

# Grant Management Manual

for Rotary Clubs in Future Vision Pilot Districts



ROTARY INTERNATIONAL®

This manual is intended for use with your district's grant management seminar and is for clubs in Future Vision pilot districts. It includes information to help you manage Rotary Foundation grants properly, implement sound financial management systems, qualify to receive Rotary Foundation Global Grants, and fully participate in the seminar. It also includes resources to help your club implement the club memorandum of understanding (MOU) and apply for Rotary Foundation grants.

This is the 2011 edition of the *Grant Management Manual*. It contains information based on the club memorandum of understanding, the Terms and Conditions for Rotary Foundation District Grants and Global Grants, and The Rotary Foundation Code of Policies. Please refer to those resources for exact guidelines. Changes to these documents by the Foundation Trustees override policy as stated in this publication.

### **Questions?**

#### **For questions about...**

Grant management, qualification

District grants, global grants

This manual, training

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# Introduction

With the Future Vision Plan, The Rotary Foundation seeks to achieve greater impact and more sustainable outcomes through grants implemented by Rotary clubs and districts. The Future Vision Plan is intended to

- Simplify Foundation programs and processes
- Support sustainable activities with measurable results
- Focus service efforts where they will have the greatest impact by addressing priority world needs that are relevant to Rotarians
- Offer program options to help achieve both global and local goals
- Increase the sense of ownership at the district and club levels by transferring more decisions to the districts
- Gain greater understanding of The Rotary Foundation's work and enhance Rotary's public image

Under the plan, the Foundation has two grant types: district and global.

District grants offer clubs and districts flexibility in carrying out activities that support the Foundation's mission. They are intended to be for short-term local or international projects and activities.

With global grants, the Foundation is supporting larger-scale, comprehensive international projects and activities. As a result grant sponsors have greater responsibilities.

Effective grant management is more than simply keeping track of funds. It encompasses everything from selecting projects and activities to applying for a grant to ensuring proper stewardship of funds to evaluating grant outcomes.

In the electronic version of this manual, orange, bold, text indicates hyperlinks to resources on [www.rotary.org](http://www.rotary.org). Either click on the link or go to [www.rotary.org](http://www.rotary.org) and click Members → Running a district → Future Vision → Resources to find these documents.

Under the plan, the Foundation is requiring districts to qualify their clubs to receive global grant funds. Qualification is a process of ensuring that each club has the appropriate financial and stewardship controls in place to manage Rotary Foundation Global Grants. Completing the qualification process and having these controls in place will

- Prepare clubs for increased grant oversight
- Improve oversight of grant funds
- Allow for simplified, user-friendly application, payment, and reporting processes
- Give districts and their clubs the resources they need to meet Foundation requirements and successfully participate in grant activities

# 1

## Creating a Project

Before applying for a Rotary Foundation grant, clubs should take time to create a project that includes a community assessment, strong partnership, and a detailed implementation plan with measurable, achievable goals. Refer to the **Global Grants Proposal and Application Checklist** to guide you through the steps.

### Community Assessment

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Before any planning is done for a grant, your club should conduct an assessment of the community you wish to serve. The purpose of the assessment is to obtain information regarding resources and needs, whether and how issues are being addressed, and actions likely to affect community improvements. Community assessments can be conducted in a number of ways. Refer to **Community Assessment Tools (605C)** for ideas on how to gather information. Regardless of the method you use, keep these general principles in mind:

- **Talk to everyone.** Gather perspectives from a broad cross-section of the community, involving those who will plan, participate in, and benefit from the project.
- **Trust local knowledge.** The primary goal of the assessment is to identify needs in the community that local residents are passionate about tackling. There will be plenty of time during the project planning process to incorporate technical or programmatic expertise from outside the community.
- **Use available human assets.** Financial resources available for any project will be limited. During the community assessment, take the time to ask all those involved how they can contribute to improving their community. Avoid dividing participants into service provider and recipient categories. All participants can and should provide valuable contributions to the effort.

The host partner, because of its local expertise and proximity to the project location, usually conducts the community assessment increasing the effectiveness and success of the project.

- **Think long-term.** Involving community members in identifying long-term goals will increase the likelihood that they will maintain the project outcomes on their own after the grant funds are spent. If the community lacks the commitment, training, or ability to maintain them, the project will likely be ineffective or unsustainable.

If the assessment identifies multiple needs, choose your project by determining which need your club is best able to meet through a Foundation grant and available club resources. Consider factors such as Rotarian technical expertise, location of the project site, required time commitment, and financial resources.

Based on the assessment, ask yourself what issue or need community members are passionate about addressing and how your club can help.

## Sustainable Goals

After a specific community issue or need has been chosen, the next step is to establish a sustainable project plan. With global grants, The Rotary Foundation is looking to measure the impact of the use of grant funds. A good place to start in setting goals is to review the **goals of the selected area(s) of focus**. Ask yourself whether any of these goals match the issue you plan to address in the community. Incorporating these goals into your planning process will help the Foundation measure the impact for each of these areas.

Being able to measure the success of your project allows your club to assess the impact of its efforts and improve the outcome of future projects. How the project's success will be measured must be determined during planning, and be detailed in the application. Project goals should have both quantitative (numerical) and qualitative (descriptive) measures:

- **Quantitative** measures are expressed in numerical terms. To set them, first establish a baseline set of data by describing the situation before a project intervention against which progress can be measured, and then set concrete project goals.
- **Qualitative** measures are those that are difficult to tally or express in numerical terms. For example, a participant's impression about how new equipment will impact his daily life is qualitative data. Qualitative data can be related in the form of stories, statements, or opinions. After you have collected quantitative data, you can conduct interviews in which you ask broader questions to gauge community members' feelings about and impressions of the activity, including how they feel they benefited from it.

Grant-funded projects must be sustainable, meaning that once grant funds are spent, the benefiting community would have the skills and resources to maintain the project into the future. For example, if a voca-



tional training team of medical professionals travels to receive training on a procedure, plans should be in place for the team members to use this knowledge in their home community when they return.

