



# Communities **IN ACTION**

A Guide to Effective Projects



ROTARY INTERNATIONAL®

# Object of Rotary

*The Object of Rotary is to encourage and foster the ideal of service as a basis of worthy enterprise and, in particular, to encourage and foster:*

**FIRST.** The development of acquaintance as an opportunity for service;

**SECOND.** High ethical standards in business and professions; the recognition of the worthiness of all useful occupations; and the dignifying of each Rotarian's occupation as an opportunity to serve society;

**THIRD.** The application of the ideal of service in each Rotarian's personal, business, and community life;

**FOURTH.** The advancement of international understanding, goodwill, and peace through a world fellowship of business and professional persons united in the ideal of service.

# Contents

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<b>Introduction</b>	<b>1</b>
<b>Assessing the Situation</b>	<b>3</b>
Effective Community Assessments	3
Positive Approaches to Community Assessments	4
The Assessment Process	5
Community Assessment Tools	5
Analyzing and Reporting Results	6
<b>Choosing a Project</b>	<b>7</b>
Community Support and Involvement	7
Pattern of Community Involvement	8
History of Service	8
Service Interests	8
Time and Resources	8
Project Duration	8
Sustainability	9
Partners in Service	9
Community Collaboration	9
Rotary's Cooperative Relationships	9
<b>Making a Plan</b>	<b>10</b>
Service Projects Committee	10
Setting Project Goals and Objectives	11
Developing a Project Work Plan	12
Developing a Budget	12
Project Liability and Protection	13
<b>Taking Action</b>	<b>14</b>
Raising Funds	14
Managing Project Activities	17
Public Relations	18
Sample News Release	19
<b>Evaluating Success</b>	<b>22</b>
Choosing an Evaluation Method	22
Writing the Evaluation Report	23
Celebrating Success	23
<b>Resources</b>	<b>25</b>
PolioPlus	25
RI Structured Programs	25
Community Projects Database	28
<b>Forms</b>	
Community Projects Database Project Submission Form	29
Handbook Evaluation Form	31





# Introduction

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Since Rotary's founding in 1905, Rotarians have worked tirelessly to help improve their communities and the world. Today, more than 1.2 million Rotarians live and work in over 200 countries and geographic regions around the world. This diverse community is united through a common commitment to the advancement of international understanding, goodwill, and peace through service.

As active members of their communities, Rotarians are often aware of local needs, priorities, culture, and resources that contribute to effective service projects. Effective service projects, however, require more than just an understanding of the community. They also depend on the club's ability to effectively evaluate the community's needs, plan relevant projects, and manage a project's resources.

## Why was this guide developed?

*Communities in Action: A Guide to Effective Projects* was developed to provide Rotary clubs with the tools they need to plan, implement, and evaluate effective service projects. The methods described in this guide have been chosen from techniques commonly used by Rotary clubs and community development experts around the world. Rotary clubs can adapt these methods to the unique situations found in their communities.

Used together with *A Menu of Service Opportunities* (605B-EN) and "Community Assessment Tools" (available at [www.rotary.org](http://www.rotary.org)), this guide will help Rotary clubs conduct more effective service projects in their communities.

## A common language of understanding

The way people understand concepts such as community, gender, and service is deeply connected to their language, cultural background, education, and life experiences. To avoid confusion, here are definitions of some of the key terms used in this guide:

**asset** Anything that contributes to the success of a service project, such as individual knowledge, expertise, networks of people, and meeting places.

**community** A group of people who have something in common. Communities are sometimes defined by very tangible things, such as a specific geographic area or government, and sometimes by shared beliefs, such as social customs or cultural traditions.

**gender** A socially constructed and culturally influenced idea governing the roles, behavior, and relationships between and among women and men, and boys and girls.

**project stakeholders** Individuals, groups, or organizations that sponsor a project or might be affected by a project's outcome.

**service** In a broad sense, any action by one or more people that benefits another person or people. Rotary has four Avenues of Service:

- *Club Service* focuses on strengthening fellowship and ensuring the effective functioning of the club.



- *Vocational Service* encourages Rotarians to serve others through their vocations and to practice high ethical standards.
- *Community Service* covers the projects and activities clubs undertake to improve life in the community.
- *International Service* encompasses actions taken to expand Rotary’s humanitarian reach around the globe and promote world understanding and peace.

**sustainability** The ability of a project or program to operate on its own without outside support or intervention. Sustainability is often used as a measure of a project’s long-term effectiveness.

**RI Structured Program** Any of the nine programs officially recognized by the RI Board of Directors: Interact, Rotaract, Rotary Community Corps (RCC), Rotary Friendship Exchange, Global Networking Groups, Rotary Volunteers, Rotary Youth Leadership Awards (RYLA), World Community Service (WCS), and Youth Exchange.

## What is included in this guide?

This guide follows the life cycle of an effective service project: choosing, planning, implementing, and evaluating an effective service project. It also includes information about some of the resources available to Rotary clubs through Rotary International. The “Some Things to Think About” section at the end of each chapter will help guide your thoughts and adapt the ideas in this

## What makes a service project effective?

Effective service projects do more than just offer a quick “fix” to problems. Typically, Rotary’s most effective service projects:

- Respond to real issues
- Improve community members’ lives
- Incorporate the abilities of those who are served
- Recognize the contributions of all participants as important and necessary
- Are based on a realistic assessment of available resources
- Aim for specific goals and objectives with measurable results
- Build effective networks
- Empower people and communities

handbook to fit service projects in your community. For more guidelines on effective project planning, see “Community Assessment Tools,” which is available for download at [www.rotary.org](http://www.rotary.org). This online publication includes suggested session plans for using assessment tools and other resources to help Rotarians apply the methods of service described in this guide.



# Assessing the Situation

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Assessing your community's strengths and weaknesses is an important first step in planning an effective service project. By taking the time to learn about your community's issues, your club can discover new opportunities for service projects and prevent the duplication of existing community assets.

Most Rotary clubs use a combination of formal and informal assessment techniques to learn about their communities. Formal community assessments may involve high-tech computer surveys, telephone interviews, and focus groups run by professional consulting companies. Informal surveys are sometimes as simple as chatting with people at a local coffee bar, reading the local newspaper, or discussing issues at a community meeting. Whether a club chooses to do a formal or informal community assessment, the important thing to remember is that effective community assessments should be systematic, involve a wide variety of community members, and engage people in a meaningful way.

The community assessment techniques described in this chapter can be easily adapted for a wide variety of situations. Most combine formal and informal approaches to community assessments and offer effective, yet inexpensive, ways to learn about a community.

## Effective Community Assessments

Effective community assessments not only provide an accurate picture of a community's strengths and weaknesses but also build community support and goodwill for service projects. In order to be effective, community assessments require careful thought and planning.

### What is the purpose of our assessment?

Before you start an assessment of your community, develop a clear idea of the purpose and objectives of your assessment. Take a moment to ask yourself:

- What do I want to learn about my community?
- How much time does my club have to do a community assessment?

- What type of resources, e.g., money, volunteers, expertise, does my club have to do a community assessment?

Your answers to these questions will help focus the purpose and scope of your community assessment and will also help you decide which method might work best for you, your club, and your community.

### Who should our community assessment target?

Your community assessment's target audience will depend on what you wish to learn. For an effective assessment, include a wide range of community stakeholders — especially groups that are often overlooked, like women, young people, and religious or ethnic minorities. Including a broad cross-section of people who could be affected by a service project is an important way to capture more diverse community perspectives and reveal potential resources and problems that might otherwise remain hidden. Taking an inclusive approach to your community assessment will strengthen your ability to plan effective service projects. Anyone who stands to gain, plans a project, participates, or who is affected by a project should be represented in a community needs assessment.

An effective community assessment will reveal things about a community that you did not know before. The most effective and revealing community assessments are objective and give value to everyone's ideas and opinions. The purpose of a community assessment is to help you better understand the dynamics of your community and provide the information you need to make decisions that will contribute to the community's long-term growth and development.

## What does a community assessment examine?

In general, a community has four major types of assets: human, organizational, physical, and club.

**Human assets.** One of the most important assets a community has is its people. Effective community assessments recognize that everyone has unique skills, knowledge, and experience that can contribute to a project's success, sometimes in unexpected ways. Often, a project's success or failure will depend on how well it engages and empowers people in a community. Community assessments should carefully examine the different roles played by community members, including marginalized groups such as women, youth, minorities, and the poor.

**Organizational assets.** Both formal and informal organizations provide vital resources for community service efforts. Formal organizations — for example, government offices, nongovernmental and nonprofit organizations, religious institutions, schools, businesses — usually have access to financial resources, technical expertise, and information that might be used in a service project. Informal groups — for example, sports teams, neighborhood associations, women's cooperatives, a group of friends who meet regularly in a coffee shop — may be less visible but can play crucial roles in supporting and promoting community service projects.

