

Task Force studying usage of District Designated Funds in 2014

Recommendations to District 5360
Board of Directors

Robert Wiens

7/3/2013

1) SUMMARY

With the expectation of large amounts of DDF available to District 5360 in mid 2014, the District Board struck an ad hoc Task Force (membership & Terms of Reference in appendices) to consult Rotarians and recommend ideas on how to manage and direct this increased level of funding. The Task Force met twice in preparation for two webinar consultations with interested Rotarians followed by surveys (included in Appendix). This document incorporates suggestions from the Task Force and the surveys but is focused on recommendations regarding changes. For those wanting more information about current processes, please consult Rotarian Bob Wiens 403-202-0673 (rwwiens@gmail.com)

The recommendations found in the document can be summarized as follows:

- Adjust matching ratios – increase DDF awards per project, decrease club cash contributions
- Reward better projects with more DDF, rather than equal award limits
- Favour D5360 clubs in financing their projects but do not exclude DDF contributions to projects led by clubs from other districts.
- Encourage collaboration among D5360 clubs with more active promotion of significant initiatives.
- Establish District Sponsored Global Scholarships and Global Vocational Training Teams.
- Increase flexibility of purpose, particularly on District initiatives
- Become a PeaceBuilder District with an annual \$25,000 contribution
- Find and fund several Masters level Global scholarships locally or internationally

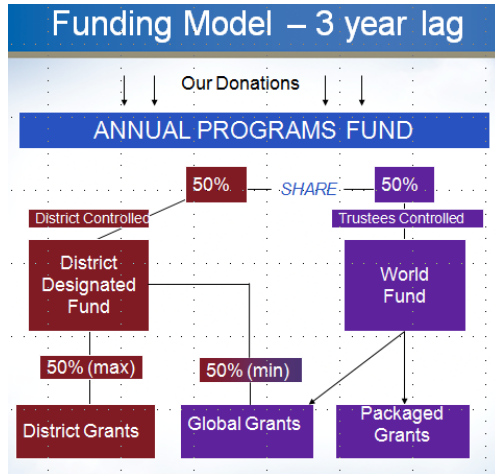
Acronyms commonly used within this document:

- DDF – District Designated Funds
- DGS – District Grants Subcommittee
- TRF – The Rotary Foundation
- D5360 – Rotary District 5360
- VTT – Vocational Training Teams
- MOU – Memorandum of Understanding mandated by The Rotary Foundation
- NGO – Non Governmental Organization (usually a non profit or charity)

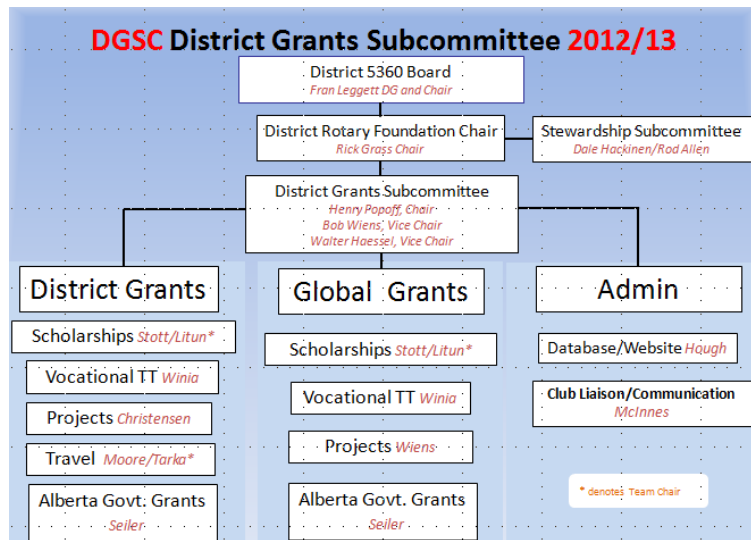
2) BACKGROUND

Presently, D5360 receives District Designated Funds from the Rotary Foundation based on our membership giving levels to the Annual Programs Fund.

After a 3 year holding period, TRF gives the District access to 50% of the donation and permits the District to bring up to half of that amount into the District bank account for use by its clubs directly. The other half is kept in trust in Evanston and can only be used to support approved GLOBAL projects.



As mandated by The Rotary Foundation, the District has formed a District Grants Subcommittee to develop policies and practices and administer the disbursement of the DDF, with approval by the District Board of Directors.



The table below indicates the totals of DDF and the allocation to District and Global initiatives.

year	Total District Designated Funds (DDF)	Funds avail for District Grants	Funds avail for Global Grants	Carryovers
2010-2011	~\$180,000	~\$90,000 act. \$90,000*	~\$90,000 act. \$71,000*	~\$81,800 act.
2011-2012	~\$100,000	~\$50,000 act. \$50,000*	~\$50,000 act. \$20,000	~\$143,638 act.
2012-2013	~\$130,000	~\$65,000 act. \$65,000*	~\$65,000 act. \$123,000	Potentially >\$44,000
2013-2014	~\$117,253	~\$58,625 max	~\$58,625 min	
2014-2015	~\$448,000	~\$224,000 max	~\$224,000 min	

* Funds actually used
** Does not include carryover from previous year

With the bequest from Rotarian E. Mayhood, District 5360 will see a very significant increase in DDF available to its clubs starting in mid 2014 when DGN Garth Toombs takes office. The reader can see the dramatic increase in funding levels in the table above.

3) OUR CHALLENGES

As the reader can see in the table above showing DDF actually used, the DDF brought into the District Grant account is largely exploited by our clubs to conduct small initiatives mostly matched with club funds. However, the usage of DDF for matching club-initiated Global Grant applications has been sporadic. The reasons for this include: (a) the restrictions of the Future Vision Pilot Phase which ends mid 2013, (b) more stringent application requirements to ensure sustainability, (c) few Rotarians interested in dedicating 2-4 years to complete an international project, (d) few active Rotarians knowledgeable in doing international projects, (e) the increase of the minimum Global Grant project size to \$30,000 (previously \$5,000), (f) changing application and reporting procedures.