Rotarians should look to buy goods that are replicable and repairable by the local community, and ensure that community members have the appropriate training. Giving people the technical skills to replicate and sustain a project can create business opportunities, which enhances the effect of the project. For example, training community members how to make and replace water filters allows them to become experts who can charge for their services, instead of having the community pay others for maintenance and repair. To learn more about sustainability, see appendix 5 and the **Project and Activity Sustainability** e-learning module.

## Partners

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Actively involving Rotarians in the project area is just as important as involving the local community. One of Rotary's great strengths lies in the deep connection Rotarians have to their communities, which can be invaluable when identifying, implementing, and sustaining projects. Rotary Foundation Global Grants require both a host partner and an international partner, enabling Rotarians all over the world to contribute their skills, expertise, and financial support to do good in the world.

The host partner, because of its local expertise and proximity to the project location, usually conducts the community assessment and manages project implementation and expenses. This leadership role further increases the effectiveness and success of the project by sustaining interest in project outcomes over time. In some cases, when an international sponsor approaches a host club with a planned project, the club, not wanting to refuse the goodwill of the international Rotarians, will accept, even though it lacks the knowledge or desire for the project. Unfortunately, such a project may not be completed or maintained by the local Rotarians and community members after the grant is closed. Therefore, international partners should work with host partners to identify a project.

There are multiple tools to assist clubs in finding partners, including:

- ProjectLINK
- Rotarian Action Groups related to one of the areas of focus
- RI Convention
- [Matchinggrants.org/global](https://matchinggrants.org/global)
- LinkedIn
- Project fairs
- Personal travel
- Sharing of project ideas with district leaders traveling to international meetings

For Rotary Foundation Global Grants, clubs in pilot districts can only partner with other clubs/districts in the pilot.



Partnering with another organization as a third partner is also a possibility. These types of partners can provide technical expertise, infrastructure, advocacy, training, education, or other support for a grant. Sponsors should conduct a thorough review of any potential partner organization to ensure that it's reputable.

Communication among project partners is essential to project planning and implementation. If the partners communicate frequently, they can establish a strong partnership, which ensures that there is joint decision making for the project. This strong partnership will lead to better oversight of the project and funds and will strengthen Rotary networks for future projects. Communication between partners is particularly important to ensure safety and support for individuals traveling, for example as part of a vocational training team or for a scholarship. Before implementation begins, Rotarians should plan how often and by what means they will communicate on the grant's activities and progress.

## Implementation Plan

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Once you have assessed the community and determined the goals of your project, you can create an implementation plan. Rotarians should develop a detailed plan to address how each aspect of the activity will be carried out and how Foundation and Rotary International policies will be followed. The plan should document all tasks necessary to complete the activity, who is responsible, and how funds will be spent, and should include a timeline. A detailed plan helps to ensure good stewardship, and allows Rotarians to identify potential issues, develop contingency plans, and promote transparency.

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 it is then up to the host and sponsor club or district to determine how the funds will be handled.

### Appoint a Project Committee

Each sponsoring club or district will form a project committee consisting of at least three Rotarians, to ensure that multiple people know the project details, are involved in decision making, and share oversight. Be sure to designate one primary contact to be responsible for all grant-related correspondence with the Foundation.

Roles and responsibilities should be assigned to each project committee member to make sure that no tasks are overlooked. The project committee should also consider specific tasks that will be performed by the host and international project committees, the primary contacts, cooperating organization (if applicable), and beneficiaries.

When selecting a project committee and assigning tasks, be careful to avoid even the perception of a conflict of interest (see club MOU, section 1C). No Rotarian who has a vested interest in the project (e.g., is an employee or board member of a cooperating organization, owner of a store where project goods will be purchased, trustee of a university that a scholar plans to attend) may serve on the project committee, and any potential conflict of interest must be disclosed when applying for a grant. This helps protect the image of the club, the district, and The Rotary Foundation, and ensures that funds are managed with transparency.

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

The club memorandum of understanding requires the club to disclose any potential conflict of interest and to comply with the Conflict of Interest Policy for Grant Participants as outlined in section 7.030. of The Rotary Foundation Code of Policies, excerpted below:

All individuals involved in a program grant and/or award shall conduct their activities in a way that avoids any actual or perceived conflict of interest. A conflict of interest is a relationship among individuals through which an individual involved in a program grant or award causes benefit, or could be perceived to cause benefit, for such individual or such individual's family, personal acquaintances, business colleagues, business interests, or an organization in which such individual is a trustee, director, or officer.

Refer to The Rotary Foundation Code of Policies for more details.

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

### Consult with Technical Experts

The partner project committees should work with qualified Rotarians in their club or region who may be able to assist with planning the technical aspects of their project (for example, consult a civil engineer for a water project). This will help ensure that the project plan is technically feasible and achievable. Rotarians can also work with cooperating organizations (nongovernmental organizations, community groups, and governmental entities) that have expertise and resources to help plan and implement the project.

### Create a Budget

When creating a budget, take into account the goals of the project as well as the fundraising resources of the clubs. Rotarians should make a preliminary budget, discuss how much District Designated Fund (DDF) and cash may be available, and adjust their budget accordingly. A general, high-level budget is submitted with the proposal and a detailed, line-item budget is submitted with the application.

Clubs may finance global grants, including scholars, using cash for a World Fund match, or work through their districts to obtain DDF for a World Fund match.

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

### Plan to Measure Outcomes

A plan to measure outcomes should incorporate a specific timeline, and clubs should develop a detailed plan for how they will measure their achievements.

To make project evaluation as precise as possible:

1. **Remember the beneficiaries.** A thorough community needs assessment should help you identify the proposed work, location, and target audience. The needs assessment should give you baseline data, describing the situation before a project intervention, against which progress can be measured and concrete project goals set.
2. **Be specific.** Determine who exactly will benefit from the project and how you envision it happening.
3. **Set benchmarks.** Determine benchmarks, including a specific timeline, that will be used to evaluate progress toward your project goals.
4. **Identify measurement methods.** Determine how you will obtain the information to measure the progress of your project goals.

