ROTARY CLUB of GRAHAMSTOWN

PROCEDURES to ACHIEVE a SUCCESSFUL MATCHING GRANT

1. This is written from the point of view of a South African Rotary Club which has been the successful recipient partner in 35 completed Matching Grants since mid-1999. The writer had just stepped down from the Presidency of his Club and undertook to handle the Matching Grant portfolio as a means of securing major overseas funding for numerous needy organisations in his Club's area.
2. Up to that date, the Club had done only one MG, in about 1988, and then the programme went quiet, possibly because of sanctions on SA.
3. Although written from the point of view of the junior partner as the recipient Club, many of the administrative - and perhaps organisational - arrangements apply equally to senior partners in those countries that are prepared to assist in providing for the needs of the disadvantaged.
4. The generosity of overseas Clubs has allowed this Club, with very limited financial resources, to benefit from the multiplier effect of the Matching Grant Programme, and to achieve gearings of as much as 20 to 1 with some projects.
5. By early 2007, the Club had been successful in raising R2,600,000 (£200,000 at a rate of £1-00 to ZARands14-00) through the Programme.
6. At that date, three further projects were under preliminary negotiation with partner Clubs for funding in 2007-2008.

How did we do this? Well, this is what you will need:-

1. A Club Member who undertakes to manage the programme consistently, and who has available another member as back-up who is *aux fait* with what's going on and can manage as effectively. It does not help if management responsibility changes rapidly or frequently. I have found that the momentum of the programme has suffered every time I went overseas for a six-month holiday, because we have not yet found another member who has the time or inclination to stay involved.
2. That member (the "Club's MG Co-ordinator,") should be the sole person who deals with the local Rotary District, with The Rotary Foundation (TRF) representatives, with Foundation's staff, and with funding partner Clubs and Districts, up to the stage when the project has been approved, the Agreements signed, and the cash arrives. This avoids possible confusion.
3. Then the Implementation Team (q.v.) gets to work. The minimum size of this Committee must be three Rotarians. – and TRF on its current Application Form requires the names of the three Rotarian members of the Committee to be listed in the Application Form
4. The Project, in its gestation stages, usually has a Rotarian as its "Champion". This is the person who "sold" the idea to the Club, who feels strongly that it should be funded; and who is willing to act as the contact with the local Beneficiary organisation. As a member of the Committee, this person is: regarded as the Project Leader; responsible for liaison with the Beneficiary; responsible to check the arrival and signed acceptance of the purchased or donated items; responsible to authorise payment of invoices by the third member of the Committee (see later); and for all contact between the Beneficiary and the Club.
5. Along with the Co-ordinator, the Project Leader is expected to communicate regularly with the overseas partners, but contact with TRF is still handled by the Co-ordinator. Likewise, issues of major importance that concern the partners are handled primarily by the Co-ordinator.
6. The Co-ordinator, who is the Primary Contact in TRF's eyes, is required by TRF to be a member of the Implementation Committee. In that role, he then acts in the role of a watchdog for TRF, ensuring that the Project is carried through in accord with the original

Application. I take a generally passive role in that stage, acting effectively as the Foundation's "auditor" to ensure that expenditure is always in line with the original proposals, concept and ethos that "sold" the project to our partners and to TRF in the first place. If minor deviations from budgeted prices or quantities or items are necessary, they can be allowed, but the rule applied is that such must be, at least, in the literal and figurative spirit of the Application. Variations will inevitably occur between conception and execution.