Some of these reasons will disappear with the full implementation of Future Vision and a couple years of experience using new procedures. The recommendations and ideas below have been conceptualized to engage more clubs and develop more competent passionate Rotarians in conducting projects or sponsoring scholarships and Vocational Training Teams considering the higher amounts of District Designated Funds available mid 2014.

4) SPECIAL FOCUS OR EMPHASIS

With the concept that the District's purpose is to support clubs, the Task Force supports a club's freedom to pursue their passion and support initiatives in any of the Six Areas of Focus and in any geographical area.

The District should encourage collaboration among its clubs to take on larger more significant and long lasting initiatives by putting in place a mechanism within the DGS to "promote" such projects across the District. Club interest in a special focus or emphasis will show itself through this collaboration. District Governors Elect, even before PETS, may wish to encourage one or more clubs to kick off such large projects.

5) ENGAGING CLUBS TO PARTICIPATE

The Task Force recommends that Clubs be encouraged to participate in both District and Global Grants by:

- Adjusting the DDF award levels upwards and the club cash contributions downward. This will make it easier for first time and even small clubs to participate in grants.
- Adjusting grant applications to reward multi-club collaborative efforts with higher levels of DDF. This will foster club involvement and pride of participation in projects that are beyond the scope or expertise of the club members.
- Encouraging Presidents Elect in January of each year to include a budget item to support collaboration with other clubs on a large project, whether District or Global. As large projects are conceptualized and promoted within the District, each club can decide to participate or not.

- Increasing DDF award levels to make financing easier for small clubs and clubs attempting a Global Grant for the first time (eg. Max of \$5,000 in club cash).
- Establishing a mentorship mechanism to assist those clubs doing a Global project for the first time.

6) GROWING GRANTS CHAMPIONS

The Task Force recommends that the following strategies be implemented within the District to increase knowledge and confidence of Rotarians to lead initiatives using DDF.

- Encourage collaboration among clubs to do larger initiatives (and share knowledge among clubs)
- Organize the project management team to include Rotarians from collaborating clubs (cross training?).
- Establish a mechanism for mentorship with experienced Rotarians, if needed
- Organize hands on training sessions over and above the training that takes place at Qualifications seminars.

7) PUBLICITY & INFORMATION SHARING

District 5360 is fortunate to have the skilled Rotarians to manage web-pages especially for the District Grants Subcommittee. These existing web pages act as a bulletin board where information on amounts of DDF available and allocated are posted. Also, the existing database established to manage applications for DDF plays an important role in submission, publication and approval of DDF awards. These means of keeping Rotarians informed will continue for the foreseeable future.

Given the recommendations below on having an expanded promotional role within the DGS, some additional media may be necessary – such as a Blog or Facebook with a restricted viewership. The DGS is expected to develop this as necessary.

8) MANAGING DDF IN THE FUTURE

Because this document recommends new more flexible processes which do not have a fixed DDF award per application or per project, the Task Force recommends that the DGS document and submit their “application, evaluation and award processes” to the District Board for approval after which the DGS is empowered to calculate and award DDF according to these approved processes without requiring individual approvals by the District Board.

The Task Force supports the current “demand driven” mechanism to determine how much of the total annual DDF is directed towards the various District Grant types.

Based on strong support from surveys, the Task Force recommends that District Grants be open to local or international initiatives. Anecdotal evidence presented at Zone meetings has shown that local Rotary initiatives build profile and membership within the District.

The Task Force recommends that in the last 2 months of the Rotary year, the DGS calculate the amount of unallocated DDF and recommend to the District Board how these funds will be allocated by year end (according to the limited possibilities stipulated by TRF and listed elsewhere in this document).

The Task Force recommends that the DDF annual allotment be allocated fully each year. Failing this or with special reason to accumulate more for the following year, a maximum of 10% may be “carried over”.

The Task Force recommends that the DGS prepare and submit to the Board for approval, an annual DDF “budget” for Global Grants along similar lines to that shown in the image below. District Grant allocations are to be demand driven and this information will only be available each June. This “budget” may need to be updated quarterly to reflect actual demand and changes in allocations and should be posted quarterly on the DGS webpage

Share Allocation Approved by DGC, March 13, 20xx						
Club & personal donations to TRF Annual Program Fund in 20aa	\$ 363,890					
District SHARE Allocation 2010-2011 (District Designated Funds)	\$ 181,945	enter % split	District Grant 50%	Global Grant 50%		
Target split in dollars		→	\$ 90,973	\$ 90,973		
Carryover from 2009-2010 (Aug 20,2010)			\$ 90,973	\$ 40,979		
totals available			\$ 90,973	\$ 131,952		
			District Grant		Global Grant	
			Budgeted	actual	Budgeted	actual
Admin fee			\$ 2,729	\$ 2,650		
Project Planning Travel Grants			\$ 15,000	\$ 1,942		
Project Grants			\$ 58,243	\$ 69,754	\$ 116,952	\$ 80,000
Vocational Training Team				\$ 1,942		
Scholarship grants			\$ 15,000	\$ 14,563	\$ 15,000	\$ 15,000
PeaceBuilder District					\$ 25,000	\$ 25,000
DG specified donation						
Donation to Permanent Fund						
Donation to World Fund						
Donation to Polio Plus						
Donation to other Districts						
Total allocated			\$ 90,972	\$ 90,851	\$ 156,952	\$ 120,000
Carry over to 2011-2012						\$ 36,952

a) DISTRICT BLOCK GRANT DDF

The District Block Grant is allocated by the DGS to eligible clubs applying for any of the District Project Planning Travel Grants, District Project Grants, District Scholarship Grants and District Vocational Training Teams Grants.