See the chart on the next page for examples of creating project goals from baseline data and measuring progress toward the goals.

Baseline Data	Concrete Project Goals	Method of Measuring Goals
In a refugee camp, 10,000 children have no access to organized activities that cross ethnic and religious boundaries. As a result, the children lack opportunities to establish relationships with others outside their ethnic and religious community.	Within two years, a parents commission including representatives from all main religious and ethnic groups will provide oversight and continuity for the project.	Interview members of the commission to discuss social and economic viability of the program.
	Within three years, 50 percent of the refugee children will have participated in an organized sports activity that incorporates participants from diverse backgrounds.	Count participants in sports activities, taking care to count each child only once; have registration include demographic information.
	After five years, 50 percent of the refugee children who participated in the sports activity will maintain at least one relationship outside their ethnic and religious community.	Survey participants: Conduct follow-up interviews with children who engage in multiple relationships outside their community.
A city has an infant mortality rate of 15 percent.	Within two years, 50 people will be trained and working in the city as midwives. Training curriculum will include preventive prenatal care.	Track successful completions of midwifery training. Survey midwife employment status one year after completion of training program.
	Within four years, voluntary donations from community members and local businesses will cover 50 percent of ongoing operating costs.	Review donor records for training program and tally of graduate donations.
	After four years, the infant mortality rate will be reduced to less than 10 percent.	Review the city's public health statistics.
In a rural community, 25 percent of teaching positions remain unfilled due to lack of applicants with teaching credentials.	Within five years, 20 local residents will receive scholarships to pursue undergraduate degrees in education.	Count scholarships awarded. Track acceptances into college teaching programs.
	Within five years, 80 percent of scholarship recipients will earn their degrees and receive teaching credentials.	Survey scholarship recipients to determine status of degree program and credentialing.
	Within five years, 50 percent of credentialed scholarship recipients will return to the community and be hired as teachers.	Survey scholarship recipients to determine employment status and location.
A city has a 60 percent youth unemployment rate.	After two years, 200 youths will complete an intensive, skill-based vocational training and small business development program.	Track the number of graduates of the training program.
	Of these program graduates: • 20 percent will participate in an urban farming cooperative.	Survey graduates one year after program completion to determine membership in the urban farming cooperative.
	• 10 percent will open individual small business enterprises, using microcredit loans.	Survey graduates one year after program completion to determine borrower status with microfinance organization.

When planning a grant, ask yourself these questions:

How does the activity fit with the goals of one or more of the areas of focus?

Is the activity sustainable?

How will the project's success be measured?

Who will benefit from this project?

## 2 Applying for and Implementing a Grant

Once your club has identified the activity you wish to support, you can apply for either district grant funds from your district or a global grant directly from The Rotary Foundation. Use the chart below to help determine which grant type is the better fit.

For more help determining which grant is appropriate, view the **Choosing a Grant** e-learning module.

District Grant	Global Grant
Supports the mission of The Rotary Foundation	Directly supports the <b>areas of focus</b>
No minimum budget	Minimum grant budget of US\$30,000
Short-term impact	Long-term, sustainable impact on the community
Scholars of any level, both local and abroad	Scholars pursuing graduate-level studies, internationally
Includes active Rotarian involvement	Includes active Rotarian involvement
Adheres to the <b>terms and conditions of grants</b>	Adheres to the <b>terms and conditions of grants</b>
	Grant outcome that is measurable

## District Grants

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Rotary Foundation District Grants are administered by the district. Each year, clubs submit their funding requests to the district, and the district Rotary Foundation committee submits a district grant application to the Foundation. Once the grant is approved and paid by the Foundation, the district distributes grant funds to clubs. (District grant funds may also be allocated for district projects.) Each district sets its own procedures and policies for how and when clubs submit requests and how funds are allocated, as well as any additional requirements. Contact your district Rotary Foundation committee for details on this process.

## Global Grants

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Grants involving micro-credit projects have additional requirements (listed in the **terms and conditions of grants**) and separate application and report forms.

Rotary Foundation Global Grants are administered by the Foundation and have a **two-step application process**: the proposal and the application.

Global grant proposals and applications are available online through Member Access, an online administrative tool that allows Rotarians to manage their personal information, register for the RI Convention, and apply for Future Vision grants. Certain Rotary positions have additional administrative rights. Registration is required.

### Step 1: Submit a Global Grant Proposal

By first submitting a global grant proposal, sponsors get feedback from the Foundation on their planned activities. This ensures that sponsors meet the global grant eligibility standards before they invest significant time finalizing the project plan and completing the grant application. Sponsors should be prepared to submit the following information:

- Community needs that have been identified
- Planned activities and anticipated outcomes
- Ways that the grant supports the area(s) of focus
- General budget, along with anticipated financing of the grant

Proposals for global grant scholarships also should include:

- Scholar's chosen university and area of study
- Scholar's future professional goals, specifically explaining how they support the area(s) of focus

Clubs are advised to discuss their project and funding options with their district Rotary Foundation committee before they submit a global grant proposal. Refer to the Areas of Focus Goals Chart (appendix 4) and Sustainability and Rotary Foundation Global Grants (appendix 5) when writing a proposal. For a tutorial about the online global grant proposal, view the **Member Access: Global Grant Proposal** e-learning module.



## **Step 2: Submit a Global Grant Application**

Once the Foundation accepts the proposal, sponsors should finalize details of their activity and complete the application in Member Access. Global grant applications require the following information:

- Names of members of the three-person grant committee for both host and international sponsors, indicating the primary contacts for the grant
- A detailed project plan, including:
  - Location
  - Specific objectives of the grant
  - Description of how the activity advances the goals of the targeted area(s) of focus
  - Detailed implementation plan or training plan for vocational training teams
  - Estimated time frame for the activity
  - Vocational training team member CVs and team itinerary
- Explanation of how Rotarians will be actively involved in implementing the grant
- Description of how the activity achieves sustainable outcomes and how those outcomes will be measured
- Signed cooperating organization memorandum of understanding (if applicable)
- A detailed budget
- Complete grant financing (see “Global Grant Financing” for more information)

Applications for global grant scholars also must include:

- Proof of admission to chosen university
- Identification of a host counselor
- Completed **scholar application**

All global grant applications require the following authorizations:

- Host and international primary contacts
- District Rotary Foundation committee chair for both the host and international sponsor districts (verifying that the sponsor clubs are qualified)
- District governor and district Rotary Foundation committee chair for each district contributing DDF

For a tutorial on the online global grant application, view the **Member Access: Global Grant Application** e-learning module.