7. The Co-ordinator helps the Project Leader in framing Interim and Final Reports to TRF and to partners. In this role, he checks through them, and resumes contact with TRF and partner Clubs, sending the reports to TRF and partners.
8. The third member of the Committee is the Club's Matching Grant Financial Controller. This member is responsible to manage the Bank account for the Grants; to receive from the Project Leader properly authorised invoices or statements of account from suppliers; to pay same timeously; and to prepare the final Audit certificates with supporting financial documents required by TRF.
9. TRF has accepted that costs of running any bank account in South Africa are prohibitively high. TRF allows the Club to run a single Bank account under the title of "Rotary Matching Grant Account" or similar. TRF now requires a copy of the Bank Statement relating to all transactions for any particular Matching Grant under report.
10. If more than one MG is being handled through the account, TRF will accept a copy of the Statement with appropriate entries highlighted or otherwise identified for that Grant.
11. On the technical side, you will need a computer and ready access to the Internet. There are a lot of essential and useful bits of information, forms, guidelines, policy statements, etc, at the rotary.org website. You will not be able to do anything done rapidly if you lack e-mail and access to the Internet.
12. Programmes installed on the computer that will allow quick and easy passage of information. I use Windows, with Word and Excel and a fax programme, and also Adobe for encoding, as this is the one that Rotary uses for a lot of info, and, especially, for the Agreement Forms when the project is entering the approval and legal stages. Also, many of their policy statements and guidelines are published in this Adobe format, which is "read only" and cannot be "jimmied" by others. They do also offer an MG Application Form in MSWord format, which is not difficult to fill in.
13. Obviously, you will need to have planned a project that fits TRF's Matching Grant guidelines, and endorsed by the Club as meriting financial support. Look on the Rotary website for the current Eligibility Criteria, to ensure that your project will be acceptable to TRF. Here, you will find severe limitations imposed by TRF in the Matching Grant (MG) programme. NO buildings, NO renovations to same, NO operating costs – the Rotary web-site will set this out for you. NO help to animals – great omission, this one, we believe here in Grahamstown. It is imperative to identify the NEED clearly, and to demonstrate that the Grant will meet the needs and hopes of the beneficiary and the TRF Eligibility Criteria in all respects possible.
14. Make sure that the Project is within your physical capabilities – some time ago, we were talked into fixing up a farm school 25 miles out, and the Project Team had a lot of trouble working at that distance from base.
15. An internal Club commitment that the project will be endorsed and not dropped by your Club over, if necessary, as many as four Presidential years – at least one of ours took THAT long from conception to completion.
16. The Project Champion is the Committee's Project Team Leader. This is the Club member who will "own" the project and will be the Team Leader to work up the project with other members if necessary and to implement it when the funds arrive. This does not necessarily have to be the person who suggested the idea, though it is often a good idea to at least include that one in that Team, as it can bring idealists severely down to earth when confronted with TRF rules and administrative reality.
17. A clear idea of what the project will cost, and of how much you want from the partner(s).
18. An overseas partner club, who sometimes might even mobilise other neighbouring Clubs to "chip in" with them and put up funds, sometimes to lessen the burden on each individual Club.

19. If lucky, support from your own District with an allocation of District Designated Funds (DDF) by the incumbent District Governor (DG), or, from 1 July 2003, his District Foundation Chairman or District MG Co-ordinator.
20. If even luckier, support by your partner Club's District.
21. And, above all, consistent and persistent application of effort by the Club member responsible for overseas contacts (the MG Co-ordinator), with PROMPT, ACCURATE and TIMEOUS attention to the minutiae of administration.

Next question – how do you find a partner?

1. Well, the patience of Job and the optimism of a true believer are necessary here.
2. It is a Club-wide responsibility. Every member MUST be conditioned to be alert to the fact that the Club is looking for outside sponsors of its projects, and must act as a salesman and promoter whenever opportunity arises.
3. DO NOT ask your Club's programme co-ordinator/manager to do this alone.
4. Use every avenue open to you.
    a) The least effective route is to select a Club from the International Directory and to approach them. Unless you can prove your bona fides, they will treat you as if you were a 419-Nigerian with $300 million that he wants to put into your bank account.
    b) The second least effective route has been, for us, a short note in the twice-a-year Rotary World Community Service (WCS) handbook, listing projects that Clubs everywhere are wanting to find funding partners. Access to this, (and, also, placing your Project in it), is now possible via the Internet and the Rotary web-site. In six years, I have had only four enquiries for one particular project, and only two of them have led to negotiations – and neither resulted in a firm proposal. Also, the website-handbook accepts only one project per Club.
    c) Occasional visits and local "make-ups" at your Club by overseas Rotarians can also be exploited. Several of Grahamstown's Projects have come from just that. But these are, in Grahamstown, spasmodic; the cities have a greater chance than we.
    d) A better route is for every member who has an overseas contact, not necessarily a Rotarian, to use that route to find a local Rotary Club, and to open negotiations with the Club on your behalf. Your member's contact becomes your warranty that this is a genuine need, and if the contact has visited your area, so much the better.
    e) Overseas visits by your Club Members, or even by non-members who have the interests of your community at heart, could be another route.
    f) Overseas "make-ups" by Club members can work wonders. I am presently talking to the Singapore Club as a result of a two-month visit there two years ago, and to the Adelaide and Perth Rotary Clubs in Australia from a more recent visit. Other members who travel do the same thing, and several of our projects came to fruition that way.
    g) Some good can come from the Short Term Exchange Programme (STEP) or the longer Student Exchange Programmes, not necessarily the student per se, though we have found some response from them after about ten years since their year with us. Not very reliable, and it is better to exploit the contact with the overseas sponsoring Club, and sometimes the student's parents might visit and be useful to you.
    h) Outward and Inward Group Study Exchange (GSE) visits, or incoming Friendship Exchange visits can also help. Several Grahamstown Projects have started in this way
    i) A visit to us of an American Friendship team produced another project. More will follow.
    j) A visiting Irish Professor to Rhodes University in 1996 produced two projects, while a personal visit by him in 2003 and 2005 lead to at one more.
    k) Incoming Ambassadorial Scholars might also produce a contact. Several of our projects have resulted from five such students at Rhodes.
    l) DGs and PDGs can be a useful source of contact. Trevor Long's assiduous work with other DGs has produced contacts that we have been able to turn into projects. Close personal contact and cultivation of others overseas, over the years, does allow PDGs to build up a web of contacts that can help sometimes.