**Physical assets.** A community's physical assets include any existing infrastructure — buildings, parks, public transit systems, health care facilities, water and sanitation facilities, recycling centers and landfills, libraries, theaters, and meeting halls — that might be used to support a project. Knowing what physical assets a community has can also help you find ideas for projects that might enhance the existing infrastructure.

**Club assets.** Rotary clubs sometimes forget that their club is full of hidden assets. The expertise and professional skills of members are important resources for club service. A close examination of a club's financial and human resources will help determine the types of projects clubs can effectively manage. Clubs with access to large financial resources, for example, might not need to do much fundraising for a project, while other clubs might choose volunteer activities or projects that require little financial support. A club's reputation in a community could also be an asset. Well-known and respected Rotary clubs often find it easier to implement more ambitious community service initiatives because there is less resistance among community members, government agencies, and other organizations.

## Positive Approaches to Community Assessments

One of the dangers of any community assessment is the tendency to look only at a community's problems or deficiencies. Problem-oriented assessments tend to draw attention away from resources and solutions that may be found within a community and often result in projects that create dependence on outside assistance. Taking a positive approach to community assessments is a good way to avoid focusing too much on what a community lacks and will help you find more sustainable project resources. A strength-based approach asks project stakeholders to look for the best in their communities. Strength-based assessments pose these questions:

- What are the best qualities of our community?
- Why are these our best qualities?
- What projects have worked well in the past?
- Why have these projects succeeded?

Identifying a community's past successes builds confidence and helps motivate community members to take on new projects and initiatives.

### Trouble deciding which issues are important?

Take a look at *A Menu of Service Opportunities* (605B-EN) for inspiration and information about different issues that the RI Board encourages Rotary clubs and districts to address in their communities.

## The Assessment Process

Most community assessments follow a cycle similar to the one below.

1. Introduce the idea of assessing the community's needs to the club's board of directors, and explain how it will help the club determine service priorities.
2. Appoint a committee to oversee the assessment. (This committee will carry out the remaining steps in the process.)
3. Establish the purpose and objectives of the community assessment.
4. Decide which assessment tool(s) to use, based on the club's available resources.
5. Identify community stakeholders who should participate, including educators, government officials, law enforcement officials, hospital administrators, social workers, leaders of civic organizations, and students. Be sure to include marginalized groups as well.
6. Set a timetable with specific deadlines for completing and reviewing the assessment and for presenting the results to the club and other community stakeholders.
7. Carry out the assessment.

8. Review the assessment results. Determine which issues were most commonly identified and which issues other clubs and community organizations are addressing. Is there duplication? At this point, you may wish to convene with a small group of community leaders to discuss the results.
9. Write a brief report on your findings.
10. Share the assessment results with the club and the community stakeholders who participated.

## Community Assessment Tools

The following tools offer effective and inexpensive assessment options that individual Rotary clubs can adapt to fit their specific communities. In-depth descriptions of each tool plus sample session plans can be found in the online publication "Community Assessment Tools" at [www.rotary.org](http://www.rotary.org).

- Survey
- Asset inventory
- Community mapping
- Daily activities schedule
- Seasonal calendar
- Community cafe
- Focus group
- Panel discussion



## Analyzing and Reporting Results

After completing a community assessment, you'll need to share the results. A thorough analysis of a community assessment can help your club decide which service project to pursue and whether it will be effective. The planning committee or club should find a way to understand and use the collected data.

One of the least expensive and effective means of doing this is to present a summary of the data at a club meeting and discuss the results with members. Alternatively, the planning committee could do this on a smaller scale and report its findings to the club with a short list of ideas for service projects.

### Some Things to Think About

- Who will organize a community assessment in your club?
- Given your club's financial resources, time, and expertise, what type of community assessment will you choose?
- What information would you like to collect about your community?
- Are there other people in your community who can help with a community assessment?
- How will you make your assessment inclusive of everyone in the community?
- How will you analyze and use the results of your community assessment?

# Choosing a Project

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After a Rotary club has completed an assessment of its community, it faces the challenge of choosing a service project. This decision is usually based on the relevant community concerns, available resources, and club service interests identified in the assessment.

Choosing a project can be a difficult decision. One project can't possibly address all of the issues a community faces, and clubs must determine where their work will have the greatest impact.

Clubs approach choosing service projects differently. Some use a consensus-building process to determine which projects to pursue, others debate and vote on issues, and still others allow their service committees to choose appropriate projects. Regardless of how the decision is made, there are some common concerns clubs should consider before choosing a project.

## Community Support and Involvement

Most successful service projects are supported by the community and are carried out with the community's active involvement from start to finish. Choosing a project should build upon a club's assessment of the community. Some clubs even include community stakeholders on their service committee to help choose service projects. A club might, for example, invite youth representatives from local Interact or Rotaract clubs to participate in selecting a project that relates to youth concerns in a community.

Developing strong community support and involvement in club service projects has many benefits. It makes a project more likely to succeed, improves access to community resources for future projects, builds community capacity, and fosters better community friendship and goodwill.

### Working with Youth Partners

Rotarians have long enjoyed working with youth. From Rotary Youth Exchange to PolioPlus, Rotarians have been committed to improving the lives of children around the world.

#### Tips

- Ask young people what they think.
- Listen carefully, without interruption, to their answers.
- Welcome their ideas.
- Treat young people with the same respect you would an adult.
- Remember that youth are individuals. One youth doesn't represent all youth.
- Give them responsibility for certain tasks.
- Don't hold them to stricter standards than adults.

#### A statement of conduct

*"Rotary International is committed to creating and maintaining the safest possible environment for all participants in Rotary activities. It is the duty of all Rotarians, Rotarians' spouses, partners, and other volunteers to safeguard to the best of their ability the welfare of and to prevent the physical, sexual, or emotional abuse of children and young people with whom they come into contact."*

For more details about youth protection, see the *Abuse and Harassment Prevention Training Manual (775-EN)*.

## Pattern of Community Involvement

Rotary clubs play many different roles in a community. They can be a source of funding, a facilitating partner that brings together various community groups for a common purpose, or a source of people-power for making a positive impact on the community. When choosing a service project, consider what role or roles you wish your club to play in the community. Some projects might require very active participation of club members while others only require financial contributions.

## History of Service

Clubs should think carefully about the types of projects that have been most successful for them in the past and why. This is both a useful exercise for improving future projects and a way of understanding a club's capabilities and service strengths.

A club's service history should not limit future service. It should, however, be used as a foundation to build a club's capacity for service. Just because a club has not done certain types of service in the past should not stop them from trying new approaches or ideas if the time is right. Bold action, grounded in a strong understanding of a club's capabilities and a community's needs, has often led to great success.



## Service Interests

The service interests of Rotarians vary. Some Rotarians enjoy hands-on projects while others prefer to provide financial assistance. Choosing club projects that fit the overall interests of a club is important to a project's ultimate success, and helps ensure the entire club's participation. For smaller clubs, choosing one project that interests everyone may be easier, while larger clubs may struggle to find a single project that captures everyone's service interests. Clubs that have the resources to carry out multiple projects might consider doing a variety of projects that complement different service interests.

## Time and Resources

A club's resources and the amount of time members can commit to projects are limited. It is important to have realistic expectations for what a club can and cannot do in a community.

New clubs just starting out might consider beginning with smaller projects to build a club's capacity and reputation in the community. Well-established clubs are more likely to have access to a wider variety of resources and may have greater ability to conduct larger, more involved projects.

Doing too many projects at the same time or projects that are beyond a club's capacity drains both financial resources and the motivation of club members. Eventually, this could result in failed projects that may hurt a club's reputation in a community and make it more difficult for clubs to gain community support for future projects. This is why it is crucial that clubs carefully balance their available resources and the projects they choose.

## Project Duration

A successful project is not always determined by how long it lasts. Clubs should think carefully about how long they would like a project to last. Projects that last for long periods of time generally require more planning and involvement from club members, and it is important to discuss how much time members are willing to commit to supporting a project.

## Sustainability

Sustainable projects build a community's capacity to address issues without relying on external support. When choosing a project, think carefully about both the short-term and long-term impact. For example, building a modern well and water pump for a neighborhood without access to clean drinking water might solve a community's immediate water problems. But if the community cannot maintain the well, the people's water problems will quickly return. The same might be said for a community beautification project. A club could build a park, clean up litter, or paint over graffiti in an impoverished neighborhood in their community. However, if people from the neighborhood aren't invested in the project, the graffiti and litter will almost certainly reappear. Sustainable projects take these issues into account and provide long-term solutions to chronic problems.