Administration and organization of DDF related to District Block Grant are the responsibility of the District Grants subcommittee (DGS) and subject to the approval of the District Board. This is mandated by TRF and not expected to change.

Supported by survey results, the Task Force recommends that the amount of DDF awarded for the various “District Grants” be based on specific criteria described in the application rather than on a fixed amount for every applicant. Some limit should be stipulated to avoid one winner taking all. This recommendation will require changes in the DGS existing applications.

The Task Force recommends that club eligibility for access to district DDF be based on a minimum of internet attendance at the annual Qualification seminar, signature of the club MOU by the President Elect AND a minimum per capita annual contribution to The Rotary Foundation of \$50.

DISTRICT SCHOLARSHIP GRANT

The Task Force recommends reducing the matching club cash to 50% or less and increasing the flexibility of the grant. Beneficiaries may be youth graduating from school either domestically or in

foreign countries or may be adults or single mothers of scarce means trying to complete their high school.

DISTRICT PROJECT GRANT

Based on survey results, the Task Force recommends reducing the matching club cash to 50% or less and that award limits be variable based on club size, ability and other criteria to be developed. The Task Force recommends opening the process to allow several clubs to collaborate on a specific and larger project being led by a club in the District, subject to some limit to be determined. This recommendation will require changes to existing application processes.

DISTRICT VOCATIONAL TRAINING TEAM GRANTS (DISTRICT VTT)

Based on survey results, the Task Force recommends reducing the cash requirement to 50% or preferably less in favour of the applicant club and that award limits be variable based on the application and circumstances. The Task Force recommends that clubs establish relationships with professional and skilled groups who have a record of international volunteer service trips. (eg. Doctors, surgeons, dentists, optometrists) and that the clubs fund these trips. Vocational Training Teams from foreign countries may also be brought into the District for training.

DISTRICT PROJECT PLANNING TRAVEL GRANT

The Task Force recommends increasing the maximum award amounts for trips to plan larger projects and developing a mechanism by which “service delivery” trips by Rotary groups may be subsidized.

b) GLOBAL GRANT DDF

More than 50% of the DDF per year must be directed to Global Grants. These Global Grants are awarded to clubs by TRF on a matching formula based on the amount of club cash and DDF contributed. DDF attracts a 1:1 match so clubs with access to DDF have a large advantage in assembling project financing. DDF for Global Grants does not enter the District bank account but is included in the financing plan during the Global Grant application process.

The Task Force recommends that club eligibility for Global Grants be based on Club Qualification (as stipulated by TRF) AND a minimum per capita annual contribution to The Rotary Foundation of \$50.

The DGS has responsibility to recommend the amount of DDF available for each grant type and recommend this “budget” to the District Board for approval.

DDF awards for Global Grants are administered by the District Grants Subcommittee and processes will be approved by the District Board.

GLOBAL SCHOLARSHIPS

The Task Force recommends awarding multiple Global Scholarships to Masters level candidates from District 5360 (for study abroad) or from foreign countries (for study at a university in District 5360). The number of Global Scholarships “budgeted” each year will be recommended by the DGS. No club funding is involved in this type of grant.

The Task Force recommends that the DGS expand its existing role in the promotion and administration of Global Scholarships to accommodate the recommendation above.

GLOBAL PROJECT GRANTS

The Task Force recommends significantly raising the award limits per project (for example max \$50,000 award per project.) and using a menu based process to determine how much each “project” (with a primary international sponsor from D5360) will be awarded. This “menu” approach will increase award levels for projects demonstrating collaboration with other clubs, experience, reporting track record, partnerships with NGOs and other criteria to be developed within the DGS. Applications will be evaluated as they are received. Should the annual “budget” be exceeded, a competitive process will be considered.

Recognizing that the DGS has members who wish to be involved with international projects (potentially presenting a conflict of interest in the award of DDF), the Task Force recommends that the DGS put in place application evaluation processes which would avoid any such potential “conflicts of interest”.

The Task Force supports the current concept that applicant clubs and their collaborating clubs should provide cash contributions to the project at some minimum level to be recommended by the DGS.

Based on survey responses, the Task Force sees some support for DDF contributions to worthy projects being sponsored by clubs outside of District 5360. The Task Force recommends that the DGS adjust its application procedure for Global Grants to evaluate the quality of such projects and if deemed worthy, contribute DDF at the level at which the requesting club is donating cash to said project(up to some established limit).

The Task Force recommends that the DGS take on responsibility to actively “promote” some of the larger projects being conceptualized by clubs in D5360 to give other clubs an opportunity to collaborate on something that engages their membership. (District promoted projects)

GLOBAL VOCATIONAL TRAINING TEAM GRANT (GLOBAL VTT)

The Task Force recommends that clubs which include a VTT in their projects be encouraged with increased DDF award (part of the menu based award system).

Based on survey results, the Task Force recommends that the DGS take on the responsibility to promote, organize and manage an annual District Sponsored Global VTT, whenever a cooperating professional group can be found. (District Sponsored VTT). The annual DDF allotment for Global VTT would be redirected to another Global Grant type if nothing viable is found.

GLOBAL PACKAGED GRANTS

The Rotary Foundation has signed strategic partnerships with selected large charitable organizations (eg Mercy Ships). Funds are available to groups of professionals visiting these strategic partners to perform tasks specified by the strategic partnership agreements. All financial needs are provided by TRF while Clubs and Districts can organize local professional groups to donate their time and skills.

The promotion and administration of District Sponsored Global VTT as mentioned above can be extended to support this type of grant.