So now you've contacted a possible partner. Now the hard part starts.

1. Constant communication is the fundamental recipe.
2. Establish a rapport with your "oppo" in the partner Club. Exchange reminiscences, anecdotes, find common ground. Turn him into a pen friend.
3. Convince the partner Club that yours is an ideal project.
4. In your initial proposals to your partner, before ever you get to the stage of completing an Application Form, supply him with as much detail as you can about the beneficiary, the NEED, the results expected from the Grant, photographs of the project showing what or where you want to do something, statistics if applicable, relating to things such as education levels, or AIDS infection rates and predicted future death rates, and everything that will help him to understand your belief in the project and what a difference his Club can make. This is also important when you get to the stage of applying formally to TRF for their backing.
5. Tell him something about your Club. Refer to its Web Page, if any; its charitable activities, its financial situation and sources of funds and, most important, something of your own background and those of the members who will be putting the project on the ground. ESTABLISH YOUR PARTNER'S CONFIDENCE IN YOUR CLUB AND GET HIM TO BELIEVE IN YOUR PROJECT.
6. Work out the possible finances. First start-point is one share from each of you and, because of changes in TRF (Foundation's) financing rules, an additional 50% of that total will be granted by TRF.
7. Now draw the Districts into it. Sell your project to your DG or his rep, and remember that every DG has his own pet directions. Some might espouse Education – so no DDF for health care; another believes that Literacy is the thing - so no equipment for Day-Care Centres; a third might believe that the only thing to support is poorly administered Old-Age Homes.
8. Remember that District DDF is worth a 100% Match, not 50%, from TRF, so beat as much as you can out of the DG. DDF funds <u>are</u> limited, and remember in this respect that Grahamstown will be fighting its corner against 50 other Clubs for a big share of DDF!!!!!!!!!!
9. Don't be afraid to adopt the attitude of every black politician - hold out the begging bowl.

Now you've got agreement on what project, and the financing ratios.

1. This automatically allows you to calculate the funding that TRF will supply, and all the calculations have to work out in the end to the original total cost of the project that you are putting up. Remember that the MINIMUM Grant that you will get from TRF is $5,000, and this will mean – depending on the ratios of Club and District funds (DDF), will require a project of at least R70,000, or R84,000 if Districts do not match the Clubs' contributions.

Next:-

1. Complete an Application Form, down-loadable from the Rotary (RI) website in Adobe or MSWord format.
2. Once you have the appropriate Form, you can either:-
    a) fill in the form on the screen and (with the Word format) insert an electronically-scanned local Presidential signature into the appropriate box; or
    b) you can print it (with the Adobe or Word format) and complete it manually. I prefer to complete the Word version on the screen and then print it, for local signatures.
    c) Thereafter, and this applies from 1 July 2003, the form has to go to one or other Distrct for certification of correct completion. We get our District to verify completeness, though there is an argument for having the overseas District certify it. This is done by the District Foundation Chairman (DFC), or the District Foundation Matching Grants Co-ordinator (DFMGC).   This is to try and get some order, discipline, completeness and uniformity into world-wide presentations to Foundation (TRF).
    d) In addition to the "Record and Register" step, the District DFC must sign the form if there has been an allocation of DDF to the project.

e) Thereafter, send (by e-mail, fax, airmail) the Application Form to your partner Club.
f) The partner will then complete his side and submit to TRF. That way, we hold the link tight at all stages.

