



3 Implementing, Monitoring & Evaluating a Grant Project

Project Plan

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 problems or difficulties promptly and collaboratively.

At a minimum, the 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

As you carry out your project, revisit your project plan periodically to ensure that you are implementing the project as envisioned by all partners.

Project Monitoring and Evaluation

Monitor how closely you are following the project plan, noting any necessary adjustments as well as changes you should make for future projects. 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 to monitor your progress throughout. Periodic evaluations will identify the strengths and weaknesses of the project, enabling you to determine best practices in planning for future grant activities. Collecting evaluation data also aids with reporting project outcomes to beneficiaries, donors, club members, districts, and The Rotary Foundation.

See the monitoring and evaluation supplement for Rotary Foundation standards.

Recommendations for evaluating global grant scholars are in the scholarships supplement.

For tips on writing a project summary, see *Communities in Action* (605A).

Financial Management Plan

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

The financial management plan developed during project planning helps clubs keep track of grant funds, promotes transparency to all involved, and safeguards against misuse. It also facilitates reporting. All parts of the financial management plan are a guide for recordkeeping.

Disbursing Funds

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.

Financial Recordkeeping

Follow your spending plan to distribute and use grant funds for the stated purpose in a timely manner.

Make project-related expenditures by check or other traceable method. If payments are made electronically by one person, maintain a paper trail showing that the payment was approved by both signatories. Maintain detailed receipts and record each transaction in a ledger. The ledger should list each transaction, noting the date, amount, and reason for the transaction. Transactions can also include income, such as interest earned and recoveries.

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

Reviews, Visits, and Audits

In addition to providing technical assistance to Rotarians, the Foundation's Cadre of Technical Advisers also evaluates global grant projects on behalf of the Foundation Board of Trustees. Throughout the life of your project, the cadre may conduct the following types of evaluations:

- **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 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.

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

In addition to routinely scheduled evaluations, the Trustees require that a percentage of grants be randomly audited each year.