## Global Grant Financing

Global grant applications must include funding details. Club and districts can finance global grant projects and activities through:

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

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

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

Cash contributions submitted to the Foundation for grants should always be credited to the individuals who gave the funds. Rotarians can claim funds collected from others as their own only if they have received explicit permission from the donors to do so and if they submit proof of the agreement. For information on how to do this, e-mail the Contact Center: [contact.center@rotary.org](mailto:contact.center@rotary.org).

## Following the Implementation Plan

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Once grant funds are received, following your implementation plan will result in a project as envisioned by all partners. Periodic review of the plan will facilitate modifications and revisions throughout the life of the grant. Remember to negotiate any revisions with all partners before changing the plan.

### Communication

Constant communication between grant partners, the benefiting community, club members, non-Rotarian grant recipients, and other interested parties is necessary to ensure that the activity is going as planned and that all involved parties can address any problems or difficulties promptly and collaboratively. Communication can be in the form of e-mails, phone calls, faxes, visits, presentations, etc.

At a minimum, the primary host and international sponsors of a grant must:

- Communicate with each other often about the progress of the grant
- Contact The Rotary Foundation as soon as questions arise
- Get preapproval from each other and the Foundation for any changes to the project scope or budget
- Submit reports to the Foundation in accordance with the grant terms and conditions

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.

Planning district grant activities outside of your district is your responsibility. For example, if you send a scholar abroad and want the scholar to have a Rotary contact, you will need to make those arrangements.

The Foundation requires an orientation including information on the prevention and reporting of sexual harassment. Grant recipients can attend local or regional orientation or use online materials provided by the Foundation.

For grants involving scholars and vocational training teams, Rotarians will need to inform non-Rotarian grant recipients of

- The requirement to attend an orientation session if available
- The requirement to retain receipts for items costing US\$75 or more
- Their reporting requirements (as outlined in chapter 3)
- The club's process for handling crisis situations

### Project Evaluation

Evaluation occurs both during project implementation and after completion. During the project, you will evaluate how closely you are following the implementation plan, noting any changes you need to make for future projects or any adjustments you need to make to ensure that the current project is carried out successfully. If the scope or budget for a global grant changes, clubs must notify the Foundation to ask for approval before implementing the change.

Use the goals set during the planning stage to track the success of the project and its impact. Establish a data collection system for use throughout the life of the grant so that progress toward goals can be tracked in an organized, consistent manner. Periodic evaluations will identify the strengths and weaknesses of the activity, enabling you to determine best practices in planning for future grant activities.

For grants supporting scholarships for advanced study, consider incorporating a check-in with the scholar six months after completion of academic study to determine whether he or she is employed in a position that directly relates to one of Rotary's areas of focus. Continually checking in with the scholar is the best way to evaluate the impact of the scholarship, as you can gain insight into how it influenced the scholar's

career choices and life work. Also consider surveying scholars after they complete their academic programs and use the feedback to improve your selection process.

Collecting evaluation data will help you report on the results of the activity to beneficiaries, donors, club members, districts, and The Rotary Foundation. It also can serve as a publicity tool promoting how Rotarians do good in the world and demonstrating that donations to the Foundation are managed with proper oversight, thereby encouraging people to donate to the Foundation.

For more information on choosing an evaluation method, writing a project summary, and celebrating successes, see **Communities in Action (605A)**.

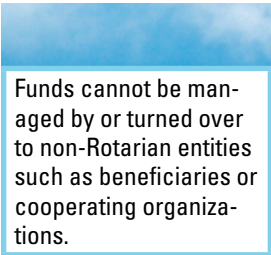
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## Oversight and Reporting

Rotary Foundation funds must be treated as a sacred trust and managed with proper stewardship. Once your Rotary Foundation grant has been approved, you will receive funds to implement the grant. The keys to successful oversight are having a financial management plan and document retention plan to facilitate reporting and potential audits by The Rotary Foundation.

### Financial Management Plan

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

Clubs should have a financial management plan in place prior to receiving grant funds to ensure proper oversight and consistent administration of the funds (sample [available](#)). The financial management plan should include measures to properly disburse grant funds during project implementation, to maintain complete and thorough financial records, and to manage a club-controlled bank account. Proper financial management will reduce unintentional errors and the opportunity for misuse of funds. Remember, if funds are misused, the club is responsible for rectifying the situation (see club MOU, section 1B).

### Funds Disbursement

After a global grant application is approved, your club will receive the funds directly from The Rotary Foundation. Your grant coordinator will be your point of contact at the Foundation. If your club applies to the district for Rotary Foundation District Grants, the club will receive the funds directly from the district, and your district Foundation chair will be the point of contact.

Consider developing either a paper or electronic bookkeeping system.

Grant agreements are only between the Foundation and the clubs and/or districts, and are subject to the laws of the state of Illinois (as the Foundation is an Illinois corporation) and of the United States. Grant sponsors are also expected to follow their own country's laws.

### Financial Recordkeeping

Grant funds awarded by the Foundation should be distributed and used for the stated purpose in a timely manner, according to a spending plan. Project-related expenditures should be made by check or other traceable method whenever possible and should only be made in cash if there are no other options. When making payments in cash, detailed receipts should be maintained and each transaction should be properly recorded in order to provide transparency of grant funds (see club MOU, section 3B). Payments that are not recorded properly lack transparency and can result in mistrust.

A general ledger must be maintained and will help clubs record all grant activities in one location (sample **available**). The ledger should list each transaction, noting the date, amount, and reason for the transaction. Separate statements of income and expenses should also be maintained, including any interest earned and recoveries. Monthly bank reconciliations should be performed to help monitor income and expenses. If an error occurs, monthly reconciliations will allow for quick resolution.