3. If the DFC or DFMGC (as appropriate) is not available to sign the DDF allocation part of the Application proper, arrange with him that he will send a separate e-mail to Foundation authorising the allocation of DDF for the project.
4. Remember that the Application Form needs several attachments, and these must form part of the documentation sent to TRF via your partner Club:-
   a) a statement by your Club President on Club letterhead that you have adopted the project, with the amount of funding earmarked for it. Attach this as an Appendix.
   b) If you are applying late in the Rotary year, say in February or March, and thereby just beating the 31 March deadline imposed by the Business Cycle, include a Renewal Form (down-loadable) for the following Rotary year, signed by the Incoming President of the Club. This might be a superfluity, and you might be asked in July to send in another, but do it anyway. The bureaucrats and the accountants just LOVE this sort of bumph.
   c) A Letter of Undertaking from the local beneficiary re acceptance, ownership, maintenance and insurance of the equipment donated. We also require that the undertaking contains an unchallengeable re-possession clause, to allow us to remove any donated item if there is evidence or suspicion of mis-use by the beneficiary. Vehicles and computers and TV sets are a favourite item in that category. Attach this as an Appendix.
   d) Some details about the beneficiary, as the space provided in the Application Form is usually not big enough. Attach this as an Appendix.
   e) Supporting legal documents such as a copy of the Certificate of Title, if (say), the beneficiary is a black rural school previously situated on white-owned farmland. Attach this as an Appendix.
   f) A full budget of items to be purchased, set out in priority order. It is not necessary, for normal Grants, to send copies of original quotations attached. Reason for the priority listing is that it usually takes a considerable time for TRF to finally approve. By that time, 30-day quotes are invalid; and prices will have changed; and the beneficiary will have obtained some of the items on that “Wish List”, so your “Wish List” should be longer than the funds agreed with your partner, to allow appropriate adjustments at the crunch time. Attach this as an Appendix.
   g) If the beneficiary is able to re-claim VAT, then run your budget on the “excluding VAT” prices, and make arrangements with the beneficiary to pay the VAT from its own funds, and reclaim. This way, you can ensure that charity money does not end up in the National Exchequer.
5. Submit the Application, completed as far as you and the local District Rep can, to your partner, so that he can fill in his relevant sections. You will have completed the financial section showing the partners’ contribution (Club and DDF) but they still have to sign that part. Method of submission – Airmail, fax, e-mail, as appropriate, depending on the clarity and legibility at the far end.
6. Keep one another informed, and iron out snags and queries immediately.
7. Keep constantly in touch with your partner. Make sure that they have signed the form, got their DG or DCF or DFMGC to sign if appropriate, and have sent it off in full to TRF, and advise you when done.

Now you wait.

1. Do not expect instant results. There is slippage at every stage on the part of all involved.
2. Do not believe the propaganda that has been circulating from some at District level that a Matching Grant can be completed in four months maximum. This might happen if you personally carry the Application to your DG, your partner, their DG, and hand-deliver it to the Foundation’s MG offices in sufficient time to be financed out of the current TRF budget, and still allow sixr weeks for the cash to arrive. And don’t forget that time is required to report to TRF and get their approval to “Close” the Project.

3. Give TRF a week or so after predicted arrival of the Application papers in their office, and then start chasing them, thus:-
   a) "Has it arrived?"
   b) "Have you yet allocated an MG Reference Number to it?"
   c) "Is the Application complete?"
   d) "Do you need any other papers?"
4. Be prepared to receive a standard letter from TRF saying how many MG Applications they have, and that it might be some time before yours is considered. Keep your partner informed.
5. After a few weeks, you will get an e-mail assigning to your Application an MG reference number.
6. But be aware that TRF has a policy of rejecting and returning to the Clubs any Application if either of the Clubs is in default with reporting on other MG Projects that they might be handling.
7. Any defaulting Club will be refused participation in any project until all reports from that Club in respect of all its projects are up to date.
8. In January 2007, we had to refuse to one Club in my District any participation in a composite project with four other Clubs, because it owed TRF reports on THREE Projects. The Club had not disclosed its default status and could have prejudiced the Grant to the other four Clubs in the Project. Luckily, the facts emerged before the Application was completed.
9. The same rule will be applied to your overseas partner, so it will be a good thing if they are also up-to-date with their reporting to TRF.
10. TRF has a rule that no Club is allowed to have more than five MG Projects open at any one time – so, if your Application is a sixth, it will not be examined, even if it has a reference number, until you have satisfied TRF with a Final Report and they have "Closed" the Project.