ROTARY PEACE CENTRES – PEACEBUILDER DISTRICT

The Task Force and survey results support the establishment of an annual donation of \$25,000 to support Rotary Peace Centres. Should there be unallocated DDF at year end, the DGS may

recommend to the Board, an additional payment of f \$25,000 to support an additional Peace Scholar.

c) DONATION OF GLOBAL DDF

As stipulated by The Rotary Foundation, District 5360 can donate DDF to another District, to the Permanent Fund, to the World Fund, to Polio Plus, and to Rotary Peace Centres. In addition DDF can be awarded to individual projects in any District prior to application approval at The Rotary Foundation.

The Task Force recommends that each year an amount of DDF be “budgeted” for allocation by the District Governor, if he or she so wishes. The specific amount should be recommended by the DGS. The District Governor can thus support a specific Global Project or District or direct it to one of the approved Funds mentioned above.

d) ORGANIZATIONAL CHANGES RECOMMENDED.

Rather than create another District level committee and in order to keep communication and reporting lines short, the Task Force recommends that the DGS take on additional responsibility for the promotion of large Global Projects, Global Scholarships and Global VTT within the District and also the administration and management of Global Scholarships AND stand alone Global VTT.

9) DISTRICT SPONSORED GRANTS

One potential definition: A District Sponsored Project is a mechanism to grow a successful and long term club project beyond a club’s financial and personnel capability and is managed by a Committee of highly experienced Rotarians from various clubs, under the leadership of the District Governor.

Many Districts are managing large District Sponsored Projects but given the length of commitment to a particular project and the competition for resources with club initiatives, the Task Force and Rotarians surveyed did not support this direction for project management.

The Task Force recommends that District 5360 restricts its involvement in large Global (or District) projects to promotion within the District to encourage collaboration among clubs. This promotion would be the responsibility of the DGS.

The Task Force recommends that District 5360 implement District Sponsored Global Scholarships and District Sponsored Global VTT and that this responsibility be part of the DGS.

10) CLOSING

These recommendations are the result of many hours of consultation with members of the DGS, the Task Force membership and approx 30 Rotarians who participated by Webinar and surveys. After the District Board approves all or some of these recommendations, the DGS will have to assess the practicality of the recommendations and the changes to personnel, processes and committee structure. Finding appropriate personnel to join the DGS to make these recommendations work will be the acid test.

Thank you to all who gave the Task Force their time and thoughts on this subject.

APPENDICES

DDF TASK FORCE PARTICIPANTS

Glen Christensen	Medicine Hat Sunrise	DGS member
Glenn Dmetrichuk	Calgary Millenium	Past Pres., small club
Henry Popoff	Calgary Chinook	Past DRFC, DGS chair
Rick Grass	Airdrie	DRFC
Robert W Wiens	Calgary South	DGS member
Sandy Mackay	Medicine Hat	PDG
Sherry Austin	Calgary South	Current President
Val Buchanan	Kindersley	Small Club
Walter Haessel	Calgary	DGS member

Nov 2, 2012

DDF Task Force

TERMS of REFERENCE

Rotary District 5360 will commence to have much larger infusions of District Designated Funds. Our District needs to be prepared for how we will use these funds to the benefit of programs in the international and local spheres. The District Board has approved the establishment of the Task Force described below.

These are Terms of Reference for a Task Force to study and recommend a District plan for fund use. The Task Force will consider all the possible options as set out by TRF as to how the funds can be disbursed. Some of these possible avenues are set out at the end of this document . It is proposed that the Task Force be established immediately to report as soon as possible, and at the latest by May 1, 2013.

The Task Force will be comprised of a minimum of 6 Rotarians who have an understanding of the Rotary Foundation and its programs. Other Rotarians can be co-opted by the base Task Force to carry out some of the Task Force's work at its discretion. It will be appointed by the DG in consultation with the DGE and DGN. It is recognized that having a broad representation of Rotarians and Rotary leaders carrying out this important task will make it easier to achieve a consensus on the plan at the adoption stage.

TERMS

1. The plan should take into account the needs and wants of clubs and members in district 5360. A survey or extensive consultations might be considered. This may include an educational component to rotarians not aware of the opportunities associated with this major change.
2. The plan should have input from district executives who have major responsibilities in the district, and in particular (but not limited to) those rotarians who presently are closely aligned with administering and promoting the use of district funds. The existing planning process of the district grants committee and trf, aligned with future vision, is a good starting point to formulate the administrative structure of the district plan.

3. The funds should be depleted annually with no more than 10% moved forward to a subsequent year unless an approved plan is in place to fund very large projects or programs requiring multi-year funding. While trf allows for the carry forward of ddf from year to year for global grants and polio plus, the concern is that exceptionally large amounts of money could quickly be accumulated without a plan for spending.
4. It has been the policy to not fund district projects for the past few years. It is recommended that the district consider sponsoring large projects. Given the history of poor reporting on previous district projects, the task force is asked to make provision for safeguards to ensure any major projects are carefully administered. The task force is requested to recommend a definition of a district project; who can apply, what constraints might there be on upper or lower limits, and how would they fit within the overall framework of the use of ddf. It is suggested that the champions for such a project could come forward from any club but the project will ultimately be under the aegis of the district.
5. Provide recommendations on the emphasis, scope and focus of projects and programs that the district and clubs should undertake. The task force is to ensure that any plan is in accordance to with trf rules and regulations and with the six areas of focus.
6. The task force is to consider how the availability of the funds will be promoted to clubs and individual rotarians, and what training or education will be required to encourage an increase in project champions.
7. The task force will specify how the funds will be administered, tracked, recorded and reported on, and set out an organizational structure which may be built upon the existing structure for a district grants committee that takes into account the new funding reality and both administers and promotes fund use.
8. The work of the task force terminates with the approval of a plan by the board

Some Avenues for Expenditures as set out by TRF

Global Grants, District Grants, Packaged Grants, Polio Plus, Vocational Training Teams, Scholarship programs, Transfer of DDF to other Districts, Disaster Recovery, Project Travel, Peace and Conflict Resolution, collaborative projects with other Districts, etc.