### Bank Account

Your club should maintain a club-controlled bank account that is used solely for receiving and disbursing Foundation grant funds. This makes it easier to manage grant funds and accurately report on their use. Grants are not intended to produce interest income for clubs and should be kept in a low-interest or noninterest-bearing account. The bank account name should identify the club, and two Rotarian signatories should be required for all transactions (see club MOU, section 3A).

Have a succession plan for **transferring custody of the club's grant bank account** in case a signatory (payee) is no longer able to perform his or her duties. Being prepared ensures uninterrupted management of funds and uninterrupted project implementation (see club MOU, section 3B7). If account signatories/payees change throughout the life of the project, please notify the Foundation.

### Local Laws

While The Rotary Foundation attempts to follow international guidelines, laws in some countries and regions may be more stringent than Foundation requirements. It is the responsibility of both international and host partner clubs and districts to be aware of and to adhere to whatever restrictions and regulations are required by local laws. Conversely, if local laws are less stringent, the club needs to meet Foundation requirements (see club MOU, section 3B8).

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

## Document Retention

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

Retain all documents required by the financial management plan in a location that is known and accessible to more than one person. This promotes transparency to the club, helps to reveal any misuse early enough that it can be corrected, allows for better reporting and organization, and prevents knowledge gaps in the event that project contacts are no longer available. Remember that all original documents related to grant-funded expenditures, including receipts and bank statements, must be retained for a minimum of five years, or longer if required by applicable law (see club MOU, section 4A).

As part of their document retention protocol, clubs will need to establish an inventory system to track equipment and other assets purchased, produced, or distributed through the grant, identifying which individual or entity has ownership of these items. Note that Rotary clubs are not allowed to have ownership of grant assets; all grant assets must legally belong to the beneficiaries (see club MOU, sections 3 and 4). In addition, a record specifying where grant assets are located in the community helps both the sponsors and the community even after project implementation. For example, because deep tube wells are susceptible to geological changes that increase the chance of arsenic contamination, it may be necessary for the government to periodically locate these wells to test the water quality.

For scholars and vocational training team members:

- Sponsors must retain receipts for expenses equivalent to US\$75 or more (tuition, housing, travel, etc.) for transparency and document retention.
- Individuals may also need to retain receipts for tax purposes. Research tax laws before distributing grant funds.
- Encourage non-Rotarian grant recipients to set up an ATM/bank card for tracking grant-related expenses online, to make reporting to the sponsor club or district easier.

### Examples of Document Retention

Create a binder or file system for each fiscal year or each grant in which all documents can be kept. Use separate tabs or folders for documents listed in club MOU, section 4.

For electronic document retention, scan all documents onto a shared network space. Save the originals in a secure location.



## Reporting Requirements

Grant recipients are responsible for reporting on the use of grant funds in accordance with the terms and conditions of the grant.

Unused funds should be returned to The Rotary Foundation (returned global grant funds will be credited to the World Fund, and district grant funds to the district's DDF). The bank statement included with the final report should indicate that the account is either closed (if it is a project-specific account) or clearly indicate that all grant funds and interest were spent.

For grants involving scholars and vocational training teams, the sponsoring club or district is responsible for the use of grant funds by the non-Rotarian recipients and for reporting to the Foundation. Rotarians should ensure that the recipients are also aware of these responsibilities and should maintain regular contact with them to ensure that grant funds are being spent as approved.

Additional reporting requirements are listed below for each grant type.

### District Grants

Clubs that receive funds from district grants must submit a report to the district, along with receipts for the project, after the project's completion. Districts are responsible for reporting to the Foundation on the disbursement of district grant funds and for maintaining all documentation relating to district grants in accordance with the district MOU.

In addition, the district is responsible for annually reporting to its clubs how it used its district grant funds. To encourage transparency and oversight, all members of the district should review this report to ensure that funds were spent according to district-specific guidelines.

### Global Grants

Progress reports must be submitted within 12 months of receiving the first grant payment and every 12 months thereafter. Final reports must be submitted within two months of completing the project. Progress and final reports must be submitted through **Member Access**.

Elements of a Global Grant Report	Additionally, for scholars and vocational training team members
<ul style="list-style-type: none"><li>• Purpose of the grant</li><li>• Project/activity goals</li><li>• Evaluation of goals and how they addressed the area(s) of focus</li><li>• Description of how both partners were involved in the grant</li><li>• Number of project/activity beneficiaries and how they benefited</li><li>• Itemization of how the funds were spent, including vendors</li><li>• Role of cooperating organizations, if any</li></ul>	<ul style="list-style-type: none"><li>• Individual report to their sponsor club or district every 12 months for the term of the grant</li><li>• Individual final report immediately after the travel period</li></ul>
Forms for these reports can be found at <a href="http://www.rotary.org">www.rotary.org</a> . The sponsor club or district will need to upload them into the overall report.	

## Cadre of Technical Advisers: Reviews, Visits, and Audits

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The Rotary Foundation Cadre of Technical Advisers is a group of Rotarians who have volunteered to provide technical expertise to the Foundation and to Rotarians developing and implementing grants worldwide. The cadre helps the Foundation ensure that grant funds are going to feasible and well-planned projects and that the funds are spent as intended. This is achieved by:

- Providing technical expertise for Foundation Trustees evaluating global grant applications
- Evaluating the implementation of projects that have received Foundation grant funds and ensuring that stewardship guidelines are followed
- Providing assistance and advice to Rotarians planning and implementing projects
- Scheduling cadre reviews, visits, and audits on a routine basis for selected global grants

Throughout the life of your project, these types of evaluations may occur:

- **Technical review.** Evaluates the technical feasibility of a project based on the application only (does not include a site visit or communication with the project sponsors).
- **Site visit.** On-site evaluation of the technical feasibility of a proposed project (**advance site visitor**), the implementation of an ongoing project (**interim monitor**), or the impact and resolution of a completed project (**post-project monitor**). A cadre member travels to the project site and meets with the project sponsors and the local representatives.
- **Audit.** Evaluates the financial management and oversight of grant funds. A cadre member meets on-site with the project sponsors and the local representatives.
- **Operational audit.** Reviews the document retention system and anything that supports implementation of the MOU.