## Partners in Service

Rotary's partners in service — Rotary Volunteers, Rotaractors, Interactors, and Rotary Community Corps members — all have special talents that can strengthen a club's service efforts. Clubs may be more interested in projects that involve partners in service and should consider how different service opportunities might best employ the talents of each group.

## Community Collaboration

Your project can be greatly enhanced by tapping the community's existing resources and involving community groups or businesses, particularly those that have a tie to the area being served. This sort of increased community support helps give ownership to a broader range of community members and increases the likelihood of having the project result in real, meaningful change.

Working with other organizations in the community such as local governments, nongovernmental agencies, and other service clubs can heighten a project's impact. Rotary clubs often find that working with national and international organizations strengthens local initiatives. The World Health Organization, for example, frequently works with Rotary clubs on service projects. Many international organizations maintain field offices in countries where they have ongoing projects and programs. Speak with these organizations when planning a project to learn about the resources, such as technical expertise, training, equipment and grants, they may be able to contribute to a project.

When working on a joint project, make sure you are certain of the cooperating organization's integrity.

*Ask these questions:*

- What is the organization's mission?
- Does its mission agree with the values of your club?
- What is the organization's history and reputation in the community?
- Does the organization have financial statements available?
- Is the organization willing to work with your club and share public relations opportunities?
- What kinds of hands-on service opportunities would members of your club have in working with the organization?

## Rotary's Cooperative Relationships

To provide Rotary clubs with additional opportunities for service and technical expertise the RI Board has approved several cooperative relationships with other organizations. Rotary clubs and districts are encouraged to collaborate with these organizations on projects in their communities. Fact sheets on each cooperative relationship are available at [www.rotary.org](http://www.rotary.org).

### Some Things to Think About

- Will the project be supported by the community and involve community stakeholders?
- Does this project match your club's pattern of community involvement?
- What is your club's community service history?
- Is the project attractive to your club's members?
- What financial and time commitments will be required of your club?
- How long will the project last?
- Will the project be sustainable?
- How can you work with Rotary's partners in service?
- How will other community organizations be involved in your club's project?
- Can your club collaborate on a community project with an organization from Rotary's cooperative relationships?

# Making a Plan

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After a project has been selected, it's time to start planning. A good project plan will help you manage resources more effectively, anticipate potential problems, and evaluate your project's success. This chapter discusses the service projects committee's role in planning a service project, as well as some of the most important parts of the project planning process.

## Service Projects Committee

The service projects committee is one of the five standing committees recommended in the Club Leadership Plan. It oversees all of the club's service projects from start to finish and is responsible for motivating club members and finding new opportunities for service. The committee's work may be closely linked to the club's strategic planning, membership development and retention, fundraising, and public image activities.

### Responsibilities

Organization is key to an effective service projects committee, which has the following responsibilities:

- Achieving club service project goals for the coming year
- Conducting a needs assessment of the community and the club
- Planning service projects using club, district, and RI resources and ensuring that promotion is planned
- Coordinating club service efforts with club officers and other committees
- Implementing service projects and involving all club members
- Evaluating service projects and using the findings to strengthen future service projects

### Committee members

Members of the service projects committee should have a strong passion for service projects and an understanding of community issues. Other important characteristics include:

- Profession related to service
- International study or travel experience
- Community volunteer experience

Members should represent a diverse cross-section of club members and Rotary partners in service — Interact, Rotaract, and Rotary Community Corps. Clubs might consider inviting non-Rotarian community members to serve on specific project committees. By having the club work *with* the community rather than *for* the community, your project has a better chance at long-term success.

Ultimately, the size and composition of the committee is up to each individual club. However, larger, more complex committees may be difficult to manage and can be counterproductive to efficient project planning.

### Roles and responsibilities

A successful service project requires the coordinated efforts of many people. Depending on the project, the service projects committee may wish to appoint subcommittees or coordinators for the following project tasks:

- Community assessment and analysis
- Project selection
- Project planning (setting project goals and objectives, creating an activity timeline, and scheduling project dates and deadlines)
- Project fundraising and budgeting (coordinating with club treasurer and club Rotary Foundation committee chair to maximize project funding, ensuring proper use of project funds, and reporting use of funds to club members)

- Project implementation (handling logistics, such as transportation to and from project site, preparation of necessary tools and resources, and coordination of activities and setup/cleanup at project site)
- Volunteer coordination (training, encouraging involvement of all club members, caring for special needs of volunteers, and conducting reflection activities for club members)
- Project monitoring and evaluation (preparing project evaluation reports for club records and recommending improvements for future project planning and implementation)
- Community relations and coordination (promoting community involvement in service project planning and implementation, and coordinating with other community organizations)
- Project public relations (publicizing club service activities and successes, coordinating media coverage of club service events, and answering media questions about club service efforts)
- Club service history (recording club service efforts for future reference)

Of course, your club doesn't need to have all of these committee positions. But it's important to find a balance between sharing project responsibilities and keeping things simple enough to manage easily.

For more information on the service projects committee, see the *Club Service Projects Committee Manual* (226-EN-D) in the *Club Officers' Kit* (225-EN).

## Setting Project Goals and Objectives

One of the service projects committee's most important tasks is creating effective goals and objectives for a service project. Goals are a broad description of what the project is meant to achieve while objectives are specific aims based on those goals. Project goals are important for organizing a project, defining its scope, and measuring how well a project succeeds.

## Examples

**Goal** Our adult literacy program will create better career opportunities for its participants.

- *Objective* Our weekly, evening adult literacy program will serve 30 students in a 15-week course that will aim to raise their literacy skills to the sixth-grade level.

**Goal** Our children will have a safe place to play.

- *Objective 1* Install new playground safety equipment in the park in the next 12 months.
- *Objective 2* Increase police patrols of the playground by 50 percent in the next six months.

**Goal** Eradicate extreme poverty and hunger.\*

- *Objective 1* Halve, between 1990 and 2015, the proportion of people whose income is less than \$1 a day.
- *Objective 2* Halve, between 1990 and 2015, the proportion of people who suffer from hunger.

\* *Source: 2006 UN Millennium Development Goals*

### Characteristics of Effective Goals

- Shared – A shared project goal is one that represents the aspirations of all involved.
- Challenging – A challenging project goal should be ambitious and go beyond what clubs have achieved in the past.
- Achievable – An achievable goal is based on a realistic assessment of materials, resources, and time.
- Measurable – A goal's objectives should have a tangible, quantifiable point to pursue.
- Time-specific – A goal's objectives should include a specific deadline or time frame for a project's completion.

## Planning Considerations

- Project location
- Training, transportation, food, and housing for volunteers
- Safety concerns
- Materials needed
- Involvement of Rotary partners in service and other community organizations
- Timing
- Evaluation of project success and progress

## Developing a Project Work Plan

With the goals in mind, create a work plan — a simple, easy-to-understand schedule that documents each task involved in reaching the project's objectives. The work plan should list:

- Specific tasks
- Individual responsibilities
- Resources
- Budget
- Project timing and deadlines
- Anticipated task outcomes

In conjunction with the development of a work plan, you might appoint an individual or a subcommittee to monitor the plan's progress and encourage, remind, and reward those working on each task.

## Developing a Budget

Realistic financial expectations, outlined in a detailed budget, will lessen the chances of unforeseen costs arising as the project progresses. Base the budget on your work plan. Considerations might include:

### Expenditures

- Printing of promotional materials
- Postage for promotional materials
- Transportation for volunteers
- Refreshments for volunteers
- Materials and supplies

### Income

- Donated goods and services
- Funds raised for the project
- Grants

See the "Taking Action" section for more information on project fundraising.

## Transparency and accountability

A good budget does more than help a club manage project resources efficiently. It also helps build community support, protect resources from being misused, evaluate a project's success, and plan future projects. Many financial donors, grant-making organizations, and foundations now require more detailed financial reports before they will give money for a project. When developing a transparent accounting system for project finances, keep these recommendations in mind:

- Research local laws and regulations that may apply to a project.



- Write a statement of financial stewardship and accountability.
- Create a bank account for project funds.
- Collect receipts for all project expenditures, and provide receipts to individuals who donate money or project materials.
- Compare receipts with financial accounts regularly.
- Develop a system for independent auditing of project finances by a reputable accounting agency.
- Make regular written reports to project and community stakeholders describing project income and expenses.

## Project Liability and Protection

How would your club react if an accident occurred during a service project or related event? Does your club have a plan in place to deal with emergencies? Are you protected legally? As you plan a service project, think carefully about these questions and consider the following measures your club can take to protect itself and project participants in the event of an accident or other emergency situation.