District 5360 membership consultation February 12, 14, 2013

DDF Task Force Survey Results

Registered for two webinars - 45

Attendees total – 30

Clubs represented total - 19

Survey Responders total - 25

Q1. Please give us some background- tick all applicable answers

Summary – Majority response from donors and clubs who have done projects.

- Our club has done a project using DDF in the last 5 years. (21)
- I have personally championed a project using District Designated Funds in last 5 years. Can be District or Global Grants. (8)
- I have personally donated to the Rotary Foundation in the last 3 years.(21)

Q2. If you are a donor to the Rotary Foundation, what percentage of your annual donation would you like to be directed to local initiatives (alternative are international initiatives)?

Summary – Majority have no preference for local or international.

- Demand driven-by club applications (can be up to 25% of your donation) (18)
- 0% towards local initiatives. (3)
- 10% towards local initiatives. (1)

Q3. District Scholarship Grants - tick all that apply

Summary – focus on needy adults and adult education, but also consider high school leavers.

- Focus on high school leavers only (current practice). (16)
- Focus on needy adults finishing high school and Adult education.(20)
- Support foreign clubs in awarding scholarships to their local students. (10)

Q4. District Project Grants directed to local or global projects- if the grant award is as high as \$10,000 how much should the club be expected to contribute in cash? (24 responses)

Summary – strong support for matching from 0 to 50% of DDF award. Some would like the actual ratio based on club size, quality of application and whether local or international.

1. Ratio of club cash to DDF award should be 1:1
2. \$10,000 - in other words 1:1
3. 100% match for local, 20% match for international.
4. For local projects 1:1 matching contribution; for international 2:1.
5. Prefer matching, but could live with 50%
6. Club should contribute \$5000 for a \$10,000 award
7. With the size and impact of projects increasing, the club or combinations need to grow.\$5,000-10,000 is reasonable
8. I think that it should depend upon club size. I would say there should be 3 different tiers 60%, 80% and then club match. In order to qualify I feel there has to be some onus on each club to have matching amounts as much as possible.
9. When amount available increases substantially in 2014, I think the matching should be up to 2:1, depending on certain factors.
10. \$1,000 - \$10,000, depending on scope of project. Smaller amounts may assist in smaller projects that are of equal importance to larger projects.
11. At least 50%
12. \$5000 for clubs of 25 or more members, \$2500 for clubs less than 25 members.
13. \$0 to 10,000 subject to the particulars of the project. Club may be already contributing considerable sweat equity to a local project but is cash strapped or a Club may be too small to contribute a meaningful amount but wants to be included. Club funding negatively impacts Global Grant matching.
14. Up to 50%
15. The Lead club should be higher than participating clubs likely depends on club size and resources maybe \$5,000 as club amount plus CIP funds available.
16. \$ 2,500
17. This should depend on size of club and ability. If we have clubs that are just starting perhaps lower.
18. I would suggest that matching would be preferred, but I could see circumstances (size of the club, time of year, nature of the project) where matching would be required. The need for matching should not "derail" a good idea!
19. Sliding scale: Projects up to \$5K, one to one matching. \$5K and up, some reduced rate for local club portion.
20. \$5000
21. That depends on the size of the club, perhaps \$1,000 for smaller clubs and \$2,500 for larger ones.
22. \$5,000
23. Perhaps a minimum of 50% of the award, as a threshold. Would allow smaller clubs to take initiative, while not limiting others.
24. Would like to suggest a formula related to such factors as size of club, past projects (e.g. if those carried out - then a higher expectation may be reasonable; while if not yet carried out: a lower participation amount may help encourage club to get involved in applying for grants (whether for local or global projects).

Q5. District Project Grant- award ratio is now 1:1 with club cash for domestic and international projects.

Summary – ambivalent

- The Grant award should be 2 times greater for international projects? (12)
- The Grant award should be the same for domestic and International projects? (13)

Q6. District Vocational Training Team grant: Should the existing practice of 1:1 matching of DDF to club funds be continued for this initiative? If not, how would you change it? (19 responses)

Summary – General support for matching from club funds of 0-50% of award amount.

1. Leave at 1:1
2. Continue current practice.
3. For VTT consider higher district funding levels if there is a central district committee co-ordinating
4. Many clubs alone do not have resources to fund a VTT even with matching. Club min of 25%...
5. This should also go to 2:1
6. Yes, or up to 2:1 if funds allow.
7. Yes, subject to review of projects' success and remaining funds.
8. I would remove the matching requirement but keep the process competitive. Use a score card to rank applications.
9. If amounts remain small, e.g. \$1000 per scholarship, then 1:1 seems appropriate. If amounts are larger, then the ratio may change in favour of clubs paying less in relation to District. If we favour supporting adults to complete education, we may be looking at larger amounts as the current scholarships look more like a reward, token, etc., rather than funding the known school expenses. Adults would need real support as if they are needy, then they likely have very little for tuition, books, etc.
10. Insufficient knowledge and exposure to this to make any beneficial comment or recommendation
11. I think it should be decided VTT by VTT. Best would be to have club put in some money (minimum of \$1,000) but \$ to \$ match is too much to run effective VTT
12. Yes
13. Not sure ... this is a program that I'm not so familiar with.
14. Unsure
15. To encourage more participation have none matched to a certain level and above that level require some form of matching.
16. It should not have to be matched by the Club at all.
17. DDF to club funds 3:1. VTT must meet strict criteria. eg. \$3,000 from club = \$12,000 to DDF. = \$2,000 for 6 people to travel. Local club billets? Somewhat on the low side. Maybe only 4 or 5 "experts" go for \$12,000 total.
18. The issue with club matching, is that VTT's tend to be driven by an individual, who no matter how worthwhile, may never get budget from the club. Certainly in our club, we have one person highly motivated, who has not been able to get the club dollars.
19. Sorry - no experience here; and will not likely get heavily involved in this - however potentially very worthwhile - area.