The Approval Announcement

1. There will come a happy day when you receive either a phone call, a letter, or more likely nowadays, an Adobe Acrobat document via your e-mail. This will announce that the MG has been approved, and will contain:-
   a) A two-page letter informing you of such;
   b) The two-page Agreement Form, specifying, inter alia, how much you and others have to pay in, and which should be the same sums that you put into the Application;
   c) Contained therein, a clause or sentence or paragraph stating what the funds are granted for. Check this carefully – I recently got an Agreement which authorised only a portion of the work – slip-shod admin at the Foundation. It did get corrected later, but could have embarrassed us at the Final Report stage had we spent beyond the authorised items.
   d) A form asking you to indicate whether you will pay your share to either:-
      i) TRF via a payment to the Fiscal Agent in South Africa, or
      ii) direct to a special account set up for the project. Note that payments to the Fiscal Agent will count towards Paul Harris credits – direct payments to project accounts do not;
   e) A form asking for details of the Bank account into which the funds are to be paid when they eventually arrive. Note in this respect that TRF used to require a separate bank account for the project – and this has caused us untold trouble and cost. Now TRF is prepared to accept, for South African Projects, that the Club has one cheque account, run by the MG Financial Controller into and from which all MG funds go.
   f) A Form which allows you to register your contributions against the particular MG as a credit in your Paul Harris Award account. Make sure that you show the MG reference number, otherwise the cash disappears into "General Giving".
2. Tell your partner of progress at all stages of this process.
3. Make sure that the Agreement Form and the Contribution Form are signed by your President.

4. Fax, or scan and e-mail, those and the other necessary documents back to TRF.
5. Ask your Club Treasurer, or your MG Financial Controller if you have one, (as we do), to do an internet or bank transfer of your contribution to the Fiscal Agent's account in S. Africa. Tell TRF and your partner once this is done. Ensure that the transfer identifies clearly the MG reference number allocated some time previously.
6. E-mail TRF and tell them you that you have e-mailed or faxed the documents to them. If faxed, quote the fax number you used. There is one particular fax on the MG floor at Evanston. Find out its number and send the documents there.
7. Press TRF via e-mail immediately after faxing to confirm to you that ALL the pages arrived and are fully legible. Remedy any deficiencies immediately
8. Advise your partner that you've done the above. Sit on his tail until he reports that he has done the same, i.e., signed the Agreement and the other forms, and has sent them to TRF with his cash contribution.
9. The previous para is critical to your success – if partner Clubs fail in prompt admin, untold delays occur. One of my partners simply refused to answer e-mails from us and from his District for nearly five months, believing that he had ALREADY done what was necessary, and asking us why were we and the partner's District both worrying him????? In fact, he had signed only the Application, and not the later Agreement!!

Now the final Legal Agreement documents are sitting at TRF in Evanston.

1. If you are lucky, the documents are all there, from both parties, and nothing has been mislaid, or parts have not been lost.
2. It will take some time for the bureaucracy to examine.
3. Remember that TRF operates a policy of rejecting and returning to Clubs any incomplete Applications – watch out for this and don't fall foul of it.
4. In particular, you will run up against the "Business Cycle" set by TRF. There is a deadline of 31 March every year, after which no Applications will be accepted until 15 July. TRF Trustees examine Applications only between 15 July and 31 March. Because of the volume of Applications and a limit to funds available, it happens that even some of those lodged well before 31 March are held over until the next Rotary year. Such Applications then attract a request from TRF staff for a Renewal Form for the next Rotary year from all the partners, hence my suggestion that "late-ish" Applications be accompanied by a Renewal Form on first submission.
5. Some of the delays are caused by registering in TRF's financial data-base (I believe in Zurich) the fact that you have paid cash to TRF and that this is to be registered for Paul Harris Fellowship – a merit award - (PHF) credits.
6. Be prepared for certain documents to be requested of you a second time – this has happened to me on a couple of occasions.
7. More seriously, once you and your partners have sent in all the papers, the only thing you can do is to be nice to Evanston, chivvy them politely, and, especially, ensure that they understand your project's objectives.
8. Ensure that they tell you at an early date of any snags in the design, acceptability, financing or presentation of the project application.
9. I have been told by TRF staff on a number of occasions (Jason Osborn was a star in this) that the Application was deficient in some way or another, and helpful suggestions for remedy have been made to us.
10. If you build up a good working relationship with them, you will find the staff very helpful in guiding and warning you, if necessary.
11. And, all through this time, keep talking to your partners, even if it's only desultory chit-chat about the temperature of the swimming-pool in the garden, or family news about the cat being sick..