- Consult police officers, firefighters, paramedics, and other local emergency experts and develop a plan on what to do in the event of an accident, injury to volunteers, or damage to property.
- Bring an emergency mobile phone and first aid kit to project work sites.
- Collect emergency contact information for project participants.
- Obtain the advice of legal or liability counsel on the need for protection against liability for any club project or activity.
- If local laws permit, incorporate your club — or the club project if it is of significant size and scope — for added legal protection against liability.

The articles of incorporation for a club or club activity must comply with the RI Constitution and Bylaws and should include a statement to that effect. Submit the articles of incorporation to RI through your Club and District Support representative, who can also provide more information about RI policies on incorporation.

Clubs in the United States and its territories and possessions automatically participate in a general liability insurance program administered by RI. Clubs outside the United States should contact their international office for information about their area.

## Some Things to Think About

- Who will serve on your club's service projects committee?
- How will this committee be organized?
- What subcommittee or coordinator positions will the committee have?
- What are your project goals and objectives?
- Are your project goals and objectives shared, challenging, achievable, measurable, and time-specific?
- What specific tasks are needed to achieve each of your project goals and objectives?
- When will each of your project tasks be completed?
- Are there any holidays or events that might conflict with your project's activities?
- Who will be responsible for completing each of your project tasks?
- What financial or material resources will you need for each of your project's tasks?
- What are the anticipated outcomes of each of your project's tasks?
- Based on your project work plan, what income and expenses do you anticipate for each project task?
- Do you have a transparent system of accounting for project finances?
- Does your club have a plan for dealing with accidents or emergencies during a service project or activity?
- Have you considered possible project liabilities and ways to protect your club?

# Taking Action

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After a club has developed goals and objectives, a work plan, and a budget for a service project, it's time to take action. Sometimes moving from the planning stage to the implementation stage of a project can be difficult. Clubs should rely on their project goals and objectives, project plan, and budget to guide the implementation of their project.

## Raising Funds

Great ideas and boundless enthusiasm are wonderful resources to have, but your project won't be effective if it doesn't have the money to make it viable. Fundraising requires a plan that spells out what your club wants to accomplish through the project and how the club expects to get the money to make it work. You might be able to finance a project completely through fundraising events, such as a charity dinner, celebrity auction, walk-athon, arts and crafts sale, bake sale, or car wash. Other times, you'll need to turn to outside funding sources.

Typical sources of funding include:

- Individuals
- Businesses
- Foundations
- Nonprofit or nongovernmental organizations
- Government agencies

In nearly every fundraising campaign, individual donors are the primary source of contributions. However, significant contributions may also be made by grant-making organizations.

## Creating a fundraising plan

Most successful fundraising campaigns are carefully planned and implemented. The service projects committee should coordinate their fundraising activities with the club's treasurer and Foundation committee. Consider what types of fundraising events will be most effective for your community, and take care to develop a clear, concise message that effectively communicates your club's service goals and plans to potential donors.

The following steps outline the typical process for creating a fundraising plan, including questions for consideration:

### 1. Determine fundraising needs.

- What's the purpose of the possible fundraising activity?
- What type of event will meet the club's funding needs?

### 2. Establish a budget.

- What funding is available in the club budget?
- What expenses are required to conduct the fundraiser?
- What are the anticipated revenues?
- What's our fundraising goal?

### 3. Identify the resources available and required to meet fundraising goals.

- How many people will we need to plan and carry out the fundraiser?
- Do we have any donated goods or services?

### 4. Determine the logistics of the fundraiser.

- When and where will we hold the event?
- Do we need to make any reservations or arrangements beforehand?
- What's our timetable for each step involved?
- Are we in compliance with local and national laws?

### 5. Organize volunteers.

- What roles and tasks will volunteers have?
- How will we involve community members?
- How will we involve friends, family, and business associates?

### 6. Publicize the event.

- What promotional strategies will we use?
- What's the most effective way to publicize the event?

- Who are the target audiences in both the club and in the community?
- How can we promote the event to local media?

#### 7. Implement the fundraiser.

- Who will monitor the activity (both successes and failures) while it is being carried out?

#### 8. Manage funds in a businesslike manner.

- What procedure will we use to track use of funds, both for contributions and expenditures?
- How will we report the disposition of funds raised?

#### 9. Recognize volunteers and contributors in a culturally appropriate way.

#### 10. Evaluate the effort with the fundraising organizing committee, club president, and other club leaders.

- What lessons were learned that can be applied to future fundraisers?
- Which ideas and experiences could we share with other clubs and Rotary International?

#### 11. Ensure continuity for future fundraising efforts by reviewing records with incoming club leaders or the club treasurer.

- What funds, books of account, records of club property, or electronic files need to be turned over? Who should receive these?
- What outstanding issues, if any, should be discussed with the incoming treasurer and new members of the fundraising organizing committee?

**Presenting the project.** The service projects committee should be prepared to answer questions about how the money for a project will be used. One approach is to compose a brief summary (two to four pages) of the project plan and goals, including:

- The need being addressed
- Your club's proposed solution
- Resources required
- Budget
- Timeline
- Anticipated result of the effort
- Explanation of what Rotary is and does
- Contact information for the service project organizer

First impressions are crucial for establishing good relationships with individuals and organizations that might fund a project. Potential donors will have more confidence in a funding proposal that's organized and professional.

### Getting Celebrities on Board

The support of a high-profile member of the community or a celebrity can mean a lot to your project's fundraising potential.

A fundraising letter that bears the signature of a mayor, school principal, or local television or radio personality can have a big impact on potential donors, as will your affiliation with a celebrity who is known to support the type of work you're doing.

**Building relationships.** After you've introduced the project, the long-term task of building relationships with potential donors begins. Carefully developing a relationship with donors can lead to increased project funding in the future. Provide donors with regular reports on the use of donated funds to help build trust. Donors appreciate knowing how donations are being used, and it's in your club's best interest to be as transparent and accountable as possible with project funds. Also, keep donors informed of the project's progress, and invite them to participate in project events and celebrations.

Remember to thank and recognize donors for their contributions. A thank-you note is often all that's required for small donations; some clubs choose to recognize larger donations in other ways.

### Approaching donors

Develop a system for tracking project donations and gifts. These records of donor giving histories are useful for anticipating what their future donations to projects might be and can help prevent asking the same groups or individuals for donations too frequently.

Research donors in advance to help determine how much money your club can reasonably request without shocking or offending the donor. In fact, making an informed request increases your chance of receiving a donation at or near the requested amount. Donors are less inclined to respond to requests that are vague or arbitrary.

**Individuals.** When approaching individual donors, be ambitious. Asking for large but realistic donations is reasonable. Give donors a clear picture of how much money needs to be raised, the donor's role in the effort, and the amount of money you suggest that the donor give. Such requests should be made in a thoughtful, courteous manner that allows the donor to decide if the amount is too high. And be sure to ask individuals whether their company participates in a matching gifts program for employee donations.

**Businesses.** To research a business' giving history, including the appropriate contact person, check libraries or government offices for public records of the charitable contributions of businesses.

Customize your club's message to each particular company by emphasizing the benefits of sponsorship, especially opportunities for positive publicity in the community. Because most companies have much larger budgets for marketing than for charitable donations, a company is more likely to draw from its marketing funds if convinced that sponsorship will bring it a lot of exposure.

If a company is interested in your club's work but not in a sponsorship, suggest some other type of donation, such as labor, supplies, or equipment. Providing volunteer assistance or donations-in-kind can also go a long way toward creating a positive image of the donor that would cost much more to cultivate through advertising.

**Foundations.** To research funding available from foundations, check public records in libraries. Once you've identified a potential source of funding, designate one person in your club to act as the main contact to help develop your club's relationship with the organization.

Most foundations will ask clubs to apply for project funding. Presentation is important, and poorly written or incomplete applications are generally less likely to receive project funding. As you fill out each application:

- Follow instructions exactly.
- Type the application or prepare it electronically, if possible.
- Check carefully for missing information and any grammar or spelling mistakes.
- Submit all application materials by specified deadlines.
- Follow up to make sure the application was received and to offer extra information, if needed.



If your funding request is approved, send a letter of thanks and ask what reporting procedures are required; the foundation will likely want to follow the progress of the project. If your request is denied, find out why. Also try to determine if the club might be considered for funding for future projects. If so, this is a good time to develop a relationship with the organization.

**Nonprofits/NGOs.** In general, the same approach used with foundations and businesses can be applied to nonprofits, also known as nongovernmental organizations or NGOs. One difference, however, is that nonprofits often focus on building community capacity through technical assistance, training, or in-kind donations of project materials. If a nonprofit doesn't make grants to other organizations, find out whether it provides other forms of technical assistance for community projects. In many cases, a nonprofit's expertise is more valuable to a project's success than monetary donations.