Q7. District Project Planning Travel Grant: Should this grant be broadened to subsidize one or more Rotarians travelling on "service" trips

Summary – yes, broaden the scope to include subsidies for service trips.

- Yes (20)
- No (5)

Q8. Global Scholarship Grants are funded completely with \$15,000 in DDF for study at the Masters Level - tick several if you wish.

Summary – majority wish to support more than one student, no matter if foreign or local.

- Support more than one. (17)
- Support one or more foreign students for study at Masters level within D5360. (19)
- Support one or more foreign students for study outside D5360 but in Western Canada. (5)

Q9. Global Project Grants: what would give you and your club members the confidence and desire to do large Global grants? (23 responses)

Summary – Collaboration and mentorship are desired. Almost no mention of additional training.

1. Support and encouragement from District. I am not suggesting that this does not exist now.
2. Need continuity as likely a multi year project, so collaborating across clubs and district is a good concept for large grants.
3. Working with a club or a mentor who has been involved in successful large Global grants and programs.
4. Accessible funding and support for applications. The idea of pooling or collaboration is definitely a good one for smaller clubs like my own.
5. Passion; mentors, District support; menu of projects for collaboration
6. Ability to participate with other clubs on projects that have already been vetted. A project that we have opportunity to see the return on. Personally for me it has to be something that is sustainable long into the future. I think global projects need to start to focus more on what those local areas need instead of what we perceive they need. Has to have more involvement with the local area and understanding of what will help improve their lives.
7. The first thing is to observe other clubs successes and maybe get a mentor who has done it. Also, agree wholeheartedly with various clubs participating in a single large project. Suggest 2 or 3 individuals from the participating clubs meet to fill out the applications together.
8. Highly knowledgeable, educated and experienced club members or the connection with others at this level. Global grants take a lot of time, communication and understanding and should be handled by those who are prepared to work at the required level. Experienced travelers to developing countries are a bonus. Participation in grant seminars, conferences, RLI, etc. should be highly recommended for individuals who are serious about Global Grants
9. On the ground monitoring/support, transparency, additional matching funds, solid reporting & responsibility.
10. Familiarization with successful projects and access to coaching from experienced Rotarians if required.
11. Knowing we are not alone. Similar to a "Stay in School" project we, as neophytes, are mentored, supported, encouraged as we work our way through the finding and developing and administering of a Global Grant project.
We would also feel better if we understood completely (so we could avoid)the downside of us or our Partner not following through or of there being a major problem with lost funds, non-completion of agreed to project, etc.
12. At this time I cannot speak on behalf of my Club. However, I have a circle of Rotarian friends in Canada and the US with extensive successful global project backgrounds who I can lien on to bolster my desire and confidence to tackle such projects.
13. I feel we have the resources within the club to complete a large global grant.
14. mentorship and greater matching funding
15. Success stories from Clubs that have participated in them
16. I think that there is very little that the District can do to provide this confidence. In my small club we have done a few modestly-sized international matching grants and we're working on a larger global grant. In each case, two things made the difference: someone in the club willing to do the paperwork and someone in the club with the necessary local connections to make it happen (sometimes these were the same person, sometimes it was not).
17. A project that "connects" to the club and a few dedicated Rotarians within the club to shepherd it along.
18. Collaboration and mentoring.
19. Mainly the passion and commitment of our members, secondly, the confidence in the foreign club handling the project.
20. A complete change in the grant application process that makes it more transparent and collaborative, so that everyone understands all the assessment criteria being used by the desk officer and technical cadre. The current practice is archaic, frustrating and not adding any value.
21. There must be a team with a lot of credibility and experience. Money is allocated over time. Money stays in Canada until required and last instalment is accounted for. We don't want funds to go missing in a foreign country. We don't need bad publicity for Rotary.
22. One of the issues that has surfaced in our club is the inability to understand the technical guidelines at RI for projects. After working for almost a year on a project, getting turned down because of a technicality does not create confidence.

23. Excellent host country partner: both Rotary Club and NGO - i.e. with multi-year track-record in area (subject matter) of proposed grant;
- good plan for sustainability: i.e. with good likelihood of success (i.e. host Rotary Club and/or NGO being able to follow-up!

Q10. Global Project Grants: District Designated Funds should be allocated as follows:

Summary – Strong support for our own clubs with experience getting larger amounts, much less support for matching funds leaving or entering our District.

- Increasing amounts depending on experience, past performance, collaboration with other clubs. (20).
- D5360 clubs acting as the Primary International club. (16)
- Match out of District contributions to your club sponsored Global Project. (10)
- Match your club contribution to a Global project led by a club outside of D5360. (9)

Q11. Global Vocational Training Teams may form a key component of a larger project. However, focusing on a standalone VTT

Summary – Majority favour having the District organize these Vocational Training Teams.

- Recognizing competition for Personnel, the District should set up a committee to play the role of Primary International Sponsor? (18)
- D5360 should donate DDF to neighbouring Districts organizing standalone Teams.(5)
- My club would act as the Primary International Sponsor and manage a Global VTT (6)

Q12. PeaceBuilder District is a recognition from Rotary Foundation for \$25,000 annual contribution to fund Peace Scholars. There may be synergies with Peace Park conferences.

Summary – Strong majority support, possibly also multiple donations at year end.

- I support this contribution for the future (20)
- If D5360 has unallocated DDF, I support multiple contributions.(11)

Q13. Recognizing the risk of accumulating large amounts of DDF, unallocated DDF at year end should be:

Summary – no clear choice.

- Donated to Disaster Rebuild Funds established by Rotary Foundation (15)
- Donated to Polio Plus(15)
- Donated to The World Fund.(13)

Q14. Unallocated DDF at year end: Should D5360 consider donating DDF to other Districts? How should these Districts be selected? (24 responses)

Summary – very slim majority would favour donating DDF to other Districts at year end if there is a relationship and safeguards.