Global grant applications seeking more than a US\$100,000 World Fund award will automatically receive a cadre review and be submitted to the full Board of Trustees for approval. Global grants requesting between \$15,000 and \$100,000 may also be assigned a cadre review, depending on the size or technical difficulty of the proposed grant.

In addition to routinely scheduled evaluations, the Trustees require that a percentage of grants be randomly audited each year. Cadre involvement is meant to assist Rotarians and does not indicate suspicion of mismanagement or misuse; this process can be confirmation that the grant management practices are sound. If you implement the club MOU in full, you should be prepared for a Foundation audit (see club MOU, section 1D).

## 4 Qualification

Qualification assures The Rotary Foundation that your club has the proper financial and stewardship controls in place to successfully manage Foundation grants. Clubs must be qualified by their district in order to receive global grants, but it is up to the district to determine whether qualification is required for district grants.

In order to qualify for global grants, a Rotary club must:


- Have the president-elect or a designated club representative attend a grant management seminar
- Read and agree to the club MOU, submitting to the district a copy signed by the club president and president-elect
- Follow additional district qualification guidelines, as determined by the district

A club can obtain qualified status for one Rotary year. Because club leadership changes annually, the club will need to requalify each year. For questions about the qualification process, contact your district Rotary Foundation committee.

### Club MOU

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The **club memorandum of understanding** is an agreement between a club and its district explaining the minimum Foundation requirements for managing grants. It ensures that your club has the appropriate controls in place to manage global grants. If your club's policies on the management of funds exceed these requirements, you are encouraged to keep those practices in place. You will also need to comply with local laws. This manual includes a club MOU (appendix 1) to help you understand its requirements and to plan for implementation.



After attending a grant management seminar, share what you learn by giving a presentation at a club meeting.

The club MOU can be downloaded at [www.rotary.org/en/members/runningclub/fv](http://www.rotary.org/en/members/runningclub/fv) or requested from your district Rotary Foundation committee.

### Maintaining Qualified Status

To maintain qualified status, a club must abide by the terms of the club MOU, the Rotary and Rotary Foundation Codes of Policies, and the grant terms and conditions (all available on [www.rotary.org](http://www.rotary.org)). The club MOU requires that the club appoint one or more members to manage club qualification and ensure that stewardship measures and proper grant management practices are implemented. However, the club has a collective responsibility to ensure proper use of all grant funds (see club MOU, section 1B).

A club's qualified status could be suspended or revoked if the club is not in compliance with the terms of the club MOU or if an investigation by the district or The Rotary Foundation finds misuse or mismanagement of grant funds. A club that is suspended or has its qualification revoked may need to undergo additional grant management and stewardship training. Remember to keep copies of all qualification documents, including previous years' copies of the signed club MOU (see club MOU, section 4A).

If possible, have more than one club member attend the grant management seminar. This involves more Rotarians in the grant process and creates a broader base of knowledge about grant management and stewardship.

### Succession Planning

Establishing a succession plan for managing the club's qualification status and the transfer of grant records will ensure that information and documents are retained (see club MOU, section 2B). By appointing a committee to manage the qualification process, the club can decrease the chance that records and historical information will be lost if one member is no longer active or available. It is recommended that committee members serve staggered terms to maintain continuity.

# Appendix 1: Club Memorandum of Understanding

This worksheet lists the requirements of the club memorandum of understanding, explains the requirements, and poses questions about how your club implements them. Use the 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 grant funds. By authorizing the official club MOU, the club agrees that it will comply with all Foundation requirements.

Requirements	Explanation
<b>Terms of Qualification</b> 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.	<p>When a Rotary Foundation Global Grant is awarded to a club, the entire club membership, not just a single member, is responsible for both the grant funds and the outcome of the project.</p> <p><b>How will you communicate that all members of the club are responsible for global grant funds?</b></p> <p><b>Who in the club will ensure that there are no conflicts of interest when a project is planned?</b></p> <p><b>Notes</b></p>



Requirements	Explanation
<b>Financial Management</b> <p>A. The club must maintain a bank account to be used only for Rotary Foundation Global Grant funds in accordance with applicable laws.</p> <ol style="list-style-type: none"> <li>1. The account should be low- or noninterest-bearing, and any interest earned must be documented and used on eligible, pre-approved grant activities or returned to TRF or the district.</li> <li>2. Grant funds may not be deposited in investment accounts including but not limited to: mutual funds, certificates of deposits, bonds, and stocks.</li> <li>3. Two Rotarian signatories are required on checks and withdrawals.</li> </ol> <p>B. The club must create a financial management plan that includes measures to</p> <ol style="list-style-type: none"> <li>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)</li> <li>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</li> <li>3. Maintain separate statements of income and expenses, noting interest earned and recoveries if applicable</li> <li>4. Maintain a general ledger that separates funds according to each project</li> <li>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</li> <li>6. Perform monthly bank reconciliations</li> <li>7. Maintain a plan for transferring the custody of the bank accounts in the event of a change in leadership</li> <li>8. Ensure all grant activities, including the conversion of funds, are in accordance with local law</li> </ol>	<p>A financial management plan is required so all club members know how grant funds are being used. This results in increased oversight and aids the club with its reporting responsibilities.</p> <p><b>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></p> <p><b>Who will oversee the financial management plan? How will this be monitored regularly?</b></p> <p><b>What will be the role of the club treasurer?</b></p> <p><b>Notes</b></p>



Requirements	Explanation
<p><b>Document Retention</b></p> <p>A. The club must create a document maintenance system or club archive to maintain original documents for a minimum of five years or longer if required by applicable law, including, but not limited to:</p> <ol style="list-style-type: none"> <li>1. Documents relating to qualification</li> <li>2. All records and documentation of policies and procedures required by the club MOU</li> <li>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</li> </ol> <p>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</p>	<p>One of the 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.</p> <p><b>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?</b></p> <p><b>Who will oversee this process?</b></p> <p><b>How will you ensure that your club inventories grant assets?</b></p> <p><b>According to local laws, how long must you retain documents?</b></p> <p><b>Notes</b></p>