**Government agencies.** Many local, regional, and national governments offer funding for a variety of programs. To research these opportunities, contact government offices in your community and ask what resources are available. Many countries have international development funds that contribute to projects in other countries; examples include the U.S. Agency for International Development (USAID), the Department for International Development (DFID), the Canadian International Development Agency (CIDA), the Australian Agency for International Development (AusAID), and the Swedish International Development Cooperation Agency (SIDA). If your club is considering an international project, you might contact one of these agencies. Most have specific requirements for funding projects in other countries and may require organizations applying for aid to complete detailed applications, similar to a foundation grant application.

## Funding through Rotary

**Districts.** Districts may have funds available to assist clubs with projects. Check with your district governor about the availability of any such resources.

**World Community Service.** World Community Service (WCS) is a way for Rotarians to use service to advance international understanding and goodwill. WCS projects begin when Rotary clubs from two or more countries collaborate on a community service initiative. The WCS program provides Rotary clubs in search of international assistance an opportunity to publicize their project needs to Rotary clubs in other countries that might be willing to provide funds, materials, and technical or professional assistance. Clubs can use the WCS Projects Exchange Database to search for projects to support or publicize their projects in need of support.

Find more WCS information in the *World Community Service Handbook: A Guide to Action* (742-EN) or at [www.rotary.org/programs](http://www.rotary.org/programs).

**Humanitarian grants.** The Humanitarian Grants Program of The Rotary Foundation provides grants to Rotary clubs and districts to implement humanitarian projects. All Foundation grants must involve the active participation of Rotarians and address humanitarian needs. Grant funds cannot be used for land or building purchases, construction or renovation activities, salaries, stipends, or honoraria for individuals working for a cooperating organization or beneficiary, postsecondary education activities, research, or personal or professional development. Several grant types address different service needs and funding options:

- *District Simplified Grants* support the service activities or humanitarian efforts of districts. Learn more about District Simplified Grants in *Best Practices for Managing Your District Simplified Grant* (156-EN) or apply for a grant using the *District Simplified Grant Request* (153-EN, Web only).
- *Volunteer Service Grants* subsidize travel of individuals or small groups for qualified international humanitarian service in Rotary countries for periods of up to 60 days. Learn more about Volunteer Service Grants in *The Guide to Volunteer Service Grants* (157-EN) or apply for a grant using the *Volunteer Service Grant Application Form* (136-EN, Web only).
- *Matching Grants* assist in funding international humanitarian service projects in cooperation with Rotarians in another country. Learn more about Matching Grants in *The Guide to Matching Grants* (144-EN) or apply for a grant using the *Matching Grant Application* (141-EN, Web only).
- *Health, Hunger and Humanity (3-H) Grants* fund long-term (two to five years) international development projects to improve health, alleviate hunger, or enhance development through self-help activities. Learn more about 3-H Grants in *The Guide to Health, Hunger and Humanity (3-H) Grants* (158-EN).

Find more information about Foundation grants in *The Rotary Foundation Quick Reference Guide* (219-EN) or at [www.rotary.org](http://www.rotary.org).

## Managing Project Activities

Implementing a project can be both stressful and rewarding. Project coordinators often have to juggle many tasks, from managing volunteers to making sure necessary equipment arrives on time.

### Volunteers

The volunteer support of both club members and project stakeholders is one of the most important parts of Rotary service. To sustain the sort of effective action that a successful project requires, the participants need to be motivated — not just at the start, but throughout the length of the project. An initial positive experience often encourages people to go on to other service activities.

#### Tips for Motivating Volunteers

- Make an effort to learn peoples' names and use them.
- Place people in jobs that best fit their abilities, interests, and experience.
- Provide a vision of the positive impact of the project.
- Highlight the significance of each person's role.
- Delegate responsibility.
- Build effective teams.

One of the best ways to keep volunteers motivated and involved in a project is to make activities fun, high energy events that involve everyone's skills and participation. This requires careful planning and organization before a service activity. It's a good idea to nominate a project volunteer coordinator as the contact person for volunteers who have questions or concerns.

#### Tips for Project Volunteer Coordinators

- **Do some advance work.** Doing some work before the project starts, like creating a list of project activities and asking club members to sign up for them, helps ensure that each stage of the project has volunteer support.
- **Prepare volunteers.** Informing volunteers of what they should bring to an activity helps volunteers prepare themselves for work. This may involve a simple presentation of what volunteers will be doing and a discussion of their expectations and needs.
- **Expect the unexpected.** Some things just can't be predicted, so it's a good idea to have a contingency plan. For example, if a project site is outdoors, have a back-up plan in case of bad weather that tells volunteers where to go and what to do. If a project activity must be canceled entirely, make sure you have a plan in place for informing volunteers. In addition, accidents are always possible during a

project. Make sure that volunteers know who to contact and what to do if they have an accident, get lost, or need medical attention.

- **Encourage reflection.** One way to make volunteer service more meaningful is to reflect after a service activity has finished. Reflection can be as simple as discussing people's impressions and favorite activities or asking volunteers to write in journals or fill out project evaluation forms.
- **Recognize volunteer contributions.** When people feel appreciated for their work and believe they've contributed something to a project, they're more likely to volunteer in the future. At the end of a service activity, show your appreciation for everyone's efforts. For example, you might recognize individual service efforts at club meetings or ask members who participate in service activities to share their experiences and stories from each service activity.

## Project follow-through

Follow-through is important for obtaining the results you want on a project and building momentum for current and future projects. Evaluating the success and failures of each project activity is an excellent way to improve a club's future service efforts and to help prevent a project from losing momentum or encountering problems. Examples of follow-through include:

- Maintaining personal contact with project participants
- Writing letters to acknowledge contributions or to provide project status reports
- Asking for periodic evaluations of the project or task

## Regular communication

Communication throughout the entire project is key in keeping both project stakeholders and club members motivated. There should be no secrets about the project. Everyone involved should be kept up-to-date on project news. Tools for keeping Rotarians informed include:

- Updates at club meetings
- Celebration of milestones
- Recognition of club members and others as project proceeds
- Visits from partner organizations
- Club events at the project site

## Public Relations

All community service projects need to include a detailed public relations plan. Sharing the project's message with the community serves a number of purposes, including enhancing Rotary's image, gaining support for projects, and attracting qualified candidates for Rotary membership. Making the community aware of your work, and convincing large segments of the community to support it, requires planning.

Thorough public relations covers the entire length of the project: At the outset, it helps to illustrate the club's vision, recruit volunteers, and initiate partnerships. When the project is launched, it highlights its timeliness and the importance and relevance of the mission. Continued communication sustains the project's message, and post-project publicity that concentrates on the effort's success enhances the Rotary club's credibility in the community.

For more information, see *Effective Public Relations: A Guide for Rotary Clubs* (257-EN) and the video *Public Relations: Make It Work for You* (269-EN).

## Developing the message

A good first step in developing a communications plan is to create a one- to two-page information sheet that includes all of the main pieces of information about the project. Keep this brief and to the point, with bulleted lists or a question-and-answer format that makes it readable.

From here, develop the strategies that will promote your project. The key is to determine exactly what should be accomplished and then to focus on a few core messages. Consider these questions:

- What is the project goal?
- Who is the target audience for sharing the story?
- What are the key messages to the target audience?
- What roles do Rotarians and the community have in the project?
- What types of outreach, including media, marketing, or promotion, would be cost-effective?

If the demographic makeup of your target audience differs substantially from your club membership, find out more about the audience before implementing the public relations plan. Where do individuals from the target group socialize, work, shop, or worship? Answering these questions can help you tailor your PR plan and reach the target audience.

## Tips for Writing a News Release

- Ask: What is unusual, important, or worth knowing about this project?
- Answer who, what, when, where, and why in the first paragraph.
- Make it brief and simple (two pages maximum), with the most important facts first and a colorful quote somewhere in the first few paragraphs.
- Keep extra copies of all releases.

## Sample News Release

### NEWS RELEASE

**CONTACT:** CONTACT PERSON'S NAME

**FOR IMMEDIATE RELEASE**

**DATE:** INSERT DATE

**TEL:** 000-000-0000

**FAX:** 000-000-0000

**E-MAIL:** CLUB OR PROJECT E-MAIL ADDRESS

**WEB:** WEB SITE ADDRESS FOR THE PROJECT

**Rotary Club of CLUB NAME launches new mentoring program for city's at-risk youth**

**CITY NAME – (DATE)** Rotarians from the Rotary Club of CLUB NAME launched a new youth mentoring program at the city's north side community center today. The new program provides mentoring opportunities for 50 youth from disadvantaged neighborhoods in the city. Volunteer mentors from the Rotary Club of CLUB NAME work with at-risk youth that have been identified by community center staff to provide after school activities like one-on-one tutoring, computer training, and career counseling. Participants in the program will also work with the Rotary Club of CLUB NAME to identify and implement a community service project in the neighborhood.