1. Yes, and the selection should be based on reviewing and approving the projects the other districts are funding with this money.
2. By application from another District with selection criteria and on a first come first served basis.
3. Districts with similar approaches to 5360
4. If we can't use the funds and don't want to accumulate too big a surplus, then sharing the funds with Districts that have projects that are compatible with our objectives makes sense. A proviso is that our District must be recognized for its contributions.
5. Yes. On the basis of no overdue reports on previous MG or GG.
6. Difficult decision as I think it should be on a case by case basis provided the receiving club has a worthy project.

7. Project by project provided there is a local Rotary club to lead it. I see nothing wrong with roll over funds being accumulated for a major project or scholarship program and or increasing matching funding for specific time period
8. Districts should explain what they would do with the funds available and D5360 could decide how to allocate the available dollars.
9. Perhaps collaborate on a project or provide funds towards a known project, but maybe not just a cash dump to another District because they are low on DDF. Let known "poor" Rotary Districts know that we have funds available, set out some criteria for them, and provide funds to the District(s) which seems best able to use the funds. Request a report.
10. Potentially, but unsure about requirements for selection. Perhaps districts that have gone through a major natural disaster.\
11. strong monitoring would be required
12. If possible: donate to Districts with which our Clubs are actively involved with international projects (whether in Developed or Developing country)
13. I am relatively new at this but there seems to be methods for D5360 to partner with other clubs in other districts on project(s). In this case D5360 could allocate more funds to a project based on experience in the non-D5360 participating club(s). This is a back door way for D5360 to support other districts. We still have at least one D5360 club involved to make overseeing of the project easier for our district committee.
14. Do not donate to other Districts, except in special circumstances, e.g. massive disaster
15. No, do not donate to other Districts
16. I do not feel we should donate unallocated funds to other Districts unless we are going to have a carryover of 100K. If this occurred I would recommend a submission process and a review by District where the most sustainable/beneficial project that mirrors the district goals be selected.
17. Do not agree with this. We have these funds due to the generosity of our 5360 members and to transfer them out of district seems like a dereliction of duty.
18. The top priority should be the District's focus on the ongoing communication within the District to allocate the funds via ClubRunner suggestions, project ideas, etc. in order to build a strong district of Rotarians who take responsibility to understand and use the available funds. If funds are to be donated to other Districts, ideally it will be on joint projects between Districts.
19. Do not donate to other Districts.
20. No
21. Funds should not be reallocated immediately at year end but (invested and) set aside for future requirements, which would be covered by a predetermined definition. ***(Editors note: TRF rules do not give us many options. This suggestion is not possible.)***
22. No, I can see us donating it on behalf of our district back to the Rotary Foundation for use within Rotary, but no to another District
23. Think would be simpler and less likely get "messy" if \$\$ went back to RI instead.
24. I have strong reservations about sending the funds out of district without careful consideration and a strong set of criteria.

Q15. District "Sponsored" Grants - for Projects, Scholarships, Vocational Training Teams. Recognizing competition for Rotarians time and energy, and potential risks for the District, would you support:

Summary – Definite support for District sponsored Projects and VTT. Weak support for multiple global Scholarships – contradiction of responses to Question 8 and 16.

- Large multi year Projects led by a District Committee (14)
- an annual Vocational Training Team organized/managed by a District Committee(13)
- Multiple Global Scholarships for foreign students organized by a District Committee.(4)
- A District committee to promote & manage these initiatives(3)

Q16. District “Sponsored” Grants. Add additional comments or suggestions.

Summary – A majority would encourage some involvement from the District in promoting large projects within the District. A minority would support District Sponsored Projects.

1. I believe a rotary club should be lead on any of these projects, I prefer the word District promoted project where the District leadership agrees to support and increase awareness of project(s)
2. It is better that the clubs have active involvement.
3. I am concerned that having a District Sponsored Grants committee would take away from the emphasis on local rotary clubs initiates. I feel there is enough methods for multiple clubs to collaborate on projects without any additional committees.
4. I would sooner see members of District Committee act as enabling agents to bring clubs together for large projects and perhaps monitor/mentor but leave the clubs to manage it. That is the only way to develop new expertise, champions, local commitment and enthusiasm. The club WCSC members must be the ones to sell and promote the projects to their members. We must ensure new members are given responsibility soon after joining the Committee.
5. Clubs should lead projects, District and Global, with District Grants Committee ensuring mentorship and support. District should play a more directive role with Scholarships, and Volunteer Training Teams, and the means of disbursing extra funds.
6. I recognize the need for coordination at the district level, but the district is populated by Rotarians who also have commitments to their own clubs, and lives. Is the district less vulnerable than the club?
7. The risks you identified to our District becoming non-compliant by sloppy or inattentive practices by the host district are significant and cannot be discounted.
8. Strongly support allowing for District Sponsored Grants when collaborating with other Districts for Global Grants. D5360 need not be the 'lead' Sponsor but permit other Districts with history of successful global projects and/or reporting expertise to fill the role. ***(Editors note: does this mean we donate DDF to other Districts doing District Sponsored Grants?)***
9. If possible, more information to members in a simplified way.
10. If a District Committee is the most effective, then yes to all of the above. If the Clubs have strong members to conduct projects, etc. there should be flexibility to allow that as well. It's important that individual Rotarians can be included and not to create a top-down structured approach that is closed to others.
11. The focus on needy adults and adult education is good; however, there are many other disadvantaged groups that would benefit immensely. For example, first nations students. Given start of the Rotary Tom Jackson Stay in School program, I would suggest including first nations students as a target group for the scholarships. Additionally, as it is a recommendation to allow Rotarians to follow their passions, clubs should have the flexibility to target other needy groups.
12. Add to Question 15: One large project at a time supported by the majority of District 5360 Clubs.
13. A focus on Aboriginal education, health and safe water must be promoted within our District. Let's not leave our own people behind.