Requirements	Explanation
<p><b>Report on Use of Grant Funds</b></p> <p>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.</p>	<p>Reporting on grant activities lets the Foundation, the district, and fellow Rotarians know how funds are used. Information obtained from grant reports also helps the Foundation evaluate the pilot.</p> <p><b>Who will be responsible for reporting grant activity to the full club, the district, and the Foundation?</b></p> <p><b>How and how often will this information be reported?</b></p> <p><b>How will this report be incorporated into the treasurer's monthly report to the board?</b></p> <p><b>Notes</b></p>

Requirements	Explanation
<p><b>Method for Reporting and Resolving Misuse of Grant Funds</b></p> <p>The club must report any potential misuse or irregularities in grant-related activity to the district.</p>	<p>Because a great deal of effort, time, and dedication goes into fundraising and contributions, all Rotarians are responsible for ensuring that Foundation funds are used correctly. Immediately reporting 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. Your club is required to track, investigate, and resolve reports of misuse of grant funds before turning to the Foundation for intervention. If you suspect any problems, contact your district Rotary Foundation committee immediately.</p> <p><b>How do you ensure that all members understand their responsibility for reporting suspected misuse of funds?</b></p> <p><b>Who in your club could serve as a monitor of grant activity?</b></p> <p><b>To whom should club members or members of the community report suspected misuse?</b></p> <p><b>With whom do you share allegations at the district level?</b></p> <p><b>Notes</b></p>



# Appendix 2

ENGLISH (EN)

## FUTURE VISION GLOSSARY



**Agreement form:** Legal document stating the responsibilities of grant sponsors and The Rotary Foundation.

**Areas of focus:** The six priority world needs to which The Rotary Foundation is directing its financial and volunteer resources to have a sustainable and measurable impact. 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, and economic and community development.

**Beneficiary:** Group or individual directly benefiting from Foundation grants. These include scholars, vocational training teams, and communities.

**Capacity building:** The process of developing and strengthening the knowledge, skills, and abilities necessary for individuals and communities to achieve sustainable development.

**Club memorandum of understanding:** Agreement between a club and its district, explaining the measures that the club will undertake to ensure proper implementation of grant activities and management of Foundation grant funds. By authorizing this document, the club agrees that it will comply with all Foundation requirements.

**Contributors:** Clubs or districts that provide funding but are not the primary sponsors of a grant.

**Cooperating organization:** An organization — usually nonprofit but sometimes governmental — that is directly involved in the implementation of a project, offering technical expertise and project coordination; however, the project should be controlled by the cosponsoring Rotary clubs or districts. Foundation funds may not be sent directly to a cooperating organization.

**District memorandum of understanding:** Legal agreement between the district and the Foundation that lists the terms of district qualification and the requirements for ensuring proper oversight of grant funds.

**Host sponsor:** Club or district in the location where the project or activity takes place.

**International sponsor:** Club or district outside of the country/geographical area where the project or activity takes place.

**Measurable:** Grant outcome that lends itself to data collection and analysis in order to demonstrate quantifiable results and impact within a community.

**Participation:** Hands-on involvement throughout the life of the grant, which includes planning, direct implementation, and evaluation.

**Primary contact:** Rotarian who serves as the point person between The Rotary Foundation and the project partner club or district. Each grant has two primary contacts: one host and one international.

**Primary sponsors:** One host club/district and one international club/district who are jointly responsible for submitting a global grant application, implementing the activity, and accounting and reporting to The Rotary Foundation.

**Qualification:** The process of ensuring that districts and their member clubs have the appropriate financial and stewardship controls in place to properly manage foundation grant funds.

**Report:** Details on the progress of the implemented project. A report must be submitted at least every 12 months for the life of the grant.

**Rotary Foundation District Grants:** Block grants made to districts to support short-term projects, both locally and internationally, aligned with the mission of The Rotary Foundation. Districts may request up to 50 percent of their available District Designated Fund (DDF) for one grant annually. The district may disperse these grant funds to support district- and/or club-sponsored activities. Funds may be used to support a variety of project types, including vocational training teams, scholarships, and humanitarian service activities.

**Rotary Foundation Global Grants:** Grants that support sustainable, high-impact projects in one of the six areas of focus. Clubs and districts have the option of either developing their own global grant projects, which are funded by the sponsors and a matching World Fund award, or choosing a packaged global grant, developed by the Foundation and its strategic partners. With this option, the World Fund and the strategic partner provide 100 percent of the funding, and Rotarians implement the grant project.

**Stewardship:** Proper use of Rotary Foundation funds in accordance with the terms of qualification.

**Strategic partner:** An organization involved in a strategic partnership with The Rotary Foundation.

**Strategic partnership:** Trustee-approved relationship between The Rotary Foundation and another organization (such as a nongovernmental organization, corporation, or university) that is currently working in one or more areas of focus; can share costs by providing funding, technical expertise, or advocacy support at a value of approximately US\$1 million or more; increase opportunities for, or the impact of, service opportunities for Rotarians; and operate on a global scale. It is anticipated that strategic partnerships will lead to packaged grant opportunities for humanitarian projects, vocational training, and/or scholarships.

**Sustainable:** Grant outcome that can be maintained long-term to serve the ongoing needs of a community after grant funds have been expended.

# Appendix 3: Project Planning Checklist

Use this checklist to make sure your committee has considered each step of the planning process and to assign members of the committee roles and responsibilities:

- ☐ Appoint a three-person committee.
- ☐ Disclose any potential conflicts of interest.
- ☐ Assign responsibilities for each member of the project committee.