The new north side mentoring program is one of the many projects that the Rotary Club of CLUB NAME have done to help city youth. Over the last year the Rotary Club of CLUB NAME has helped clean up the city park playground, donated a new library for the city secondary school, and helped sponsor a fire safety fair with the local fire department.

**Who:** The Rotary Club of CLUB NAME working with staff from the city's north side community center.

**What:** Launch a mentoring program for 50 at-risk youth from disadvantaged neighborhoods in the city.

**Where:** CITY NAME, REGION

**When:** The program began on DATE and will continue all year.

**Media Contact:** CONTACT INFORMATION

**Web Site:** WEB ADDRESS

Rotary International is an organization of business and professional leaders worldwide who provide humanitarian service and help to build goodwill and peace in the world. There are approximately 1.2 million Rotarians who are members of more than 32,000 Rotary clubs in over 200 countries and geographical areas. For more information, visit [www.rotary.org](http://www.rotary.org).

## Need professional quality shots of Rotary projects for a media presentation?

Take a look at *Rotary Global Projects Footage* (920-MU), a DVD of film footage that clubs and districts can incorporate into their multimedia presentations.

### Delivering the message

Getting the word about the project out to the community is best achieved through marketing and through the media.

### Marketing

Marketing the project's message involves direct exposure in various settings throughout the community. This selective, strategic approach requires minimal expense. Consider these marketing approaches:

- **Personal presentations.** Offer to speak about the project during community events and other forums that involve community leaders and other concerned citizens.
- **Announcements.** Send announcements describing the project to people who might be interested, for example, those who participated in the needs-assessment survey.
- **Invitations.** Distribute personal invitations to targeted community members for project events.
- **Point-of-purchase display.** Ask business owners to display project brochures near the cash register or a flier in the front window.
- **Exhibits at your local market.** Display photographs and descriptions of the club's project. Provide information on how people can participate.
- **On-site promotion.** Display banners, signs, T-shirts, and caps with the Rotary logo and your club name at the project site.

### Media

Another effective way to deliver your message to your target audience is through the media — television, radio, newspapers, magazines, and the Internet. Getting an informative, professional-quality news release to media outlets can expose your project to a wide audience. The cost to the club is little more than time spent with an editor, reporter, or talk-show host.

Put together a list of names, addresses, and phone numbers of editors, reporters, and TV and radio news directors who cover the club's area, and send the news release

to them. Different types of media offer different opportunities for exposure, such as:

- A feature story about the project or one of its participants or recipients to run during a newscast
- An extended interview with a project spokesperson on a public affairs program
- A public service announcement promoting the project
- A live broadcast from one of the club's events
- Regular project updates in the community news section
- A guest editorial, written by a prominent member of the community, pertaining to the issue the project addresses
- A letter, written by a club member, to the editor about the project's effect on the community
- A mention in a regular column

### Project Web sites

The Internet has become one of the most effective means to publicize Rotary club service activities. Many potential project donors, reporters, and other individuals expect clubs to have Web sites about their service projects and e-mail contact information.

To create a project Web site, keep your target audience in mind. State the project's objectives, purpose, location, duration, participants, and expected outcome. Keep your writing concise, and don't worry about creating flashy graphics or complex pages; usually, the most effective sites are relatively simple and easy to navigate. Other possible content includes:

- **Contact information.** Potential donors, reporters, or interested individuals will need to know who in your club to contact. Because of privacy issues, it's best to list a club phone number or e-mail address rather than the contact's personal information. Be sure to seek permission before posting any personal information (names, addresses, phone numbers, photographs) on your site.
- **Project photographs.** Simple digital photographs of club members actively participating in project activities is an excellent way to advertise a club's commitment to service.
- **Links to community partners.** If your club collaborates with another community organization on a project, you might post a link to the partner's Web site and ask the other organization to do the same. Remember to seek permission before posting a link.

- **Project needs.** Consider including a fundraising appeal, posting a list of needed items, and asking for volunteer support or in-kind donations of project materials.

If no one involved in the project has specific Web expertise, consider hiring someone to design and maintain your project Web site.

### Using Rotary's trademarks

Using the name Rotary, the Rotary emblem, and other RI trademarks (known collectively as the Rotary Marks) in your project publicity is an excellent way to promote Rotary's mission. Just make sure that your promotional materials clearly identify the Rotary club or district that planned and implemented the project.

Before developing any promotional materials, review RI's guidelines for proper use of the Rotary Marks, described in chapter 17 of the *Manual of Procedure*. You can also consult the *Visual Style Identity Manual* (547-EN). If you have questions, check with your Club and District Support representative or RI's Licensing Section.

#### RI Licensing Section

Rotary International  
One Rotary Center  
1560 Sherman Avenue  
Evanston, IL 60201-3698 USA

**Phone** 847-866-4463

**Fax** 847-866-6977

**E-mail** rilicensingservices@rotary.org

### Some Things to Think About

- How will you move your club from planning to action?
- How will your club raise money for a project?
- Who in your club will be in charge of fundraising?
- How will you research potential donors in your community?
- What does your club need to prepare for approaching potential donors?
- Is your club's project eligible for a Rotary Foundation humanitarian grant?
- Who will coordinate volunteer activities for your club's project?
- Is any training or preparation needed before volunteers begin their work?
- How will you keep volunteers motivated and involved in your club's service projects?
- Does your club have a public relations strategy for your project?
- Are your promotional materials in compliance with Rotary policy?

# Evaluating Success

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Evaluation plays an important role in carrying out service projects. In order to learn and grow from the experience, you need to know what worked and what didn't and whether the project achieved its objectives.

The evaluation process needn't be expensive or time consuming. By setting measurable goals and objectives during the planning phase, you've already done much of the work. Completing the evaluation is simply a matter of collecting the data related to each of the project's objectives and determining whether they were met.

## Share Your Project with RI

Rotary International is always looking for stories about successful club or district service projects. Let RI know about your project by using the Community Projects Database Submission Form included at the end of this guide. Successful projects will be listed in the database as a resource for other clubs and districts looking for project ideas and opportunities.

You can also share your club or district project with RI's publications staff for possible coverage in *The Rotarian* or *Rotary World* or at [www.rotary.org](http://www.rotary.org). E-mail a brief summary of your club's project along with contact information to [rotarian@rotary.org](mailto:rotarian@rotary.org).

## Choosing an Evaluation Method

To determine what evaluation method to use, consider these factors:

- Purpose of the evaluation
- Audience (club members, sponsors, media, etc.)
- Information needed
- Information sources
- Best way to collect the information
- Date the evaluation is needed
- Resources available for information collection
- Method for reporting the results

Projects can be evaluated in a number of ways. Some of the most common methods are described below.

### Data analysis

Data analysis involves a comparison of statistics from before and after the project. For example, an adult literacy project could include a test given for students at the beginning and the end of the course to determine what progress the students have made.

### Survey

For results that are less easily quantified, a survey can track some measure of change. For example, you might conduct a survey that monitors the level of AIDS awareness in a community before and after a club's AIDS-awareness project.

### Case study

A case study records the effects of a project on a limited number of people. Establishing a Rotary Community Corps, for instance, can have a profound effect on a small segment of the community. A study of that group of people can provide an in-depth look into how much change took place after the RCC began its work. Detailed interviews with participants can produce evidence of changes in their knowledge and skills that have resulted from their exposure to the project.

A combination of several methods will give you the most effective and comprehensive evaluation. For example, the impact of a revolving loan fund can be described as having reduced the number of people with monthly incomes of less than US\$500 by 20 percent, increased the number of people who now have a savings account, and changed the lives of two women who now describe increased self-confidence and better circumstances for their families.

## Writing the Evaluation Report

The report should be succinct, appealing, readily understood, and useful. The style you choose will depend on how the report will be used (common uses include reporting outcomes to project stakeholders, improving future projects, and publicizing successful ones). As you prepare your report, consider these writing tips:

- Keep the report short.
- Use active voice and present tense to engage the reader.
- Feature the most important points first, and highlight key points.
- Include quotes, anecdotes, graphics, and photographs.
- Make specific recommendations for action, including suggestions for what similar projects might do differently.