Comes the happy day that you have a live bank account, and the Fiscal Agent deposits the cash into it.

1. Your Club Treasurer, or your MG Manager/ Co-ordinator, might keep close contact with the Fiscal Agent for this. I do, too.
2. Turn your Project Implementation Team loose on the project. They will know their duties, as set out earlier.

3. Watch their efforts to ensure that they do not embarrass you or the Club by departing from the original intentions of the project.
4. Keep your partner informed of progress.
5. If the project is "live" for any length of time, TRF requires regular progress reports every twelve months. In the past, I have even been asked for these before ANY cash arrived for a project!!! But they now date the 12-month period from the notional day on which the cash arrives in your account.

Now for completion and the "Handing Over".

1. Remember that TRF and Rotary generally are desperate for maximum public exposure of the Good Works that they are financing - quite rightly so.
2. There are very detailed guidelines available on the Net, and will have accompanied the original Notification of Approval of the project (with the Agreement Forms, etc).
3. You must adhere to those as much as possible. Publicise, and include all this in the Reports that have to go to TRF and MUST also go to your partners.
4. Some form of "Handing-Over" Ceremony by your Club President is usually appropriate, with Press and others present. Childrens' choirs at school are common-place at such events. Video them for your partners.
5. Better still, if you can get a visiting DG to present the Project on behalf of Rotary International even better.
6. Even better is to have the ceremony presided over by an overseas DG or PDG, preferably one with a close relationship with the partner Clubs.
7. And, best of all, have members of the partner Clubs do the honours. We did this recently with our partners from District 5050 in USA and Canada. Some of them had personally packed a container with items that were then physically presented to recipients in Grahamstown – wheelchairs featured prominently in that ceremony, with the actual new owner of the wheelchair being personally helped into the wheelchair. And later in 2007, Grahamstown will host from Hawaii the president of a partner Club that has lead a joint project for the local Hospice Society and who will officially hand over all the items supplied from that Grant.
8. On another occasion, a new Palliative Care Wing at the local Hospital was commissioned in person by the Deputy Chairman of the Board of Trustees of the Rotary Foundation.
9. The point of all this ceremony is that it cements relationships with the partner Clubs, even if no further Projects are funded by those Clubs.
10. And Rotary's Good Works are publicised locally and internationally

You will have to complete TRF's report forms at the end of the Project. There is a text narrative report, and a financial report. Your MG Financial Controller will do the latter; the Team Leader and the beneficiary must do the former. And it is the duty of the Co-ordinator to put them together and to send them off to TRF and to partners..

1. We work on a two-report system.
2. There is an official Final Report Form (about 4 pages max) that must go to TRF. As the recipient Club, we assume responsibility for the reports. We make out this short "Official TRF" report, (text and finance, as above) and get that off to TRF as rapidly as possible. The aim is to clear the project off their books, as we are allowed only five live Projects ("slots") at a time. Included in that short report is a paragraph detailing what the partners did towards the project, and this info must be secured from the partners at a fairly early stage, perhaps even before implementing starts. There is also an Accounting Final Report Form that goes in as part of that short report.
3. Then we produce a longer, more detailed "Publicity Report". This is for TRF and also for all partners and Districts who funded the Project.
4. We usually repeat the official report at the beginning of that more comprehensive report, and follow it with photographs of "Before" and "After", of happy faces, of the equipment, and anything similar to show the benefits of the Grant, including often copies of the speeches made at the handover ceremony, videos that were made of the event and the beneficiary and equipment, and, in one case, a series of original letters from the children of a school that we had helped. In fact anything that will confirm to the partners

and TRF that we spent the Grant properly – and thereby establish our credibility for future Grants.

5. And that's all that I can presently think of. Hope it helps. Good Hunting, and good luck to you in your endeavours.

Sincerely,

Bill Mills, PP, and MG Co-ordinator, Grahamstown.
February, 2007.

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