Responsibility	Name of Rotarian Responsible
Needs assessment	
Communication with grant partner	
Financial management	
Document retention	
Evaluation	
Reporting	







- ☐ Collect baseline data for your goals.
- ☐ Set goals and objectives that are measurable, sustainable, and achievable.
- ☐ Determine your data collection methods.
- ☐ 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
  - Research actual costs for a realistic budget (which 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 interest.



# Appendix 4: Areas of Focus Goals Chart



## The Rotary Foundation Areas of Focus

TRF MISSION	The mission of The Rotary Foundation is to enable Rotarians to advance world understanding, goodwill, and <i>peace</i> through the improvement of <i>health</i> , the support of <i>education</i> , and the <i>alleviation of poverty</i> .					
						
AREAS OF FOCUS*	Peace and Conflict Prevention/Resolution	Disease Prevention and Treatment	Water and Sanitation	Maternal and Child Health	Basic Education and Literacy	Economic and Community Development
STATEMENT OF PURPOSE	The Rotary Foundation promotes the practice of peace and conflict prevention/resolution by:	The Rotary Foundation reduces the causes and effects of disease by:	The Rotary Foundation ensures that people have sustainable access to water and sanitation by:	The Rotary Foundation improves the lives of mothers and their children by:	The Rotary Foundation promotes education and literacy for all by:	The Rotary Foundation invests in people to create measurable and enduring economic improvement in their lives and communities by:
GOALS	<p>Strengthening local peace efforts</p> <p>Training local leaders to prevent and mediate conflict</p> <p>Supporting long-term peace-building in areas affected by conflict</p> <p>Assisting vulnerable populations affected by conflict, particularly children and youth</p> <p>Supporting studies related to peace and conflict resolution</p>	<p>Improving the capacity of local health care professionals</p> <p>Combating the spread of HIV/AIDS, malaria, and other major diseases</p> <p>Enhancing the health infrastructure of local communities</p> <p>Educating and mobilizing communities to help prevent the spread of major diseases</p> <p>Supporting studies related to disease prevention and treatment</p>	<p>Increasing equitable community access to safe drinking water and basic sanitation</p> <p>Strengthening the ability of communities to develop and maintain sustainable water and sanitation systems</p> <p>Educating communities about safe water, sanitation, and hygiene</p> <p>Supporting studies related to water and sanitation</p>	<p>Reducing the mortality rate for children under the age of five</p> <p>Reducing the maternal mortality rate</p> <p>Improving access to essential medical services and trained health care providers for mothers and their children</p> <p>Supporting studies related to maternal and child health</p>	<p>Ensuring that children have access to quality basic education</p> <p>Reducing gender disparity in education</p> <p>Increasing adult literacy</p> <p>Strengthening the capacity of communities to support basic education and literacy</p> <p>Supporting studies related to basic education and literacy</p>	<p>Strengthening the development of local entrepreneurs and community leaders, particularly women, in impoverished communities</p> <p>Developing opportunities for decent and productive work, particularly for youth</p> <p>Building the capacity of local organizations and community networks to support economic development</p> <p>Supporting studies related to economic and community development</p>

\*Under the Future Vision Plan, the areas of focus relate directly to global grants.

# Appendix 5



## Future Vision Plan Sustainability and Rotary Foundation Global Grants

Rotary Foundation Global Grants support large, grant-funded activities that relate to one or more of the six areas of focus and have a long-term impact. Clubs and districts can either create their own global grant-funded activities or sponsor packaged global grants that The Rotary Foundation develops in cooperation with its strategic partners. One requirement of a global grant is that activities must be sustainable and measurable.

### What is sustainability?

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

### What are The Rotary Foundation's principles of sustainability?

The Foundation's principles of sustainability provide Rotarians with a guide to incorporating sustainability into their projects and activities. These eight principles are stated below, along with examples for putting them into action:

- 1) Global grants include activities and safeguards that continue a project's impact after Foundation funding is fully expended.

Rotarians developing a water and sanitation project add a reasonable user fee to ensure that funds are available for ongoing maintenance of the water system as needed and that the local community feels ownership and remains invested in the project over the long term.

- 2) Global grants work toward multiple levels of sustainability.

Resource	Rotarians developing a water project ensure that the proposed technology uses resources that are available, easy to access, and not destructive to the local environment.
Economic	The project's ongoing source of funds covers maintenance and any necessary improvements.
Cultural	Rotarians take cultural norms into account by including the local and traditional officials who should take part in the decision making process.
Social	Rotarians take social norms into account, such as gender roles and how men and women can participate in the project successfully.

- 3) Global grants make use of local resources, regional input, and local knowledge as much as possible.

Rotarians developing a maternal and child health project in a rural area include traditional birthing attendants, who incorporate traditional healing methods, along with new, innovative approaches to health care. The beneficiaries are more likely to embrace new techniques if traditional means of health care are also respected.

- 4) Global grants respect the natural resource base and avoid deterioration or destruction of the local environment.

Rotarians planning a small business development project target businesses that use sustainable materials in their production process and that don't produce pollution-generating goods or services.

- 5) Global grants attempt to reach the most beneficiaries possible.

Rotarians developing a malaria prevention project select an area for bed net distribution where the greatest numbers of people are at risk of infection or where bed nets are scarcest.

- 6) Global grants prepare scholars and individuals to contribute to new and innovative methods in professional fields within a Foundation area of focus.

Rotarians developing a basic education and literacy project want to support a scholar in the study of adult literacy methods. They discuss the area of focus goals with candidates and ask them to identify how their studies and future career path may advance these goals.

- 7) Global grants prepare participants to increase impact and improve effectiveness in the communities and vocations in which they work.

Rotarians develop an economic and community development project that sends a vocational training team to a developing country to train small business entrepreneurs to market their services. The training curriculum also includes a “train the trainer” component to ensure that the knowledge can be passed on to the greatest number of individuals. They also ensure that the training program is given to a group that can truly use and apply the skills.

- 8) Global grants utilize the input and skills of grassroots individuals and groups, such as Rotary Community Corps, to ensure continuation of projects and activities.

Rotarians incorporate the assistance of Rotary Community Corps members in building interest in project activities as well as using their local support and guidance to assist with ongoing monitoring and evaluation.