Q17. Special Focus: Should the District promote initiatives in one Area of Focus, perhaps favouring club applications with increased DDF? How should the Area of Focus or the target geographical area be selected?

Summary – little support for a District “focus” each year.

1. No. This creates possibilities where areas of need go unmet.
2. Focus areas should be broad to allow for "Rotarians to follow their passion," and have flexibility
3. Use six areas of focus (automatic) and club passion and leadership
4. If we were to do a district focused project then I think this would be a good idea and it should be an area of focus that the DG is passionate about. Could be kind of like a DG Legacy Project.
5. No strong opinion on this. In general I agree with allowing Clubs to follow their passions but it is not really working when we have so much matching funds unspoken for. If the district becomes aware of appropriate projects, perhaps there can be a mechanism to inform the clubs since some clubs have no contacts giving them proposals. I know this really doesn't answer the question.
6. No. Rotary has 6 areas of focus for a reason. All applications should be treated with equal merit, with the most weight going to the strongest applications for sustainable projects.

7. We (Calgary West) are undertaking this same exercise (survey, etc.) in the hope of selecting a major project (locally) which will be supported by substantially all the members and will help to define our club. Same for the District.
8. No. All areas of focus are important.
9. Any of the 6 areas of focus should be encouraged. TRF will ensure sustainability - we don't need to excessively push for it. We should favour Clubs that show a dedication to a particular area with deeper and deeper programs.
10. Like the idea of an Area of Focus. Should be the Focus for more than a single year - perhaps 3 years or greater. Or have more than a single special focus.
Determine the Area or target geo area via Club voting at Assembly meetings - 1 attending member, 1 vote. Then to District level - 1 Club, 1 vote.
11. maybe use a rotation system or mirror the sitting DG interests as they will do much of the promotion in their club visits.
12. Probably not, because of the importance of the clubs having the lead role; their interests and capacities may not align with the district's goals
13. No, we should continue to support the passions of each club.
14. at this point, I wouldn't restrict your thinking
15. Let's target the poorest areas of Africa where the ROI will be the greatest while keeping in mind that there must be a stable political regime. Education, health and water.
16. No, stick to Rotary International's areas and select projects based on individual merit of the project and the strength of the team behind it.
17. Again the District Executive may have their desires, but turning the clubs in different directions annually is not necessarily the best when projects take several years.
18. No - I am for keeping flexibility within the 6 areas of focus identified by RI.

Q18. For District Grants, how should DDF be allocated among applying clubs?

Summary – Strong support for competitive evaluation of District Grants and awarding quality applications with increased amounts of DDF, rather than wards based on equality or in proportion to club contributions to Annual Programs Fund..

- In response to the quality of their project and/or application (20)
- In proportion to their donations to the Annual Programs Fund which generates the DDF (7)
- Equally (5)

Q19. Any final suggestions or comments? (16 responses)

1. I am new to this and it was a good learning experience. One concern is the very low level of participation, there is a large amount of funding here and only 20 from the entire district?! Some like Hank being experts already. Will comment more going forward as I learn more.
2. Any support for small clubs in filling out applications and making them aware of available funds would be great. The DGSC could be pro-active in searching clubs to allocate funds to, rather than wait for applications.
3. Great work
For most Rotarians, the level of complexity is overwhelming.
Stewardship and accountability are important also
4. I am torn on ques. 18. I don't feel it is districts responsibility to determine the quality of the project. I feel that local Rotary clubs have chosen to support something locally because it is important for their area and I don't think that makes it any less important than other applications. At the same time I think that it is important that Rotary Clubs are giving to worthwhile, sustainable, long term value initiatives.
5. Commend you guys for doing this and seeking ways of improving the process. Good job.
6. This discussion and exercise is excellent and should be repeated as often as needed. Bringing interested Rotarians to the table to participate keeps us informed on the current issues and challenges and will assist to raise awareness at all participating clubs.
7. Probably, but need time to consider & discuss with club. Please note all the above are my personal opinions and may not reflect the opinions of Calgary West.

8. This excellent Seminar with its materials could be delivered regularly or annually to interested Rotarians. Reshaped questions, based on evaluation of responses, asked again and again.
A greater tie-in, not sure in what way, should be made between giving to Annual Programs Fund and access by a Club to the funds. The value of community and international project creation, development and completion to strengthening the feeling of pride and fellowship amongst Rotarians needs to be stressed.
9. #10. First choice was ambiguous.
I support DDF allocations to a D5360 club whether they are or are not the Primary International Club.
10. Be careful this structure does not become too fragmented and too structured.
11. I hope that these observations help. It's good that we're planning for the future. My major worry remains that smaller clubs will have difficulty getting involved in and feeling ownership of large-scale projects led by others.
12. We have a big challenge disbursing the Mayhood money given the substantial increase it represents. We need to promote the possibilities broadly and engage all of our members so that they become active supporters of projects that should be considered.
13. There should be a focus on generating larger projects within the District until the GG process can be fixed. At this point I would not recommend spending time on the FV GG application process; in which case there will likely be a large carry over to be donated.
14. I really appreciate the effort that has gone into this webinar. I have a better understanding.
I have some specific concerns for a pending project in Africa. I will direct these questions to Rotarians individually.
15. Every Rotarian is a deserving as any other. Each will have their desires/motivations and the structures of Rotary have always responded to those who can muster support from the club and their fellow members. We need to be very careful to respect that.
16. #3: suggest a good share of scholarship funds towards 'trades' - whether with or without high school graduation - areas apparently not much supported with scholarships by other agencies.
#18: 'proportion to donations to the Annual Program Funds' would invariably favour Clubs such as Calgary (Mayhood bequest)! Need to share among the clubs - if anything, with more emphasis on smaller clubs (with less opportunity for generating more funds!)