children's education. Adult literacy emerged from the assessment to be a fundamental issue in the community and was chosen as the focus of this project. By directly addressing adult literacy, the project intends to improve the educational achievements of children and adolescents as well as increase average household incomes.

How are these needs currently being addressed with local resources and/or government agencies, NGOs, etc.?

They are not being addressed.

More detail is needed to describe how the needs are not being addressed.

Better response:

For the most part, the needs are not being addressed. While adult literacy classes are offered by a community college in Freezing Town, the distance to the college prohibits community members from traveling there for daily classes. A local high school teacher volunteers after hours to teach adults in an informal way. While this is a valuable resource in the community, it is not sufficient to provide consistent and structured instruction.

Briefly summarize the proposed activity in 250 words or less, including the need it will address, the intended beneficiary(ies), and the potential benefits to the community.

The Rotary Club of North Pole would like to purchase classroom furnishings and educational materials for adults in order to establish an adult literacy center to be housed in unused classroom space at the nearby high school. Local residents will be paid on a contract basis to coordinate the program and teach the classes for a one-year period.

The one-year project as described does not include sustainable components. The summary should explain about how the center will continue operating after the first year is completed and grant funds have been spent. The addition of the nearby community college as a partner improves the project by providing professional oversight and sustainability to the project.

Better response:

The Rotary Club of North Pole would like to purchase classroom furnishings and educational materials for an adult literacy center to be housed in unused classroom space at the nearby high school. The proposed adult literacy center will provide an opportunity for adults in the community to improve basic literacy skills such as reading and writing. Classes will take place in the evenings and weekends as well as on week days to accommodate work schedules. The community college operating in Freezing Town has agreed to oversee the classes and pay the teachers. Grant funds will be used to provide the start-up costs of the program such as classroom furnishings and basic equipment. Nominal fees will be charged to each student to pay for the ongoing costs of materials and supplies. This project will benefit the community by increasing adult literacy levels, thereby enhancing opportunities for increased income through higher paying jobs and increasing parent support of their children's education.

Please list any cooperating organization(s) or university(ies) involved in the proposed activity(ies).

Always Winter Community College

Describe how the benefiting community will be involved in the activity(ies). Provide specific examples.

The employees of the center will be using the classroom materials and teaching classes.

There is nothing inherently wrong with the information provided in questions 8-12, but the answer is vague. More detail would be helpful and would show how much work and forethought the clubs have already put into the project.

Better response:

One set of community members who are directly involved in the project will serve as the staff of the center and use the classroom materials to teach classes. The staff will receive training and direction from Always Winter Community College. They will also work with students to establish the most convenient class schedules. Another set of community members will attend classes and provide the fees necessary to keep the center supplied with educational materials.

Has the benefiting community confirmed that it would like the activity(ies) to take place?

Yes

With which area(s) of focus is the proposed activity aligned?

Check the box(es) that apply

- Peace and conflict prevention/resolution
- Disease prevention and treatment
- Water and sanitation
- Maternal and child health
- Basic education and literacy
- Economic and community development

Please describe how the activity(ies) will address the goal(s) of the area(s) of focus.

This project aligns with basic education and literacy. We will be establishing an adult literacy center.

Better response:

This project aligns with the basic education and literacy area of focus. By establishing an adult literacy center, we will be providing an opportunity for adults to gain or improve literacy, which will in turn improve their quality of life, opportunities for employment, and ability to support their children's education.

What will be the immediate and long-term outcomes of the activity(ies)?

Higher adult literacy in the community.

This answer doesn't provide any additional information. The answer needs to distinguish between immediate and long-term outcomes.

Better response:

The immediate outcome will be improved adult literacy of the students of the center. Through the use of standardized tests, the center's staff will be able to track the educational gains of the adult students. The center will also record each student's specific goals and track progress made toward those goals.

In the long term, increased literacy of students of the center is expected to lead to higher overall adult literacy in the community, higher household incomes, and improved educational achievements of children as parents become better equipped to support their children's education.

Explain how all involved parties will act to ensure the sustainability of the activity(ies).

Community members, by seeing the benefit of the project during its first year, will band together to collect the resources needed to pay for the teachers and the materials necessary to continue the project.

This answer doesn't provide specific information about how the sponsors will continue to be involved. It seems to rely on a vague hope that the community will coordinate and pay for the project in the future. The response below shows that the partner clubs have plans to monitor the project and ensure its continued success even after funds are expended.

Better response:

The Rotary Club of South Pole will maintain close contact with the staff at the literacy center and make regular

visits to ensure that the new furnishings are being properly maintained. The club will also maintain regular contact with the Rotary Club of North Pole to share their observations and request assistance as needed.

Always Winter Community College will continue to supervise the center's staff and pay their salaries. The ongoing need for educational materials will be provided through the collection of student fees.

Proposed Start Date:

09/01/2011

Proposed Completion Date:

9/01/2012

Proposed Budget (in US$):

Classroom furnishings and equipment	18,500
Start-up educational materials	10, 000
Local travel/accommodation for teacher training	*1, 500*

Proposed Financing (in US$):

DDF Amount	10,500		*12,000*
Rotarian Cash Amount	5,000		*2,000*
Additional Outside Funding			
Requested TRF Match	7,500		*15,000*
Total Financing (in US$)	28,500		*30,000*

The minimum budget for a global grant is US$30,000.

Revised funding request and budget total meet TRF requirements.