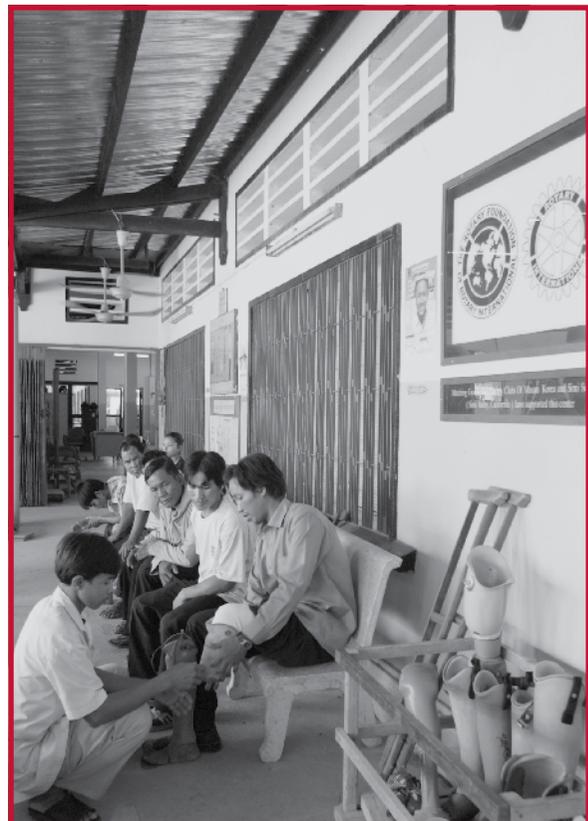
## Celebrating Success

Celebrating success is an important component of any service project. Clubs should find appropriate ways to recognize the contributions of various project stakeholders at the end of a service project. Clubs often have a ceremony, party, or some other type of celebration. Smaller projects may only require recognition of a volunteer's contributions at a club meeting, while larger projects may invite larger celebrations. Here are some ideas:

- Conduct a closing ceremony at the project site, and invite volunteers, community partners, project donors, civic leaders, and the media.
- Recognize volunteer contributions at club meetings.
- Arrange an awards reception to recognize club and community members' contributions to club service.
- Send thank-you letters and certificates of appreciation to all project participants.
- Feature stories about project successes in club and district newsletters and on club Web sites.

### Some Things to Think About

- How will your club evaluate project success?
- What will your club use project evaluations for?
- What lessons have you learned from your service project?
- How will your club celebrate successful projects and recognize the contributions of participants?
- Is your club or any of its members eligible for an RI award for their service?
- Has your club shared its successful projects with RI?





# Resources

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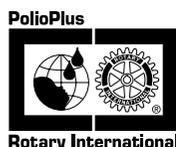
Rotary International provides many forms of support for Rotary club and district service projects. Clubs and districts should carefully consider all of the resources available from Rotary International when planning, implementing, or evaluating a service project. For current information about each of these programs, go to [www.rotary.org](http://www.rotary.org) or contact your Club and District Support representative.

## PolioPlus

Launched in 1985, the PolioPlus program is one of the most ambitious humanitarian undertakings ever by a private-sector organization. Initially, Rotary provided polio vaccine to children in developing countries. By 1990, it was assisting health care workers in the field, providing training for laboratory personnel to track the poliovirus, and working with governments to support the eradication campaign. The PolioPlus fundraising campaign concluded, but Rotary started the PolioPlus Partners program to enable Rotarians in polio-free countries to help their counterparts in polio-endemic countries equip laboratories, assist medical officers in the field, and support immunization campaigns.

**E-mail** [polioplus@rotary.org](mailto:polioplus@rotary.org)

**URL** [www.rotary.org/foundation/polioplus](http://www.rotary.org/foundation/polioplus)



## RI Structured Programs

Rotary International supports eight structured programs, plus Global Networking Groups. Rotary clubs and districts often use these programs as resources for service projects. Some programs, like World Community Service (WCS) and Rotary Volunteers, are designed to connect Rotary clubs and districts with important project resources. Find additional information about each of these programs at [www.rotary.org/programs](http://www.rotary.org/programs) and in the publications listed below.

## Global Networking Groups

Global Networking Groups offer opportunities for Rotarians around the globe to interact in relation to a common purpose through two groups:

Rotary Fellowships and Rotarian Action Groups. Rotary Fellowships are organized around a specific vocational or recreational interest and are open to all Rotarians. Rotarian Action Groups are organized around project or service-oriented activities that advance the Object of Rotary.

**E-mail** [rotaryfellowships@rotary.org](mailto:rotaryfellowships@rotary.org)

**URL** [www.rotary.org/programs/fellowships](http://www.rotary.org/programs/fellowships)

### Publication

- *Rotary Fellowships Handbook* (729-EN) Guide for organizing and promoting a Rotary Fellowship



## Questions about Rotary resources?

Contact your Club and District Support representative for answers. To find your representative's name and contact information, go to [www.rotary.org/support/CDAREps](http://www.rotary.org/support/CDAREps) and enter your district number.

## Interact

Interact is a Rotary-sponsored service club for young people of secondary school age. Interact clubs provide the opportunity to develop a range of leadership skills while learning the value of teamwork.



**E-mail** [interact@rotary.org](mailto:interact@rotary.org)

**URL** [www.rotary.org/programs/interact](http://www.rotary.org/programs/interact)

### Publications

- *Interact Brochure* (600-EN) Promotional brochure for potential Interact club members
- *Interact Poster* (639-MU) Color poster promoting the program
- *Interact Handbook* (654-EN) Guide for organizing and administering an Interact club
- *Interact Faculty Adviser Guide* (Web only; [www.rotary.org](http://www.rotary.org)) Guide for liaisons between school administrators and the sponsoring Rotary club

## Rotaract

Rotaract is a service club for young men and women ages 18-30. Rotaractors address the physical and social needs of their communities and promote friendship through service. Rotaract clubs are sponsored by Rotary clubs, but they are self-governing and self-supporting. This gives the members an opportunity to develop leadership and professional skills.



**E-mail** [rotaract@rotary.org](mailto:rotaract@rotary.org)

**URL** [www.rotary.org/programs/rotaract](http://www.rotary.org/programs/rotaract)

### Publications

- *Rotaract Brochure* (663-EN) Promotional brochure for potential Rotaract club members
- *Rotaract Handbook* (562-EN) Guide to organizing and developing a Rotaract club

## Rotary Community Corps (RCC)

Self-help organizations made up of non-Rotarians, RCCs work to develop the communities where they live, learning valuable group skills in the process. Hundreds of rural and urban corps worldwide are sponsored by Rotary clubs.



**E-mail** [rcc@rotary.org](mailto:rcc@rotary.org)

**URL** [www.rotary.org/programs/rcc](http://www.rotary.org/programs/rcc)

## Publications

- *Rotary Community Corps Brochure* (779-EN) General overview of the program
- *Rotary Community Corps Handbook* (770-EN) Guide to organizing an RCC
- *Rotary Community Corps Organization Form* (769-EN) Used to register an RCC

## Rotary Friendship Exchange

Rotary Friendship Exchange offers Rotarians and their families the opportunity to carry out reciprocal visits, living for a few days in the homes of Rotarian families in other countries. The program advances international understanding, goodwill, and peace through interpersonal contact across national boundaries.



**E-mail** [friendshipexchange@rotary.org](mailto:friendshipexchange@rotary.org)

**URL** [www.rotary.org/programs/rfe](http://www.rotary.org/programs/rfe)

### Publication

- *Rotary Friendship Exchange Handbook* (702-EN, Web only) Guide to arranging a Rotary Friendship Exchange

## Rotary Volunteers

The Rotary Volunteers program encourages Rotarians to put their vocational skills to use by participating in hands-on projects. Through the program, Rotarians and other skilled professionals can offer their services and expertise to local and international humanitarian projects in need of assistance. Clubs can request volunteer support by registering their service projects on the Rotary Volunteers International Project Site Database, and Rotarians can find volunteer opportunities by registering on the Rotary Volunteers Database.



**E-mail** [volunteer@rotary.org](mailto:volunteer@rotary.org)

**URL** [www.rotary.org/programs/volunteers](http://www.rotary.org/programs/volunteers)

### Publications

- *Rotary Volunteers Handbook* (263-EN) Guide for becoming a Rotary Volunteer and for clubs looking for volunteer assistance for projects
- *Rotary Volunteers: Hand in Hand* (386-MU) Promotional video describing the Rotary Volunteers program and individual volunteer activities
- *International Volunteer Registration Form* (284-EN)
- *International Volunteer Site Registration Form* (285-EN) Used to register Rotary club and district service project sites looking for volunteer support

## Rotary Youth Leadership Awards (RYLA)



RYLA is a program sponsored by Rotarians at the local level in which young people ages 14-30 attend a leadership training program. At these workshops, participants focus on leadership and professional development topics of interest to their specific age group. The seminars are organized and run by Rotarians.

**E-mail** [ryla@rotary.org](mailto:ryla@rotary.org)

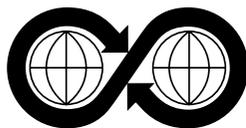
**URL** [www.rotary.org/programs/ryla](http://www.rotary.org/programs/ryla)

### Publications

- *RYLA Brochure* (636-EN) Promotional brochure describing the RYLA program and its benefits
- *RYLA Handbook* (694-EN) Outline of RYLA club or district plans to develop leadership among young people
- *RYLA Poster* (635-MU) Color poster promoting the program

## World Community Service

World Community Service (WCS) occurs whenever a Rotary club in one country assists a club in another country with a service project. The WCS Projects Exchange is a “help wanted” database where Rotary clubs seeking international assistance can publicize their community service initiatives.



**E-mail** [wcs@rotary.org](mailto:wcs@rotary.org)

**URL** [www.rotary.org/programs/wcs](http://www.rotary.org/programs/wcs)

### WCS Projects Exchange Database

[www.rotary.org/programs/wcs/projects/database.html](http://www.rotary.org/programs/wcs/projects/database.html)

### Publications

- *World Community Service Handbook: A Guide to Action* (742-EN) Resource on WCS, including an overview of the Rotary Volunteers and Rotary Foundation grants programs, and guidelines for undertaking donations-in-kind projects
- *WCS Project Data Form* (784-EN) Used to submit club or district projects for inclusion in the WCS Projects Exchange

## Disaster Recovery

Rotarians have a long history of aiding victims of natural disasters. Through local club and district efforts, Rotarians donate to relief funds; send shipments of food, clothing, and medicine; collaborate with local organizations that offer emergency relief; and provide ongoing assistance during long-term reconstruction projects.

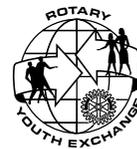
To provide immediate disaster relief, Rotarians are encouraged to work with well-established international relief agencies that are equipped to quickly and effectively allocate aid.

**E-mail** [wcs@rotary.org](mailto:wcs@rotary.org)

**URL** [www.rotary.org/programs/wcs/disaster/information.html](http://www.rotary.org/programs/wcs/disaster/information.html)

## Youth Exchange

The Rotary Youth Exchange program sends students of secondary school age to study or travel abroad for up to one year in order to advance international understanding and goodwill. Youth Exchange students live with host families and experience life, culture, and education in another country.



**E-mail** [youthexchange@rotary.org](mailto:youthexchange@rotary.org)

**URL** [www.rotary.org/programs/youth\\_ex](http://www.rotary.org/programs/youth_ex)

### Publications

- *Youth Exchange Handbook* (746-EN) Guide to operating a Youth Exchange program
- *Youth Exchange: Making a World of Difference* (755-EN) Promotional brochure highlighting the long-term exchange program
- *Short-Term Youth Exchange* (756-EN) Promotional brochure highlighting the short-term exchange program
- *Youth Exchange Postcards* (750-MU) Color postcards used for promoting the program or by students while on exchange
- *Youth Exchange Poster* (751-MU) Color poster promoting the program

## Community Projects Database

Rotary's Community Projects Database highlights the best practices of Rotary club and district service projects. Clubs and districts can use this online, searchable database to find ideas for service projects and discover what has worked well for other clubs. They can also use it to share their project successes by submitting a project data form to Rotary International.

**E-mail** [communityservice@rotary.org](mailto:communityservice@rotary.org)

### Community Projects Database

[www.rotary.org/programs/projectsdb](http://www.rotary.org/programs/projectsdb)

### Some Things to Think About

- How might your club use Rotary's programs to support their service projects?
- How could your club's project benefit from being posted on the WCS Projects Exchange or the Rotary Volunteers International Site Database?
- How might you involve Interact, Rotaract, RYLA, and Youth Exchange in your club's service projects?
- Have you searched the Community Projects Database for project ideas?
- Have you visited [www.rotary.org](http://www.rotary.org)?



## Community Projects Database

# Project Submission Form

*(Please print or type information)*

Project Title: \_\_\_\_\_

District(s): \_\_\_\_\_

Project Country: \_\_\_\_\_

Type of Club(s):  Rotary  Rotaract  Interact  Rotary Community Corps

Start Date: \_\_\_\_\_ End Date: \_\_\_\_\_ Ongoing?  Yes  No

### Topic(s)

Please select topics that describe your project from the list below or add new topics in the spaces provided.

- |   |  |   |
|---|--|---|
| <input type="checkbox"/> Adult Education    | <input type="checkbox"/> Fundraising                 | <input type="checkbox"/> Nutrition            |
| <input type="checkbox"/> Aging              | <input type="checkbox"/> Gender                      | <input type="checkbox"/> Peace                |
| <input type="checkbox"/> Agriculture        | <input type="checkbox"/> Health                      | <input type="checkbox"/> Polio                |
| <input type="checkbox"/> Animal Husbandry   | <input type="checkbox"/> HIV/AIDS                    | <input type="checkbox"/> Population           |
| <input type="checkbox"/> Awards             | <input type="checkbox"/> Homelessness                | <input type="checkbox"/> Poverty              |
| <input type="checkbox"/> Career Development | <input type="checkbox"/> Housing                     | <input type="checkbox"/> RCC                  |
| <input type="checkbox"/> Children           | <input type="checkbox"/> Hunger                      | <input type="checkbox"/> Recycling            |
| <input type="checkbox"/> Clean-up           | <input type="checkbox"/> Immunization                | <input type="checkbox"/> Revolving Loan Fund  |
| <input type="checkbox"/> Disabled           | <input type="checkbox"/> Interact                    | <input type="checkbox"/> Rotaract             |
| <input type="checkbox"/> Diseases           | <input type="checkbox"/> International Understanding | <input type="checkbox"/> Urban Concerns       |
| <input type="checkbox"/> Drug/Alcohol Abuse | <input type="checkbox"/> Library                     | <input type="checkbox"/> Water and Sanitation |
| <input type="checkbox"/> Education          | <input type="checkbox"/> Literacy                    | <input type="checkbox"/> WCS                  |
| <input type="checkbox"/> Environment        | <input type="checkbox"/> Malaria                     | <input type="checkbox"/> Youth                |
| <input type="checkbox"/> Ethics             | <input type="checkbox"/> Maternal Health             | <input type="checkbox"/> Other: _____         |
| <input type="checkbox"/> Food Distribution  | <input type="checkbox"/> Medical Supplies            | <input type="checkbox"/> Other: _____         |
| <input type="checkbox"/> Four-Way Test      | <input type="checkbox"/> Microfinance                |   |

### Project Summary

*Please attach additional pages as necessary.*

1. What were the objectives of the project? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. How did your club determine the need for this project? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



3. Please describe any other groups, organizations, or government agencies you worked with to achieve your objectives:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Please describe your project from beginning to end: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Who benefited from this project? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

6. Why was this project successful? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Contact Information**

Full Name: \_\_\_\_\_

Club: \_\_\_\_\_

Address: \_\_\_\_\_

City, State/Province, Postal Code: \_\_\_\_\_

Country: \_\_\_\_\_ Telephone: \_\_\_\_\_

Fax: \_\_\_\_\_ E-mail: \_\_\_\_\_

*I hereby authorize Rotary International to use the project information contained in this form, including the above contact information, in Rotary publications and on the RI Web site.*

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

*This form should be submitted at the completion of each service project. Please send to:*

**Programs Division (PD210)**

Rotary International  
One Rotary Center  
1560 Sherman Avenue  
Evanston, IL 60201-3698 USA

**Fax** 847-866-6116

**E-mail** communityservice@rotary.org



# Handbook Evaluation Form

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*Rotary is always interested in improving the resources available to Rotarians and Rotary clubs and districts. Your feedback about this guide will help us improve future service publications. Thank you.*

1. How did you learn about *Communities in Action: A Guide to Effective Projects*?

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2. What did you use this guide for?

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3. What was the most useful part of this guide?

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4. What information would you add to this guide?

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5. Any additional comments or suggestions?

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## Contact Information (optional)

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Rotary Club: \_\_\_\_\_ District: \_\_\_\_\_

Address: \_\_\_\_\_

City, State/Province, Postal Code: \_\_\_\_\_

Country: \_\_\_\_\_

E-mail: \_\_\_\_\_ Telephone: \_\_\_\_\_

*Please send to:*

### **Programs Division (PD210)**

Rotary International

One Rotary Center

1560 Sherman Avenue

Evanston, IL 60201-3698 USA

**Fax** 847-866-6116

**E-mail** [communityservice@rotary.org](mailto:communityservice@rotary.org)













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[www.rotary.org](http://www.rotary.org)

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